

Korn Ferry Leadership Architect™ Global Competency Framework Frequently Asked Questions

KORN FERRY FOUR DIMENSIONS OF LEADERSHIP AND TALENT.

What is the Korn Ferry Four Dimensions of Leadership and Talent? How are competencies incorporated into the structure?

The Korn Ferry Four Dimensions of Leadership and Talent, provides a complete picture of the individual qualities that drive performance and engagement. This unique whole person framework, anchored by comprehensive research on talent at all levels, addresses the foundations of human behavior: traits, drivers, motivators, experiences, and competencies. It's simple, universal language allows enables organizations appraise and address the gap between the talent that they have and the talent that they need.

How does Korn Ferry define the term “competency” within the Korn Ferry Four Dimensions of Leadership and Talent?

Competencies are simply observable skills and behaviors boiled down to what matters most as the essential ingredients of an organization success.

KORN FERRY LEADERSHIP ARCHITECT™ GLOBAL COMPETENCY FRAMEWORK.

What is the Korn Ferry Leadership Architect?

Comprised of 4 Factors; 12 Clusters and 38 Competencies with associated Staged Behaviors that provide clear simple language is modern and globally relevant to describe the critical behaviors required for success. To the right and below is a view of the new Korn Ferry Leadership Architect library structure and examples of anchors.

KORN FERRY Korn Ferry Leadership Architect™ Global Competency Framework																		
<p>FACTOR I: THOUGHT</p> <p>A. UNDERSTANDING THE BUSINESS</p> <ol style="list-style-type: none"> 1. Business Acumen 2. Customer Focus 3. Financial Acumen 4. Tech Savvy <p>B. MAKING COMPLEX DECISIONS</p> <ol style="list-style-type: none"> 5. Manager Complexity 6. Decision Quality 7. Business Stakeholder <p>C. ENSURING THE NEW AND DIFFERENT</p> <ol style="list-style-type: none"> 8. Global Perspective 9. Cultural Inclusion 10. Strategic Insight 	<p>FACTOR II: RESULTS</p> <p>D. TAKING INITIATIVE</p> <ol style="list-style-type: none"> 11. Action Oriented 12. Results Oriented 13. Accountability <p>E. REALIZING VISION</p> <ol style="list-style-type: none"> 14. Direct Work 15. Plan and Organize 16. Optimize Work Processes <p>F. FOCUSING ON PERFORMANCE</p> <ol style="list-style-type: none"> 17. Employee Accountability 18. Drive Results 	<p>FACTOR III: PEOPLE</p> <p>G. BUILDING COLLABORATIVE RELATIONSHIPS</p> <ol style="list-style-type: none"> 19. Collaborations 20. Manager Conflict 21. Interpersonal Savvy 22. Social Networks <p>H. OPENING DIVERSE TALENT</p> <p>A. Attract Top Talent</p> <ol style="list-style-type: none"> 23. Develop Talent 24. Values Differentiation 25. Build Strong Teams <p>I. INFLUENCING PEOPLE</p> <ol style="list-style-type: none"> 26. Communicate Effectively 27. Drive Engagement 28. Organizational Savvy 29. Influence 30. Drive Vision and Purpose 	<p>FACTOR IV: SELF</p> <p>J. BEING AUTHENTIC</p> <ol style="list-style-type: none"> 31. Courage 32. Build Trust 33. Being Open 34. Demonstrates Self-Awareness 35. Self-Development 36. Being Flexible and Adaptable 37. Resilient Learning 38. Being Resilient 39. Situational Adaptability 															
<p>CAREER STALLERS AND STOPPERS</p> <table border="0"> <tr> <td>H. TROUBLE WITH PEOPLE</td> <td>H. INEFFECTIVE OR BUILT TALENT</td> <td>G. TOO NARROW</td> </tr> <tr> <td>IOE. Emotional Person/Learner</td> <td>IOE. Poor Administrator</td> <td>IOE. Key Skill Deficiencies</td> </tr> <tr> <td>IOE. Lack of Drive and Values</td> <td>IOE. Failure to Build a Team</td> <td>IOE. Poor Change Agent</td> </tr> <tr> <td>IOE. Political Maneuver</td> <td>IOE. Failure to Staff Effectively</td> <td>IOE. Overdependence on Associates</td> </tr> <tr> <td></td> <td></td> <td>IOE. Overdependence on Single Skill</td> </tr> </table>				H. TROUBLE WITH PEOPLE	H. INEFFECTIVE OR BUILT TALENT	G. TOO NARROW	IOE. Emotional Person/Learner	IOE. Poor Administrator	IOE. Key Skill Deficiencies	IOE. Lack of Drive and Values	IOE. Failure to Build a Team	IOE. Poor Change Agent	IOE. Political Maneuver	IOE. Failure to Staff Effectively	IOE. Overdependence on Associates			IOE. Overdependence on Single Skill
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Example: Competency and associated Competency Anchored Rating Scale

Factor	III - PEOPLE
Cluster	H – Optimizing Diverse Talent
Competency	14. Values Differences
Definition	Recognizing the value that different perspectives and cultures bring to an organization.

Competency Anchored Rating Scale (CARS)

Less Skilled	Skilled	Talented
Unaware of or lacks interest in other cultures. Shows little sensitivity to cultural norms, expectations and ways of communicating. Expects everyone to adapt to his/her style of thinking and communicating. Won't take a business stand when cultural clashes occur.	Seeks to understand different perspectives and cultures. Contributes to a work climate where differences are valued and supported. Applies others' diverse experiences, styles, backgrounds, and perspectives to get results. Is sensitive to cultural norms, expectations, and ways of communicating.	Seeks to understand different perspectives and cultures. Contributes to a work climate where differences are valued and supported. Applies others' diverse experiences, styles, backgrounds, and perspectives to get results. Is sensitive to cultural norms, expectations, and ways of communicating.
Overuse		
May prioritize valuing difference over achieving results. May make too many allowances for members of a particular group. Is overly sensitive to different groups when delivering tough messages.		

Example: Behavioral Anchored Rating Scale

Factor	I- THOUGHT
Cluster	A – Understanding the Business
Competency	5. Business Insight
Definition	Applying knowledge of business and the marketplace to advance the organization's goals.

Stage 1 Contributes Dependently

BEHAVIOR 1- Learns about the key drivers of the organization's business.		
Needs Improvement	Meets Expectations	Exceeds Expectations
Does little to learn about the organization's key business drivers.	Seeks input to gain an understanding of the organization's key business drivers.	Asks probing questions to gain rich insight into the organization's key business drivers.
BEHAVIOR 2 - Shows interest in industry developments and trends.		
Needs Improvement	Meets Expectations	Exceeds Expectations
Gives limited attention to industry developments and trends; may focus solely on immediate tasks.	Takes steps to gain a clear understanding of industry developments and trends.	Draws upon various sources to explore and discuss industry developments and trends. ▼

Stage 2 Contributes Independently

BEHAVIOR 1- Understands how changes in the marketplace affect the business		
Needs Improvement	Meets Expectations	Exceeds Expectations
Overlooks changes in the marketplace; shows limited insight into how these will affect the business.	Identifies how some market changes will affect the business.	Regularly scans the marketplace and discusses the potential implications of changes. ▼

How was the new Korn Ferry Leadership Architect created?

Built on best practices, learnings, and lessons from the industry's most prominent competency providers-- Lominger, PDINH, and Global Novations- the new framework enables the most robust , yet simple-to-apply 21st century competency modeling available today.

How does the new Korn Ferry Leadership Architect compare to my current model?

- **Lominger Leadership Architect:** Many of the 67 competencies have been mapped to the new Korn Ferry Four Dimensions construct and now appear as competencies, dispositions, or motivators. The Lominger Skilled/Unskilled/Overuse definitions have now evolved into Competency Anchored Rating Scales (CARS), providing greater richness and context for improving beyond skilled.
- **Global Novations Four Stages:** The Four Stages of Contribution are a critical part of the new library.
- **PDINH Framework Models:** The support for competencies by organizational level has been expanded into a concept of filters that allow focused models to be created from subsets of the new competency library. Based upon business challenges, industry, function, and organizational capability, as well as levels, you will also see the familiar Behaviorally Anchored Rating Scales (BARS).

Please see the **Korn Ferry Leadership Architect Legacy Mapping** document for more details.

Does the new library allow us to map back to organizational strategy (e.g. Lominger's Strategic Effectiveness Architect®) to ensure we have the talent to accomplish our strategic imperatives?

The ability to link to business challenges, strategies, and organizational capabilities is an organizing pillar of the new Korn Ferry approach. For clients requiring consulting services, we will also be able to map the new competency library to organizational capabilities, leveraging intellectual property within the new Talent Strategy Workshop and Competency Strategy Sessions.

360 ASSESSMENTS.

- **Traditional Likert Scale – for Development Application:** The VOICES® 360 instrument provides great flexibility with a wide ranging report menu to meet any program or individual feedback needs. The system allows you to select all, a subset or custom items, create custom email invitations and reminders, as well as leverage normative data alongside your report data for comparisons.
- **Behavioral Anchored Rating Scale – for Talent Decision Applications:** Talent View® of Leadership Performance is an additional offering for many of our clients. Leveraging Behavioral Anchored Rating Scales alongside a Job Analysis Questionnaire, the data (when communicated appropriately) can be used in broader talent making decision environments. Our full library and seven level models will be available standard. Our Global Survey Center will help set up models for both 360 instruments based on client needs.

- **Supporting legacy 360 Assessment Platforms:** VOICES for Lominger Leadership Architect; PROFILOR® and Talent View of Leadership Performance for the PDINH standard and custom models, and Global Novations 360 for Four Stages will continue to be supported for existing clients. Please continue to work with your current contact for ordering and launching of events.

For all other questions please contact: Business_Office@KornFerry.com

CERTIFICATIONS.

Korn Ferry continues to offer both public and in-house certification programs. Participation in certifications allows you to experience our global inventory of research-based tools, solutions, and assessments first-hand while becoming certified in key solutions. Our highly rated learning experiences give you the foundation for launching and sustaining talent development best practices while becoming a trusted solution expert in your organization.

Korn Ferry will be offering a public certification for the new Korn Ferry Leadership Architect beginning in August in North America. Additional certification opportunities for Korn Ferry Leadership Architect in other geographies will soon follow.

For clients certified in Leadership Architect 101 (based on 67 competencies), your certification remains valid for the new Korn Ferry Leadership Architect.

For questions regarding certifications, please contact Certifications@kornferry.com

Does my PROFILOR certification translate to VOICES?

Yes. Korn Ferry recognizes all those who are certified in PROFILOR through our accredited channels and will transfer those accreditations across to VOICES. We do encourage all coaches to orient themselves on the differences and features that existing in the VOICES reports and the Talent View of Performance reports before scheduling any feedback sessions. We will have some additional resources organizations can leverage to ease this process and transition.

INTELLECTUAL PROPERTY LICENSES.

An Intellectual Property License is the rights administered to those clients who have purchased the license and provides the ability to create modified and derivative versions of our content, and scale them through any internal system, process or

program. For over 25 years, clients have used this format to scale their talent management programs around the world to truly imbed the language of talent throughout their organization.

- **Intellectual Property Licenses: Lominger Leadership Architect License Holders**
For clients who hold legacy Lominger Leadership Architect Intellectual Property Licenses (inclusive of the Leadership Architect Competency and FYI For Your Improvement® licenses) with annual renewal fees, you will receive the opportunity to take possession of the equivalent of your license in the new Korn Ferry Leadership Architect content as part of that annual renewal.

If you have purchased a perpetual license prior to 2005, please contact your representative to talk about your upgrade options.

If you have purchased a perpetual license in 2014, you will receive one upgrade module per your agreement.

Does this mean I have to stop using my existing content?

- **Legacy Lominger Leadership Architect:** You can continue to use your existing Lominger Leadership Architect license content, per the terms of your agreement.
- **Legacy PDINH Competency Framework:** For those license holders with annual renewal licenses, you will receive the opportunity to take possession of the equivalent of your license in the new Korn Ferry Leadership Architect content.

For any questions please contact our licensing department:
Licensing@kornferry.com