Frequently Asked Questions

Korn Ferry 360

Information on our new Korn Ferry 360 offering

Client Version 1 - June 2017

Contents

Korn Ferry 360 represents a major revision and update to our 360 product offerings, combining our **world-class IP, a state-of-the-art survey process and completely redesigned feedback reports**.

1. Overview

1.1. What is the Korn Ferry 360?

We're investing in an exciting initiative to unify our 360 competency offerings. Having delivered multiple 360 offerings to thousands of clients for more than 30 years, we believe we have the world's finest competency IP and expertise. We are now consolidating our offering into a single, world-class, unified product suite: taking the best of all our existing offerings and raising the bar to create the world's finest 360 product.

1.2. Why are we doing this?

We have multiple 360 products and platforms. Unifying these will deliver the following benefits:

1.	Provide a single more powerful, flexible, and consistent offering.
2.	Improve the end-user experience with a user-friendly interface and updated look-and-feel.
3.	Use of a single platform that brings far richer functionality and features.
4.	Streamline our processes for a faster, better client experience – in training, communication, implementation, and delivery.
5.	Deliver concise and simplified reporting so both individuals and organizations can quickly identify their areas of strength and development needs.

2. The KF360 measurement approach

2.1. Will we offer both competency-level and behavior-level measurement processes?

Yes. We will offer two main types of 360 survey:

A competency-based approach (where we measure the competency directly) as was done with products such as Voices product, plus:

- We will offer all the core features of Voices;
- We will measure the competency level: including the skill level, importance, and overuse;
- We will measure stallers and stoppers including 'harmfulness';
- The user experience will be significantly improved, but the core mechanics of what we measure will remain unchanged.

A behavior-based approach (where we measure behaviors that roll up to a competency) as was used in the TLP and PROFILOR offerings:

- Our primary behavior-based approach will use the behaviorally-anchored rating scale as was used in products such as the TLP and PROFILOR offerings.
- We will also support a traditional frequency-scale, which is used in many competency tools such as PROFILOR. Clients will be able to utilize this scale using our KFLA competency model.

2.2. Will we still promote the competency-level approach (Voices) for development, and the behavior-level approach (TLP) for use in more performance-oriented situations?

- Both our competency-based and behaviorally based approaches are suitable for use in development.
- Our competency-based approach (where we measure the competency directly on a scale from 'towering strength' to 'serious issue') has a very clear, focused development angle.
- Our behavior-based approach that uses the 'behaviorally-anchored rating scale' (BARS) can be used for development, but given the more granular detail that the BARS provide, is also suitable for clients wanting to support employees with their performance. Note that our continued position is that competency results should never be a sole reference point for any performance-related decision.

3. Support for legacy and custom competency content

3.1. What standard 360 content will be available on the new platform?

We strongly encourage clients on legacy 'standard' competency models to switch to our KFLA-based product. The benefits with switching to KFLA:

1 KFLA represents our best and most valid and comprehensive competency model.

2 We are investing in translations of this content and in the next 12 months will increase the KFLA language options from 10 to 20 languages.

3 We are updating our norms for KFLA-based offerings to coincide with the KF360 launch. We will not be investing in updating norms for legacy competency models.

4 We are investing in multiple product initiatives to embed the KFLA competencies. We see KFLA as a 'connector' of many of our offerings. We:

    a Have already launched a KFLA report output from Talent Q Dimensions

    b Are updating our Job Description app to use KFLA competencies

    c Are planning in the future to launch an 'employee app' that clients can use to communicate their competency models to their employees. This app will support KFLA-based competency models but not legacy competency models.

For clients on Lominger 67 that will not migrate to KFLA, we will support continued use of the model, but this will only be for legacy clients. We will also continue to support and sell the Emotional and Social Competency Inventory (ESCI).

3.2. Will we support clients with custom 360 content?

Yes. We will support:

- Clients who have custom competency models. These models will need to fit within our frameworks, but we are typically able to support most client content.

- Clients who want to use standard KFLA content. In this scenario, clients will have access to our norm data.

- Clients who want to use KFLA but add their own custom competencies or stallers and stoppers. In this scenario, clients will have access to norm data for the standard KFLA competencies/stallers and stoppers they use.

- Clients who want to use KFLA but adjust the factors and clusters the competencies belong to. In this scenario, clients will have access to norm data for the standard KFLA competencies/stallers and stoppers (even if adjustments are made to the factors and clusters).

- Clients who want to use KFLA but adjust the name of the competency (e.g. changing the name of Customer Focus to Customer Service). In this scenario, clients will have access to norm data for the standard KFLA competencies/stallers and stoppers (even if they change the name of the competency).

- We will also support clients who want to adjust details of a KFLA competency other than the competency title: such as the description, the behaviors, or the BARS, but in this scenario, we would deem the competency to be a 'custom' competency and clients would not have access to our norm data for these competencies.

3.3. Will we support clients with PROFILOR content?

KFLA represents our most comprehensive competency model and we are embedding this content across multiple solutions, moving away from legacy content. For clients using *standard* PROFILOR content, we will migrate these clients to KFLA when transitioning them to the KF360 so they can leverage our norm data and any languages used with KFLA. However, if a client is using their own *custom* content on the PROFILOR platform, we will migrate their custom content to the KF360. In either case, we will be able to support a behavior-based approach with a frequency scale.

4. Benefits

4.1. What are the high-level improvements?

The **high-level improvements** of KF360 are:

- A single platform for all 360s will greatly improve the user experience, and provide more clarity for clients and the business.
- We have redesigned the end to end process, from surveys through to feedback reports, working with usability experts to ensure a completely intuitive and enjoyable experience.
- We are doubling language support for KFLA content by jumping from 10 to 20 languages over the next 12 months.
- Our combined offering will have a better and richer feature set.
- We will be able to offer clients both full-service and self-service.

4.2. What are the improvements in the surveys?

The **new surveys**:

- Have a completely redesigned user interface that is much more intuitive and user friendly.
- Retain the core aspects of Korn Ferry methodology–measuring at both the competency and behavior level, measuring competencies and stallers and stoppers, and measuring the skill level, the importance, harmfulness and overuse. Our different survey processes will be much more aligned – so there will be a familiar, consistent process whether you're completing a competency-level assessment or a behavior-level assessment.
- Bring tablet and mobile compatibility to all the new surveys.
- Introduce an elegant navigation bar to help clients move through the survey.
- Provide a new summary page (for competency-level surveys) that enables clients to review and make final adjustments to all their answers.

4.3. What are the improvements in the individual feedback reports?

The **new individual reports**:

- Have been designed from the ground up. They are much more intuitive and user friendly.
- Provide a much clearer start point and help the user focus on what's important in their data while providing rich and comprehensive insights that coaches may explore further with the individual.
- Have been designed with a much greater focus on supporting an individual's development.
- Provide a clear summary of each competency with preliminary development guidance.
- Will be available in 10 languages in the short-term, and 20 languages within a year.

4.4. What are the improvements in the group feedback reports?

The **new group reports**:

- Have a completely redesigned user experience. They are much more intuitive and user friendly.
- Offer far greater insights into a groups' data.
- Will be available in 10 languages in the short-term, and 20 languages within a year.

5. Client transition

5.1. How and when will we migrate existing Korn Ferry's 360 clients?

Starting with the simplest transitions and working up to our most custom clients, we plan to migrate the first clients in August 2017, and transition all clients within an 18-month window. If your organization uses legacy Korn Ferry 360 platforms, a member of the KF project team will reach out to you throughout the upcoming weeks. They'll review usage of the platforms, respond to any questions/concerns, and suggest the best timing for transition.

5.2. Can I stay on the existing, legacy platforms?

No; we will be moving all clients. However, we will provide clients with flexibility as to exactly when they transition within the timeframe provided. We are looking to migrate Voices clients between August 2017 and August 2018. TLP and PROFILOR clients will migrate between November 2017 and December 2018. The new platform will include comparable functionality and have multiple improvements.

5.3. What's happening to my old data?

When we transition to the new platform, we will retain a copy of the data on a secure server. While we will not be migrating historical data onto the new platform, if a client wants to run group comparisons over time (e.g. last two years of legacy data, combined with new data collected on the new platform) we will be able to involve our Client Analytics group to provide custom data analysis.

5.4. How will current contracts be handled and will my current contract be honored?

We will support any existing legal contract with a client. If you believe any information in this FAQ or plans for KF360 creates a contractual issue, please get in touch with your Korn Ferry account manager.

5.5. What support will I receive for the transition?

We will be providing collateral to help clients understand the changes and what it means for them. This will include:

- **Survey changes document:** clear documentation on the changes in the survey process.

- **Feedback report document:** clear documentation on the changes in the feedback reports. This will help them compare information they were familiar with in the old reports and where to find the same information in the new reports. It will also cover any changes in methodology and/or scoring.

- **Certification update information:** documentation to help certified individuals to transition from the old tools to the new tools.

5.6. Do I need to purchase a KFLA license if I own a legacy license? (e.g. Lominger 67).

Clients do not need a license to use Korn Ferry 360 tools. However, they do require a license if they want to create derivative works of our content, including KFLA.

6. Timeline

6.1. What is the schedule for KF360?

A high-level plan for the migration of clients is as follows:

Month	Clients supported
August	Voices clients, using standard KFLA content, English only.
September	Voices clients using standard Lominger 67 content in English only.
October	Voices clients using standard KFLA, in any of our 10 standard KFLA languages, and support for Lominger 67 in currently available languages.
November	Voices clients using non-standard content in multiple languages. TLP and PROFILOR clients using standard content.
December	TLP and PROFILOR clients, using non-standard content.
January	Complex clients, either with very custom content, or specific features/ processes.

6.2. When are you switching off old platforms?

We are providing clients a 12 to 18-month window to transition to KF360. Voices clients will need to transition by August 2018 and TLP/ PROFILOR and other legacy 360 clients will need to transition by December 2018.

7. Certification and training

7.1. How will certified users update their training?

For clients trained or certified in existing 360 products we will provide collateral to help users refresh and update their certification. Key collateral will help users understand the changes in the surveys and feedback reports.

This documentation will include sample feedback reports that show what the reports look like in detail and will be helpful for practitioners to practice giving feedback before using the new tools for the first time.

7.2. Beyond documentation, what other training will be available for clients wishing to 'top up' their certification.

At this point, we are not planning any specific, structured training program to update clients' certification. However, should clients want additional support beyond the standard collateral we produce, you can contact your Korn Ferry account manager with inquiries for additional training on the new 360 and opportunities to practice giving feedback with the new reports.

7.3. Will there be certification workshops for the new KF360 for those who have not previously been certified in the legacy 360 tools, or for those who wish to attend a formal training?

Yes, in the fall of 2017 we will begin offering a certification in the new KF360. KFLA certification will continue to be a prerequisite.

If you have any further questions or need additional information regarding the KF360, please reach out to your Korn Ferry account manager.

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 our Executive Search, Hay Group and Futurestep divisions. Visit kornferry.com for more information.

KORN FERRY ™
| HayGroup