

Korn Ferry Leadership Architect™

Global Competency Framework

FACTOR I: THOUGHT

A. Understanding the Business

- 5. Business Insight
- 11. Customer Focus
- 17. Financial Acumen
- 35. Tech Savvy

B. Making Complex Decisions

- 8. *Manages Complexity*
- 12. Decision Quality
- 32. *Balances Stakeholders*

C. Creating the New and Different

- 18. Global Perspective
- 19. *Cultivates Innovation*
- 33. Strategic Mindset

FACTOR II: RESULTS

D. Taking Initiative

- 2. Action Oriented
- 27. Resourcefulness

E. Managing Execution

- 15. Directs Work
- 25. Plans and Aligns
- 38. *Optimizes Work Processes*

F. Focusing on Performance

- 1. *Ensures Accountability*
- 28. *Drives Results*

FACTOR III: PEOPLE

G. Building Collaborative Relationships

- 6. Collaborates
- 9. *Manages Conflict*
- 20. Interpersonal Savvy
- 21. *Builds Networks*

H. Optimizing Diverse Talent

- 4. Attracts Top Talent
- 13. Develops Talent
- 14. *Values Differences*
- 34. *Builds Effective Teams*

I. Influencing People

- 7. Communicates Effectively
- 16. *Drives Engagement*
- 23. Organizational Savvy
- 24. Persuades
- 37. *Drives Vision and Purpose*

FACTOR IV. SELF

J. Being Authentic

- 10. Courage
- 36. *Instills Trust*

K. Being Open

- 29. *Demonstrates Self-Awareness*
- 30. Self-Development

L. Being Flexible and Adaptable

- 3. *Manages Ambiguity*
- 22. Nimble Learning
- 26. *Being Resilient*
- 31. Situational Adaptability