KORN FERRY

Individual Report

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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
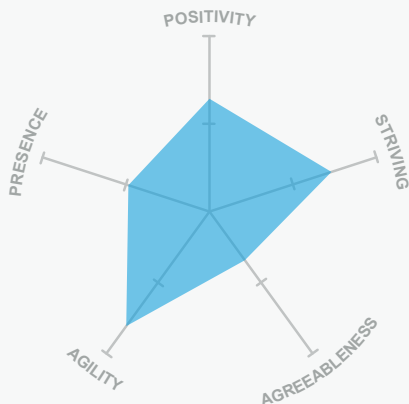
POSITIVITY
Well-adjusted, aware, good-natured

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, appropriately collaborative, and inclusive, weighing whether to work independently or as part of a team in different situations.

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 nimbly change your approach, adjust to constraints, and rebound from adversity. People with high scores in this area tend to excel in roles that require visionary leadership in times of change and transition.

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

| Strategic mindset |
| Being resilient |
| Courage |
| Builds networks |
| Nimble learning |

STRATEGIC MINDSET
Seeing ahead to future possibilities and translating them into breakthrough strategies.

BEING RESILIENT
Rebounding from setbacks and adversity when facing difficult situations.

COURAGE
Stepping up to address difficult issues, saying what needs to be said.

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

NIMBLE LEARNING
Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

What This Means for You

Your pattern of response indicates you anticipate and translate future trends into viable strategies and breakthrough solutions. You stay positive when faced with adversity, manage crises effectively, and bounce back from setbacks. You also tend to take action and make tough decisions in high-stakes situations, during a crisis, or in uncertain conditions. People who respond similarly build strong internal and external networks and know how to get things done through formal and informal channels. They learn through experiences and experimentation and apply the lessons quickly to new situations.

Strategic mindset is one of the most difficult skills to develop, and not surprisingly, most people are not highly skilled in this area. Being strong in this skill matters for promotion for even the most entry level roles.

Being resilient is a high skill for most people. It is also associated with high performance and promotion for individual contributors and mid-level leaders.

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.

Builds networks is a very difficult skill to develop and one that people improve upon over the course of their career. It is less common among mid-level leaders but increasingly present among senior executives. It's most related to performance and promotion for high level executives.

Nimble learning is a skill most people have, but it is also moderately difficult to develop. For individual contributors, high skill in this area is related to being promoted. It is also related to performance and promotability for top executives as well.

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 Independence and Collaboration categories. This means you prefer freedom to pursue a vision without undue constraints. You are motivated to work with others toward a common goal. An ideal situation would involve leading or being part of a team that is given the freedom to innovate and test new ideas for the market. In general, you may be less energized by stability and consistency, and more invigorated when work is unpredictable and ambiguous.

People driven by Independence perform especially well in highly ambiguous situations where the role requires navigating change. Independence is a good fit for organizations focused on innovation.

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			
Working toward common goals	**WORKING TOWARD COMMON GOALS** Aligning and collaborating with an interdependent team or organization in pursuit of shared goals.	**RESOURCEFULNESS** Securing and deploying resources effectively and efficiently.	**OPTIMIZES WORK PROCESSES** Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.
Resourcefulness			
Optimizes work processes			

What This Means for You

Working toward common goals

Your scores indicate that you may prefer autonomy, making your own decisions, and setting your own priorities. People may describe you as self-reliant or independent. But, working toward common goals breaks down barriers. It increases mutual respect and builds relationships. It leads to more efficient use of resources, things get done more quickly, and ideas are built upon.

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

- Work to make connections with other people. Research suggests that the best collaborators are connectors. They link people, ideas, and resources that would not normally connect with one another. Connect your priorities to those of others. In each situation where you are working with other people, it is important to think about their perspective. Where are your viewpoints similar and where are they different? Relate your goals to theirs by asking what projects you have in common and how your values align. Bring similarities to the forefront. Chances are the more you listen and become aware, the more likely you are to build trust and relationships.

- Watch the competitive spirit. Research shows that organizations that encourage people to offer help and ask for help are more successful than companies that create unnecessary competition. It is one of the strongest predictors of team success. Working well with peers helps the organization to do greater things. Share the wealth by shifting your thinking from the needs of your area to what is best for the organization. Thinking at this higher level will help you avoid unhealthy internal competition. By helping other people achieve their goals, you will be seen as a trusted team member and colleague.

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.

Optimizes work processes

Your scores suggest that you may find it difficult to figure out the most efficient and effective process for getting something done. Maybe you are content with the way things are currently done, or maybe efficiency is not one of your top values. Improving systems and processes can increase productivity and leave more time and resources for other pursuits.

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

• Use process to focus on what's important. Great processes enable creative thinking. They provide a way to take care of the mundane and free you up for the fun stuff. If you're action oriented, don't ignore or resist process, find out how it can make your life better. Learn about some of the tools of business analysis. Meet with some engineers for a brainstorming session. Ask how your competitors are using process tools. Turn on your competitive juices to figure out how you can do it even better.

• Always look to be improving, never be satisfied. Don't expect to get it right the first time—this leads to safe and stale solutions. If you have trouble going back the second or third time to get something done, then switch approaches. Sometimes people get stuck in a repeating groove that's not working. Do something different next time. Think about multiple ways to get the same outcome. To increase learning, shorten the process, and get more feedback. Check with your boss, customers, and coworkers and ask what's working and what's not. How would they approach the problem you're facing? The more feedback you get, the more opportunities you'll have to learn and make improvements.

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About Korn Ferry

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.

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.