Korn Ferry’s 38 Competencies

1. **Ensures** accountability
   - Holding self and others accountable to meet commitments
     - Follows through on commitments and makes sure others do the same
     - Acts with a clear sense of ownership
     - Takes personal responsibility for decisions, actions, and failures
     - Establishes clear responsibilities and processes for monitoring work and measuring results
     - Designs feedback loops into work

2. **Action oriented**
   - Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm
     - Readily takes action on challenges, without unnecessary planning
     - Identifies and seizes new opportunities
     - Displays a can-do attitude in good and bad times
     - Steps up to handle tough issues

3. **Manages** ambiguity
   - Operating effectively, even when things are not certain or the way forward is not clear
     - Deals comfortably with the uncertainty of change
     - Effectively handles risk
     - Can decide and act without the total picture
     - Is calm and productive, even when things are up in the air
     - Deals constructively with problems that do not have clear solutions or outcomes

4. **Attracts** top talent
   - Attracting and selecting the best talent to meet current and future business needs
     - Attracts and selects diverse and high caliber talent
     - Finds the right talent to meet the group’s needs
     - Closes talent gaps with the right balance of internal and external candidates
     - Is a good judge of talent

5. **Business insight**
   - Applying knowledge of business and the marketplace to advance the organization’s goals
     - Knows how businesses work and how organizations make money
     - Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace
     - Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions

6. **Collaborates**
   - Building partnerships and working collaboratively with others to meet shared objectives
     - Works cooperatively with others across the organization to achieve shared objectives
     - Represents own interests while being fair to others and their areas
     - Partners with others to get work done
     - Credits others for their contributions and accomplishments
     - Gains trust and support of others
7. Communicates effectively
   - Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences
     - Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels
     - Attentively listens to others
     - Adjusts to fit the audience and the message
     - Provides timely and helpful information to others across the organization
     - Encourages the open expression of diverse ideas and opinions

8. Manages complexity
   - Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems
     - Asks the right questions to accurately analyze situations
     - Acquires data from multiple and diverse sources when solving problems
     - Uncovers root causes to difficult problems
     - Evaluates pros and cons, risks and benefits of different solution options

9. Manages conflict
   - Handling conflict situations effectively, with a minimum of noise
     - Steps up to conflicts, seeing them as opportunities
     - Works out tough agreements and settles disputes equitably
     - Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives
     - Sets differences in productive ways with minimum noise

10. Courage
    - Stepping up to address difficult issues, saying what needs to be said
      - Readily tackles tough assignments
      - Faces difficult issues and supports others who do the same
      - Provides direct and actionable feedback
      - Is willing to champion an idea or position despite dissent or political risk

11. Customer focus
    - Building strong customer relationships and delivering customer-centric solutions
      - Gains insight into customer needs
      - Identifies opportunities that benefit the customer
      - Builds and delivers solutions that meet customer expectations
      - Establishes and maintains effective customer relationships

12. Decision quality
    - Making good and timely decisions that keep the organization moving forward
      - Makes sound decisions, even in the absence of complete information
      - Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions
      - Considers all relevant factors and uses appropriate decision-making criteria and principles
      - Recognizes when a quick 80% solution will suffice

13. Develops talent
    - Developing people to meet both their career goals and the organization’s goals
      - Places a high priority on developing others
      - Develops others through coaching, feedback, exposure, and stretch assignments
- Aligns employee career development goals with organizational objectives
- Encourages people to accept developmental moves

14. **Values** differences
   - Recognizing the value that different perspectives and cultures bring to an organization
   - Seeks to understand different perspectives and cultures
   - Contributes to a work climate where differences are values and supported
   - Applies others’ diverse experiences, styles, backgrounds, and perspectives to get results
   - Is sensitive to cultural norms, expectations, and ways of communicating

15. **Directs work**
   - Providing direction, delegating, and removing obstacles to get work done
     - Provides clear direction and accountabilities
     - Delegates and distributes assignments and decisions appropriately
     - Monitors progress by maintaining dialogue on work and results
     - Provides appropriate guidance and direction based on people’s capabilities
     - Intervenes as needed to remove obstacles

16. **Drives** engagement
   - Creating a climate where people are motivated to do their best to help the organization achieve its objectives
     - Structures the work so it aligns with people’s goals and motivators
     - Empowers others
     - Makes each person feel his/her contributions are important
     - Invites input and shares ownership and visibility
     - Shows a clear connection between people’s motivators and the organizational goals

17. **Financial acumen**
   - Interpreting and applying understanding of key financial indicators to make better business decisions
     - Understands the meaning and implications of key financial indicators
     - Uses financial analysis to generate, evaluate, and act on strategic options and opportunities
     - Integrates quantitative and qualitative information to draw accurate conclusions

18. **Global perspective**
   - Taking a broad view when approaching issues, using a global lens
     - Looks toward the broadest possible view of an issue or challenge
     - Thinks and talks in global terms
     - Understands the position of the organization within a global context
     - Knows the impact of global trends on the organization

19. **Cultivates** innovation
   - Creating new and better ways for the organization to be successful
     - Comes up with useful ideas that are new, better, or unique
     - Introduces new ways of looking at problems
     - Can take a creative idea and put it into practice
     - Encourages diverse thinking to promote and nurture innovation

20. **Interpersonal savvy**
   - Relating openly and comfortably with diverse groups of people
     - Relates comfortably with people across levels, functions, culture, and geography
- Acts with diplomacy and tact
- Builds rapport in an open, friendly, and accepting way
- Builds constructive relationships with people both similar and different to self
- Picks up on interpersonal and group dynamics

21. **Builds networks**
   - Effectively building formal and informal relationship networks inside and outside the organizations
     - Builds strong formal and informal networks
     - Maintains relationships across a variety of functions and locations
     - Draws upon multiple relationships to exchange ideas, resources, and know-how

22. **Nimble learning**
   - Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder
     - Learns quickly when facing new situations
     - Experiments to find new solutions
     - Takes on the challenge of unfamiliar tasks
     - Extracts lessons learned from failures and mistakes

23. **Organizational savvy**
   - Maneuvering comfortably through complex policy, process, and people-related organizational dynamics
     - Is sensitive to how people and organization function
     - Anticipates land mines and plans approach accordingly
     - Deals comfortably with organizational politics
     - Knows who has power, respect, and influence
     - Steers through the organizational maze to get things done

24. **Persuades**
   - Using compelling arguments to gain the support and commitment of others
     - Positions views and arguments appropriately to win support
     - Convinces others to take action
     - Negotiates skillfully in tough situations
     - Wins concessions without damaging relationships
     - Responds effectively to the reactions and positions of others

25. **Plans and aligns**
   - Planning and prioritizing work to meet commitments aligned with organizational goals
     - Sets objectives to align with broader organizational goals
     - Breaks down objectives into appropriate initiatives and actions
     - Stages activities with relevant milestones and schedules
     - Anticipates and adjusts effective contingency plans

26. **Being resilient**
   - Rebounding from setbacks and adversity when facing difficult situations
     - Is confident under pressure
     - Handles and manages crises effectively
     - Maintains a positive attitude despite adversity
     - Bounces back from setbacks
     - Grows from hardships and negative experiences

27. **Resourcefulness**
   - Securing and deploying resources effectively and efficiently
• Marshals resources (people, funding, material, support) to get things done
• Orchestrates multiple activities simultaneously to accomplish a goal
• Gets the most out of limited resources
• Applies knowledge of internal structures, processes, and culture to resourcing efforts

28. *Drives* results
   • Consistently achieving results, even under tough circumstances
     ▪ Has a strong bottom-line orientation
     ▪ Persists in accomplishing objectives despite obstacles and setbacks
     ▪ Has a track record of exceeding goals successfully
     ▪ Pushes self and helps others achieve results

29. *Demonstrates* self-awareness
   • Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses
     ▪ Reflects on activities and impact on others
     ▪ Proactively seeks feedback without being defensive
     ▪ Is open to criticism and talking about shortcomings
     ▪ Admits mistakes and gains insight from experiences
     ▪ Knows strengths, weaknesses, opportunities, and limits

30. Self-development
   • Actively seeking new ways to grow and be challenged using both formal and informal development channels
     ▪ Shows personal commitment and takes action to continuously improve
     ▪ Accepts assignments that broaden capabilities
     ▪ Learns from new experiences, from others, and from structured learning
     ▪ Makes the most of available development resources

31. Situational adaptability
   • Adapting approach and demeanor in real time to match the shifting demands of different situations
     ▪ Picks up on situational cues and adjusts in the moment
     ▪ Readily adapts personal, interpersonal, and leadership behavior
     ▪ Understands that different situations may call for different approaches
     ▪ Can act differently depending on the circumstances

32. *Balances* stakeholders
   • Anticipating and balancing the needs of multiples stakeholders
     ▪ Understands internal and external stakeholder requirements, expectations, and needs
     ▪ Balances the interests of multiple stakeholders
     ▪ Considers cultural and ethical factors in the decision-making process
     ▪ Acts fairly despite conflicting demands of stakeholders

33. Strategic mindset
   • Seeing ahead to future possibilities and translating them into breakthrough strategies
     ▪ Anticipates future trends and implications accurately
     ▪ Readily poses future scenarios
     ▪ Articulates credible pictures and visions of possibilities that will create sustainable value
- Creates competitive and breakthrough strategies that show a clear connection between vision and action

34. **Builds effective** teams
   - Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals
     - Forms teams with appropriate and diverse mix of styles, perspectives, and experience
     - Establishes common objectives and a shared mindset
     - Creates a feeling of belonging and strong team morale
     - Shares wins and rewards team efforts
     - Fosters open dialogue and collaboration among the team

35. **Tech savvy**
   - Anticipating and adopting innovations in business-building digital and technology applications
     - Anticipates the impact of emerging technologies and makes adjustments
     - Scans the environment for new technical skills, knowledge, or capabilities that can benefit business or personal performance
     - Rejects low-impact or fad technologies
     - Readily learns and adopts new technologies

36. **Instills** trust
   - Gaining the confidence and trust of others through honesty, integrity, and authenticity
     - Follows through on commitments
     - Is seen as direct and truthful
     - Keeps confidences
     - Practices what he/she preaches
     - Shows consistency between words and actions

37. **Drives** vision and purpose
   - Painting a compelling picture of the vision and strategy that motivates others to action
     - Talks about future possibilities in a positive way
     - Creates milestones and symbols to rally support behind the vision
     - Articulates the vision in a way everyone can relate to
     - Creates organization-wide energy and optimism for the future
     - Shows personal commitment to the vision

38. **Optimizes** work processes
   - Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement
     - Identifies and creates the processes necessary to get work done
     - Separates and combines activities into efficient workflow
     - Designs processes and procedures that allow managing from a distance
     - Seeks ways to improve processes, from small tweaks to complete reengineering