

# Korn Ferry Leadership Architect Global Competency Framework

## FACTOR I: THOUGHT

### A. Understanding the business

#### 5. Business insight

Applying knowledge of business and the marketplace to advance the organization's goals.

#### 11. Customer Focus

Building strong customer relationships and delivering customer-centric solutions.

#### 17. Financial acumen

Interpreting and applying understanding of key financial indicators to make better business decisions.

#### 35. Tech savvy

Anticipating and adopting innovations in business building digital and technology applications.

### B. Making complex decisions

#### 8. Manages complexity

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

#### 12. Decision Quality

Making good and timely decisions that keep the organization moving forward.

#### 32. Balances stakeholders

Anticipating and balancing the needs of multiple stakeholders.

### C. Creating the new and different

#### 18. Global perspective

Taking a broad view when approaching issues, using a global lens.

#### 19. Cultivates innovation

Creating new and better ways for the organization to be successful.

#### 33. Strategic Mindset

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

## CAREER STALLERS AND STOPPERS

### M. Trouble with people

102. Blocked personal learner

103. Lack of ethics and values

110. Political missteps

### N. Doesn't inspire or build talent

101. Poor administrator

104. Failure to build a team

105. Failure to staff effectively

### O. Too narrow

106. Key skill deficiencies

107. Non-strategic

108. Overdependence on an advocate

109. Overdependence on a single skill

## FACTOR II: RESULTS

### D. Taking initiative

#### 2. Action oriented

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

#### 27. Resourcefulness

Securing and deploying resources effectively and efficiently.

### E. Managing execution

#### 15. Direct Work

Providing direction, delegation, and removing obstacles to get work done.

#### 25. Plans and aligns

Planning and prioritizing work to meet commitments aligned with organizational goals.

#### 38. Optimizes work processes

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

### F. Focusing on performance

#### 1. Ensures accountability

Holding self and others accountable to meet commitments.

#### 28. Drives results

Consistently achieving results, even under tough circumstances.

## FACTOR III: PEOPLE

### G. Building collaborative relationships

#### 6. Collaborates

Building partnerships and working collaboratively with others to meet shared objectives.

#### 9. Manages conflict

Handling conflict situations effectively, with a minimum of noise.

#### 20. Interpersonal savvy

Relating openly and comfortably with diverse groups of people.

#### 21. Builds networks

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

### H. Optimizing diverse talent

#### 4. Attracts top talent

Attracting and selecting the best talent to meet current and future business needs.

#### 13. Develops talent

Developing people to meet both their career goals and the organization's goals.

#### 14. Values differences

Recognizing the value that different perspectives and cultures bring to an organization.

#### 34. Builds effective teams

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

### I. Influencing people

#### 7. Communicates effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

#### 16. Drives engagement

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

#### 23. Organizational savvy

Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

#### 24. Persuades

Using compelling arguments to gain the support and commitment of others.

#### 37. Drives vision and purpose

Painting a compelling picture of the vision and strategy that motivates others to action.

## FACTOR IV: SELF

### J. Being authentic

#### 10. Courage

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

#### 36. Instills trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

### K. Being open

#### 29. Demonstrates self-awareness

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

#### 30. Self-development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

### L. Being flexible and adaptable

#### 3. Manages ambiguity

Operating effectively, even when things are not certain or the way forward is not clear.

#### 22. Nimble learning

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

#### 26. Being resilient

Rebounding from setbacks and adversity when facing difficult situations.

#### 31. Situational adaptability

Adapting approach and demeanor in real time to match the shifting demands of different situations.

Korn Ferry Leadership Architect™ is a research-based global competency framework.

**Competencies** are observable and measurable skills and behaviors that contribute to workplace effectiveness and career success.

**Career stallers and stoppers** are behaviors generally considered problematic or harmful to career success.

**Clusters A-O** are research-based groupings of related competencies or career stallers and stoppers. They represent a higher order and broader scope of skills and behaviors that contribute to success or derailment.