

Korn Ferry's Four Dimensions of Leadership

How well you perform on the job is based on four key areas:

- Do you have the skills to do the job well?
- Do you have the experiences that prepare you for the job?
- Are you motivated by the work?
- Is your personality a good fit for the work environment?

The closer your qualities match what is required in a job, the more likely you are to be happy, productive, and a good fit within the company. All four of these dimensions are part of who you are and help determine where you will do your best work.

Competencies

Skills and behaviors required for success that can be observed.

FOR EXAMPLE

Decision quality, strategic mindset, global perspective and business insight.

Experiences

Assignments or roles that prepare a person for future roles.

FOR EXAMPLE

Function experiences, international assignments, turnarounds, and fix its.

Traits

Inclinations, aptitudes, and natural tendencies a person leans toward, including personality traits, and intellectual capacity.

FOR EXAMPLE

Assertiveness, risk taking, confidence and aptitude for logic and reasoning.

Drivers

Values and interests that influence a person's career path, motivation, and engagement.

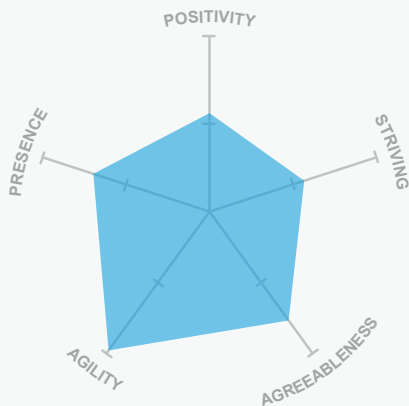
FOR EXAMPLE

Power, status, autonomy and challenge.

Traits

Traits are personality characteristics that influence how you behave. These include attitudes, such as optimism, and other natural leanings, such as being social. Traits are core to who you are, but by becoming self-aware and seeking development opportunities, you can shape how you express your traits. Depending on the role and the company, specific traits may be more or less crucial for success.

YOUR TRAITS



POSITIVITY

Well-adjusted, aware, good-natured

STRIVING

Driven, reliable, persistent

AGREEABLENESS

Considerate, collaborative, inclusive

AGILITY

Analytical, flexible, exploratory

PRESENCE

Sociable, persuasive, commanding, poised

What This Means for You

You may tend to seek out new, complex problems that require creative thinking, risk-taking, and adapting to change in uncertain situations. Your pattern also suggests you are driven and reliable when you've made a commitment, working hard to achieve agreed-upon expectations. Finally, you may be comfortable taking charge in certain situations when you know the audience, are an expert in the subject, or have formed a strong point of view. Individuals with scoring patterns like yours tend to be calm, optimistic, and trusting under normal circumstances, primarily staying focused on the present, hoping for the best but preparing for the worst. You are likely to be seen as

considerate, collaborative, and inclusive, seeking new opportunities to work with and learn from different team members.

Agility is related to high performance in jobs that require solving problems that have no obvious correct answers or tackling work objectives that are constantly changing. It is a quality that is especially important in innovative cultures. A particular area of strength for you within Agility is the degree to which you are able to tackle problems in a novel way and see patterns in complex information. People with high scores in this area tend to excel in roles that require solving difficult problems.

Competencies

Competencies are the skills required for success on the job. While most jobs require skills like good decision making, some jobs require skills like creativity or collaboration. The right skills for the job enable you to make a meaningful impact because they determine how you drive results.

YOUR COMPETENCIES

Courage	COURAGE Stepping up to address difficult issues, saying what needs to be said.	INSTILLS TRUST Gaining the confidence and trust of others through honesty, integrity, and authenticity.
Global perspective	GLOBAL PERSPECTIVE Taking a broad view when approaching issues, using a global lens.	CULTIVATES INNOVATION Creating new and better ways for the organization to be successful.
Values differences	VALUES DIFFERENCES Recognizing the value that different perspectives and cultures bring to an organization.	
Instills trust		
Cultivates innovation		

What This Means for You

Your pattern of response indicates you take action and make tough decisions in high-stakes situations, during a crisis, or in uncertain conditions. You approach challenges using a global perspective and see the impact of global trends on the organization. You also tend to be sensitive to cultural norms and seek to understand and learn from those with different

perspectives and backgrounds. People who respond similarly gain the trust of others through fulfilling your commitments, showing consistency between words and actions, and operating with honesty and integrity. They seek to move past the traditional way of doing things, generate creative ideas, and promote innovative thinking in others.

Courage is difficult to develop and not especially common at any level in an organization. First level leaders who do show courage tend to be high performers and candidates for promotion.

Global perspective starts as a low skill among entry level employees, but it is a skill that helps individual contributors stand out and get promoted to the next level. The skill level improves somewhat in mid-level leaders, and it is among senior executives' top skills. It is moderately difficult to develop.

Values differences is a relatively strong skill for individual contributors, and it is related to high

performance at that level. People at other levels tend to be average in this area. It is one of the more difficult skills to develop.

Instills trust is one of the easiest skills to develop, and it is common at all levels. For individual contributors, it is a skill that is related to high performance and promotion.

Cultivates innovation is rated more favorably among individual contributors. Generally, it is a very rare skill that is correlated with high performance at executive levels. In fact, this skill is related to promotion at all levels of leadership.

Drivers

Drivers are your preferences, values, and motivations that influence whether you are happy in your job. They affect the degree to which certain kinds of opportunities and environments will energize you and spark your interest. When your values match workplace values, you have a good culture fit. When an organization offers opportunities and rewards that tap into what drives you, you're far more likely to thrive in your role, as well as feel engaged, committed, and satisfied in your job.

YOUR DRIVERS



BALANCE

Motivated to integrate work and life in a sustainable, enjoyable, and meaningful way.

COLLABORATION

A preference for work-related interdependence, group decision making, and pursuing shared goals.

POWER

Motivated to seek influence, recognition, and increasing levels of responsibility.

CHALLENGE

Motivated by achievement in the face of tough obstacles.

STRUCTURE

A preference for process-oriented, structured, and stable work environments.

INDEPENDENCE

Prefers to work freely, autonomously, and with limited involvement by others.

What This Means for You

According to your assessment, your primary Drivers fall into the Power and Independence categories. This means you find reward in being promoted to higher positions and an expanding scope of responsibility. You prefer to work independently and take initiative. An ideal scenario would involve a chance to be highly visible while having the opportunity to pursue innovative ideas. In general, you may be less

energized by stability and consistency, and more invigorated when work is unpredictable and ambiguous.

People driven by Power are adept at formulating a strategic vision in environments with a lot of change and uncertainty. Power is a good match for jobs that require influencing a broad range of stakeholders.

Experiences

Experiences are the roles and assignments that make up your career history. Examples of experiences include things like taking on a tough project, overseeing other people, or navigating a crisis. Learning from experiences is instrumental to developing readiness for new challenges and roles. Korn Ferry has identified the qualities that make an experience most developmental. You are more likely to develop yourself in assignments that involve some risk, ambiguity, more responsibility, and take you out of your comfort zone.

YOUR EXPERIENCES

As you take inventory of your past experiences and look ahead to future challenges, consider the extent to which the experience meets some of these qualities.

Developmental experiences meet most of the following criteria:

- Success is not guaranteed
- Responsibility rests with you
- Working with new people or a lot of people is required
- Stakes and pressure are high
- Influencing without authority is required
- Differs from what you've done before
- Your work will be under scrutiny
- The work represents new territory for the organization
- The work requires you to be resourceful
- Tests your ability to deal with complexity and ambiguity
- Involves some hurdles

What This Means for You

Learning from your experiences takes your development a step further. Think about what lessons you learned and skills you gained from your experiences. For example, leading a project team may have forced you to enhance particular leadership competencies, such as building relationships, setting goals, balancing

stakeholders, and making tough decisions. In short, the more difficult and perspective-broadening the experience, the faster it bulks up leadership muscle. But depth of experience also matters: developing more expertise in your field can help you build skills that will open up future job opportunities.

Key development areas

Key development areas are qualities and skills that could benefit from focused attention for future career growth. These are general opportunities for development and do not relate to how well a person fits a particular role. Rather, key development areas reflect the places where scores were lower relative to other strengths. Depending on the role, it may be more or less critical to improve and emphasize skill in these areas.

YOUR KEY DEVELOPMENT AREAS

Seeking tough challenges

Builds networks

Resourcefulness

SEEKING TOUGH CHALLENGES

Driving to achieve and exceed difficult standards in the face of tough obstacles.

BUILDS NETWORKS

Effectively building formal and informal relationship networks inside and outside the organization.

RESOURCEFULNESS

Securing and deploying resources effectively and efficiently.

What This Means for You

Seeking tough challenges

Your scores suggest that you prefer work that calls on your strengths, and you're less interested in tackling "unsolvable" problems or "undoable" assignments. If you find yourself working in a job with constantly changing objectives and priorities, you will want to reframe how you are motivated by tough challenges that require new skills.

If you are interested in developing in this area, here are some tips:

- Be willing to take risks and understand that not all new ideas are successful. Research indicates that more successful people have made more mistakes than the less successful, so try new things often. Take on problems other people have yet to solve. Many problem-solving studies show that the second or third try is when we really understand the underlying dynamics of problems. Think of exploring as a series of try-learn-try again-learn some more.
- Stop equating challenge with stress. If you are wary of burnout, work toward sustaining high performance by allowing time for rest and recovery. Seek support from others. Disconnect and take time to get perspective. Our brains require downtime to generate breakthrough thinking. Sometimes an approach that doesn't seem right at first is what brings progress to the tough challenge you're facing.

Builds networks

Your scores indicate that, while you believe in the value of relationships, you may not dedicate the time required to build more extensive networks inside and outside the organization. You may prefer to focus on an inner circle or a set of go-to resources with whom you can exchange ideas and get things done. This is one of the hardest skills to develop, and it requires more than good social skills. It requires active bridge-building and carefully honed instincts.

If you are interested in developing in this area, here are some tips:

- Create a relationship map. The relationships you establish on the job will be a critical factor in your success. Use an organization chart to put names with titles and locations. Who is a good contact in other functions? Who do you need to connect with outside the organization? Start local and then move further afield. Sit down with your boss and colleagues and ask them who you should know. Understand why these people would be good to connect with. Get some insight into how they like to work and what their concerns are. Then create a plan to introduce yourself. Tell them who you are, where you are, and what you hope to accomplish by working with them. Then plan to meet them face-to-face. The map you create now will become the hub of your productive network.
- Stay visible and approachable. Relationships grow when people like each other, respect each other's competence, and trust each other to perform as promised. Accomplished networkers get things done because people remember them and want to work with them. Be someone others want to know and work with. In meetings—smile and put others at ease. Convey openness with phrases like “I don't think we've met” or “I heard you speak this morning and wanted to introduce myself.” Warm up your e-mails with friendly salutations “Good morning, Joe!” and signatures “Regards”. When they're facing a personal or professional challenge, say, “Let me know how I can help.” Be sure your e-mail signature includes your title and contact information so they can find you easily. Be enthusiastic and personable.

Resourcefulness

Your scores suggest that you may rely on the same resources, rather than finding new or creative sources. Also, you may find it frustrating or inefficient to have to secure resources or find new resources when something changes. Being resourceful is core to getting your job done despite obstacles or constraints.

If you are interested in developing in this area, here are some tips:

- Lay out a plan. Resourcefulness starts out with a plan. It helps everyone who has to work under it, leads to better use of resources, and things get done more efficiently. Lay out the work from A to Z. What are your goals? What's mission critical and what's trivial? What's the time line? What resources will you need? Who controls the resources (time, people, funding, tools, materials, support)? What's your currency? How can you pay for or repay the resources you need? Break complex and multi-tracked projects down into a series of tasks. Use flowcharting or project planning software. Set aside 20 minutes at the start of each week to review your plan, prioritize, and manage your resources.
- Bargain for resources. Sometimes you'll need to be creative to get what you need. That means learning to bargain, negotiate, trade, cajole, and influence. What can you borrow or what do you have that you can trade? Who do you know that could help? How can you make it a win for everyone? Use relationships to help where you can; find people in your network to borrow from. If you are working internationally, adjust your resource-bargaining approach to match the local culture. If you are worried you may be pushing ethical boundaries, study up on the legal practices of the country in which you are operating and how they may influence or limit what you can do. If you are operating in a questionable area, get help from legal or others who have worked in similar situations.



KORN FERRY

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Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our nearly 7,000 colleagues deliver services through Korn Ferry and our Hay Group and Futurestep divisions. Visit kornferry.com for more information.

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For the sake of linguistic simplicity in this report, where the masculine form is used, the feminine form should also be understood to be included.

This report is designed to aid in the growth, development, and placement of the individual. The results are being provided to the organization and will be used to evaluate the individual's strengths and areas for development.