



UNDERSTAND THE TALENT YOU HAVE **AND THE TALENT YOU NEED**

A Korn Ferry Introductory Guide
to Assessment and Succession



BUYERS GUIDE

CONTENTS

01 Introduction:
assessment and
succession practices
for a changing world

05 Prioritizing
stakeholder needs
and interests

02 Choosing an
assessment solution
for all your talent
management needs

06 What to expect
when working
with Korn Ferry

03 Solving the
toughest challenges
with assessment
and succession

07 How we integrate
assessment and
succession into
your talent strategy

04 Questions to ask
an assessment
and succession
solution provider

01

ASSESSMENT AND SUCCESSION PRACTICES FOR A **CHANGING WORLD**

Here's a surprising fact to wrap your head around:

60% of organizations identify skills gaps as the key barrier preventing industry transformation.¹

What does this tell us? Understanding the gap between who you have in your business today, and who you need to succeed tomorrow, is critical to success.

With the market changing as quickly as it is, this is not a one-and-done approach—it's a journey—with assessment positioned at the start of that journey. People qualities such as learning agility, long-range thinking, resilience, and the ability to simplify complexity are growing in importance as organizations around the world face exceptional business challenges. And that's speaking in broad terms.

1. WEF, 2023

One huge challenge is a widespread feeling of disconnect and discontent across the workforce in general. More people are changing employment than ever before. In the USA alone, 50.5 million people quit their jobs in 2022, besting the prior record set in 2021.²

In response, enablement of employees is rapidly gaining traction as a means of retention; giving people control over their vocational pathways, including their assessment and development.

Having an assessment and succession partner who can help empower your employees is a concept that resonates strongly with future-focused organizations.

We've prepared this handbook for business leaders and HR professionals to shed light on how to get strategic value from assessment and succession programs. It is for those who seek to align their organizations with these new and emerging trends, and those who are looking for a partner who can help them confidently meet these challenges.

IN THIS GUIDE, WE WILL EXPLORE:

- Taking a holistic approach to your assessment and succession needs
- Using assessment and succession to solve the toughest organizational challenges
- Korn Ferry's Assessment & Succession model for tackling an evolving business climate

- The right questions to ask a potential assessment and succession solutions provider
- Making the case for change with your stakeholders
- What to expect from Korn Ferry Assessment & Succession
- How assessment and succession integrate into Korn Ferry.

It's clear the velocity of change in business requires a flexible and integrated approach; one that allows you to make swift, data-driven decisions, and one that enables your people to make their own choices and be inspired by the process.

It's also time to partner with an organization that can move from assessment to development at speed and with ease, without diluting either part of the solution, and while keeping on top of market movements.

Let's get started.



BRYAN ACKERMANN

Managing Partner

Assessment & Succession,
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Development, Korn Ferry

2. [JOLTS report](#), March 8, 2023

Sources: KF Institute, PricewaterhouseCoopers, 25th Annual CEO Survey, EmeraldWorks Learning Healthcheck, Microsoft 2022 Work Trend Index, KFI Files Issue 1; LinkedIn Global Talent Trends, SHRM, US BLS, Indeed, IED/Stanford University, Harvard Business Review, Self-Disruptive Leader (KF), The Talent Shortage (KF)

02

CHOOSING AN ASSESSMENT SOLUTION **FOR ALL YOUR TALENT MANAGEMENT NEEDS**

It's difficult to predict how the (not-so distant) future workplace and employee talent profiles will evolve. One thing is for sure: change is happening, and it's occurring at an alarming rate.

Change is also being reflected in the thinking of leaders.



In a Korn Ferry Institute survey, 67% of investors believed traditional leadership is no longer fit for the future, and 80% of CEOs saw a gap in their employee skills as a direct threat to their business.

As for employees, our survey revealed that unpredictability equates to insecurity.

For instance, 43% of people around the world were considering leaving their employer this year, 40% were actively looking for a new job (and it is a jobseeker's market, with 1.8 positions available for every candidate), and 57% of employees believed it's easier to get a new job with another employer than with their current employer.

From this brief overview, you can see that choosing an assessment and succession solution means finding a partner who grasps the importance of staying ahead of change without resisting it.

Any assessment and succession undertaking is a journey, with many people on that journey. Both anticipated and unanticipated change will affect details and outcomes but, with the right partner, assessment and succession should be an experience that delivers immense reward.

Korn Ferry Assess is a solution designed to enhance organizational assessment and succession planning. Assess illuminates the talent and capability gaps in your organization, so you can ensure you have the roles, skills, and talent you need to deliver on your future strategy.



- Is there a way to simultaneously run the business and change the business?
- How do we create leaders who inspire and motivate?
- How do we navigate the future of work?
- What can we do to prepare future leaders for succession?



- How am I performing in my current role?
- How do I prepare myself for my next steps?
- How do I actively manage my career with this organization?
- How do I ensure I continue to thrive?

BALANCING THE NEEDS OF EMPLOYERS AND EMPLOYEES

WHAT EMPLOYERS NEED FROM THEIR PEOPLE

There are certain qualities in an employee that become desirable in times of change:

- Agility and resilience to changing environments and circumstances
- Innovation beyond just process improvement
- Collaboration and partnership—internally and externally—across the ecosystem
- An openness to differences—the ability to lead diverse and distributed teams
- Long-term thinking and the ability to simplify complexity.

WHAT EMPLOYEES EXPECT FROM THEIR ORGANIZATIONS

Similarly, there are characteristics of a workplace that employees have come to expect if they are going to stay with the organization:

- A compelling vision and purpose for making work meaningful
- A clear position on societal issues
- Opportunities for continuous learning, growth, and career mobility
- Diverse, inclusive, and equitable work environments
- Respectful two-way dialogue, and a voice for change
- Empowerment and choice on how and where work gets done.

DRIVING INDIVIDUAL AND ORGANIZATIONAL GROWTH

A progressive assessment and succession solution can significantly enhance your organization's experience of work, particularly when this solution involves giving employees control over their own journey; we call this "agency". Such agency enables employees to:



Direct their work narrative and its consequences
(Empowerment)



Connect to a greater strategy
(Relevance)



Feel valued by their employers
(Belonging)



Enjoy opportunities to realize their own potential
(Growth)



These needs and expectations come together to give shape to the experience at work, which helps to attract and retain the right employees.



SKILLS DEVELOPMENT DRIVES RETENTION

Korn Ferry CHRO Survey 2023

Top 3 business priorities:

- Attract/retain talent
- Growth
- Business & digital transformation.

94%

of employees would stay at a company longer if it invested in their development.



INTERNAL MOBILITY

Employees who feel that their skills are not being put to good use in their current job are

10x

more likely to be looking for a new job than those who feel that their skills are being put to good use.



CASE STUDY

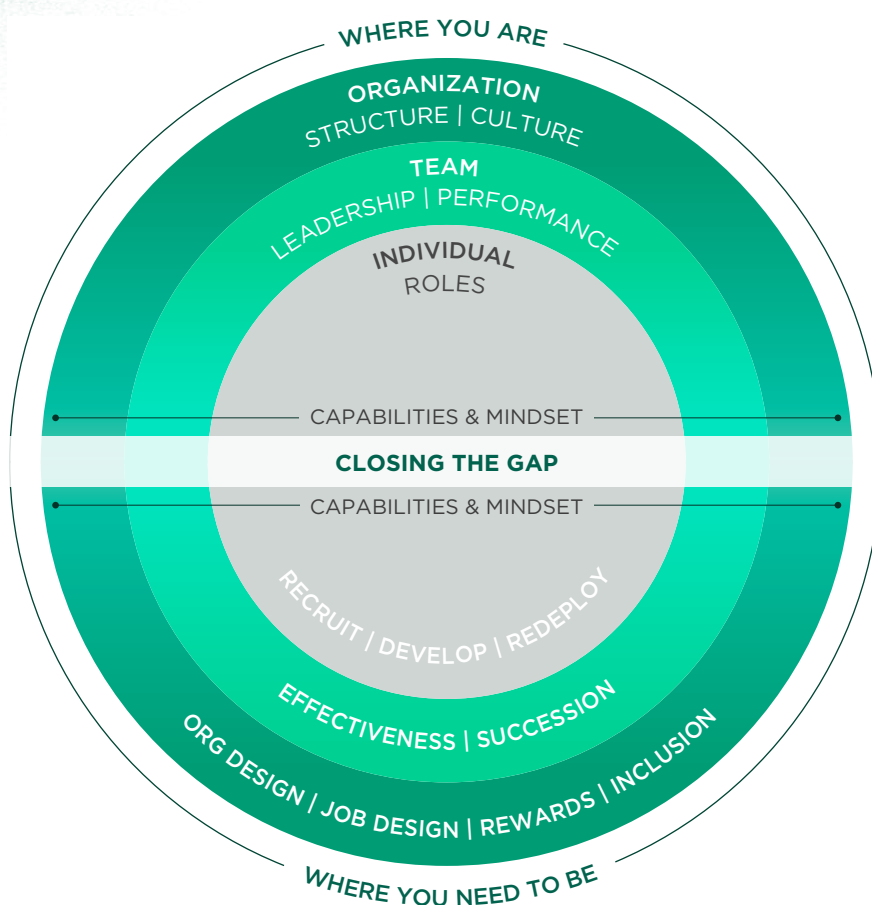
HOTEL AND LEISURE GROUP + KORN FERRY

This organization wanted to create the assessment framework for a widespread development initiative, assessing approximately 200 global leaders—vice president-level executives and above—over a two-year period. Partnering with Korn Ferry, executives in 12 countries have been assessed to date in their native languages. Assessment results are then mapped to their newly articulated ‘Win with Talent’ competency. Our work has provided specific development focus areas for targeted, cost-effective executive leadership development.

Adapted from the 2022 LinkedIn Workplace Learning Trends Report

CLOSING THE GAPS

If we were to analyze your people strategy as a diagram, it's likely to look like this:



Every day organizations make critical business decisions without understanding the distance between where they are today and where they need to be to succeed.

How can you close the gaps?

Effective change is as much about mindset and understanding motivation to change as it is about developing new skills. It is about measuring, evaluating and benchmarking both skillset and mindset of employees to understand the talent you have and the talent you need to deliver sustainable growth.

One of these important qualities is learning agility. Learning agility is the ability and willingness to learn how to deal effectively with first-time situations or changing conditions.

Research shows that leaders who are high in learning agility successfully adapt to unknown environments will tend to apply lessons learned to new and novel situations. Similarly, leaders who derail tend to depend on the same skills that were required for promotion rather than developing new skills—and tend to be lower on learning agility.

In the increasingly dynamic, complex, and uncertain business environment, the ability to adapt and handle unforeseen situations effectively is more important than it has ever been. And learning agility is extraordinarily important in complex, uncertain, non-routine jobs.

WHAT IS LEARNING AGILITY? A TOP PREDICTOR OF LEADERSHIP POTENTIAL

Learning agility is the ability and willingness to learn how to deal effectively with first time situations or changing conditions.

Learning agility is made up of the following four factors:



MENTAL AGILITY

The extent to which an individual embraces complexity, examines problems in unique and unusual ways, is inquisitive, and can make fresh connections between different concepts.



CHANGE AGILITY

The extent to which an individual likes change, continuously explores new options and solutions, and is interested in leading organizational change efforts.



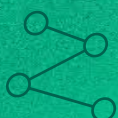
PEOPLE AGILITY

The degree to which one is open-minded toward others, enjoys interacting with a diversity of people, understands their unique strengths, interests, and limitations, and uses them effectively to accomplish organizational goals.



RESULTS AGILITY

The degree to which an individual is motivated by challenges and can deliver results in first-time and/or tough situations through resourcefulness.



Your assessment and succession partner should be equipped to identify those leaders with the learning agility to steer your organization to success through constant change.

Sources: KF Institute, PricewaterhouseCoopers, 25th Annual CEO Survey, EmeraldWorks Learning Healthcheck, Microsoft 2022 Work Trend Index, KFI Files Issue 1; LinkedIn Global Talent Trends, SHRM, US BLS, Indeed, IED/Stanford University, Harvard Business Review, Self-Disruptive Leader (KF), The Talent Shortage (KF)

03

SOLVING THE TOUGHEST CHALLENGES BY **INCORPORATING ASSESSMENT AND SUCCESSION**

As you embark on or revise your assessment and succession journey for organizational prosperity, there are key questions to consider for starting off on the right foot.



QUESTIONS EVERY ORGANIZATION SHOULD ASK...

WHAT TALENT DO WE NEED?

How do we know what roles drive success in our company? How do we know which attributes are key to business success? What is the right mix of breadth and depth required?

WHAT TALENT DO WE HAVE?

How do we know we have the right people in the right place? How do we know who will fill our most critical roles in the future? What capabilities do the incumbents have? What is each individual's potential? Who is ready to assume a more challenging role?

HOW DO WE CLOSE THE GAPS?

How do we ensure we have the right talent to deliver on strategy right now? What are we doing to ensure our next-level leaders are ready to lead our organization? How much should we build vs. buy?

At Korn Ferry, we group these questions sequentially under the three actions of:

DEFINE > ASSESS > DEVELOP

This underpins the Korn Ferry approach for helping you create a people strategy to deliver your business strategy.

We use this model to help you understand the distinctive capabilities you need now and for the future, how your current talent compares, and how to close the gaps.

DEFINE SUCCESS: TO DEFINE THE TALENT YOU NEED...

We create research-based customized predictive Success Profiles that identify the vital leadership attributes needed for success in the role, given your strategy and organizational culture.

ASSESS TALENT: TO DIFFERENTIATE YOUR TALENT...

We use world-class tools to assess your talent for:

- Performance
- Potential
- Readiness
- Fit.

We employ a research-based talent review process that differentiates talent, links to actionable development and deployment, and minimizes bias.

DEVELOP YOUR PIPELINE: TO CLOSE THE GAPS...

We use insights driven by analytics to help you with:

- Build vs. buy strategy
- Role design
- Career and succession planning
- Development
- Selection.



People who are a close fit with our Success Profiles are 7.5x more likely to be highly engaged.

WHAT DOES SUCCESS LOOK LIKE FOR YOUR ORGANIZATION?

DEFINE SUCCESS	OUTCOME
Create a success profile of the talent requirements for the roles you want in your organization, grounded in your business strategy and culture.	Reveals the context-based attributes necessary to realize your strategy, and enable calibration on what matters most.
Draw from multiple inputs with Korn Ferry Assess , which includes benchmark research on core capabilities required for the strategy to create a multi-lens 'whole person' model that best predicts success.	Provides clarity and alignment on what is 'good', making it easier to reach quick consensus on talent gaps.
Determine the benchmarks for assessment and, in doing so, create a process for multiple applications—development, success, and recruiting, etc.	Ensures a standardized measure for consistency across roles and levels—a common language for talent that still has the flexibility to be customized.

WHAT TALENT DO YOU CURRENTLY HAVE IN YOUR ORGANIZATION?

ASSESS SUCCESS	OUTCOME
Examine people under key areas and matching against success profiles: • Performance (how effective are leaders performing, and who are A-players in their current role?) • Potential (who has the capability to be effective in a more challenging role, and how far and fast could they go?) • Readiness (who's ready to move to the next level and what gaps will need to be filled) • Fit (who's best-suited for an immediate role with its specific business context and culture?). <u>Korn Ferry Assess</u> uses a high-touch/high-tech approach that is both in-depth and personal, while being efficient and scalable. Take a proprietary approach to talent differentiation through facilitated group sessions—from 'talking talent' to 'developing talent': evaluation, calibration, development planning and ongoing review.	• Creates a nuanced and realistic understanding of your talent pipeline • Ensures better deployment and development decisions • Provides insights for individual leaders that drive behavioral change • Facilitates differentiated development plans for your people • Strengthens the executive team's capability to assess and develop talent.

HOW CAN YOU BUILD YOUR TALENT PIPELINE TO CLOSE THE GAPS?

DEVELOP	OUTCOME
Use insights driven by analytics to create paths for action: • Selection (choosing people who will be the most successful) • Development (differentiating development to accelerate readiness for anything) • Succession planning (placing the right people in the right roles at the right time) • Build vs buy strategy (balancing the mix of development and recruiting) • Role design (providing experiences that build the bench).	• Offers an improved return on development investments • Ensures deployment decisions are based on readiness and fit • Generates analytics to guide build vs buy strategy.

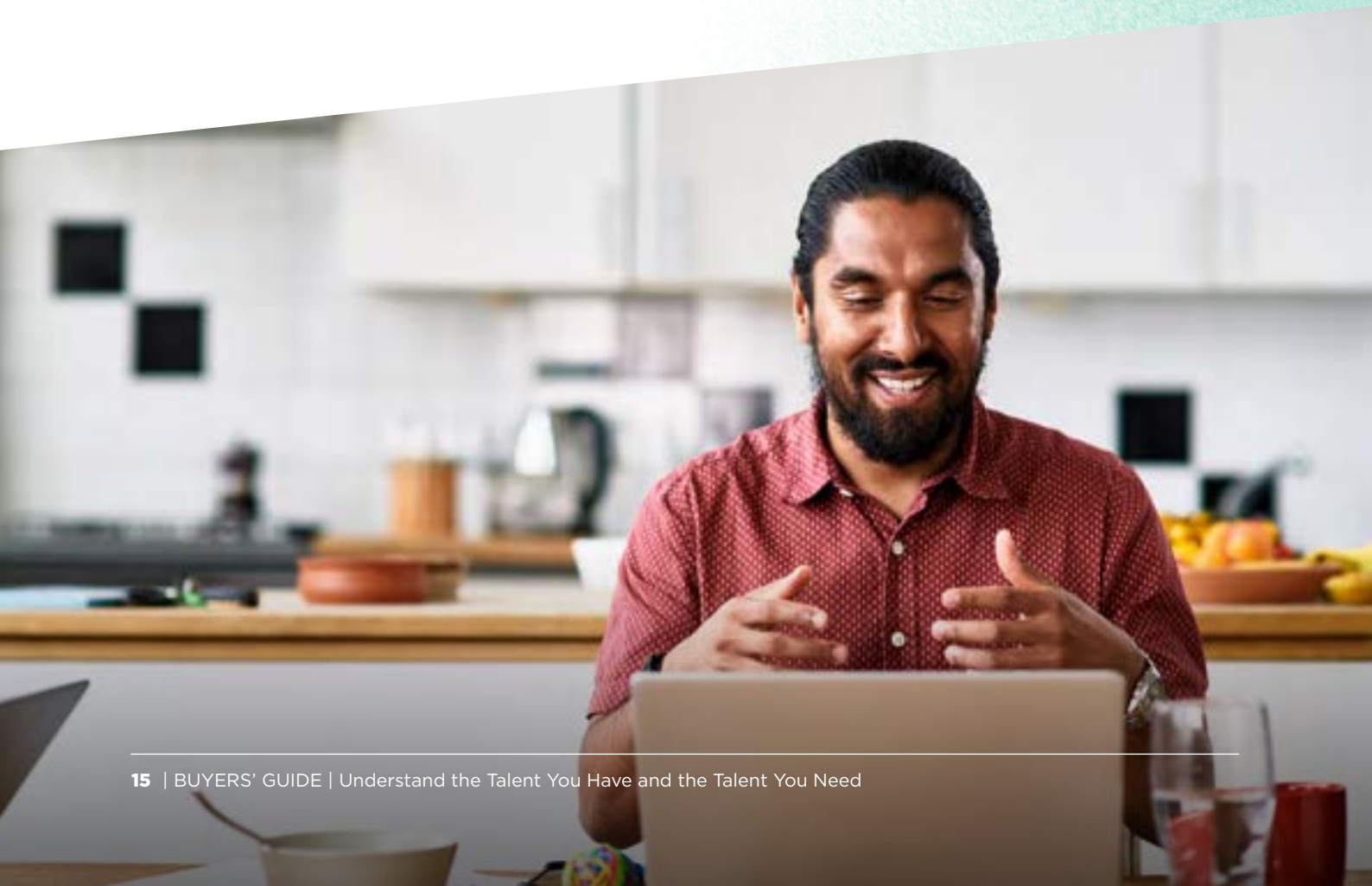
04

QUESTIONS TO ASK

AN ASSESSMENT AND SUCCESSION SOLUTION PROVIDER

In section 02 of our guide, you've asked yourself the big questions. Now it's time to pose the right questions to your potential assessment and succession partner.

We've compiled a list of key questions that can assist you in finding the right partner for your organization. We've also included a brief explanation of how Korn Ferry would answer each one.



QUESTIONS TO ASK PROVIDERS	HOW KORN FERRY WOULD ANSWER THIS QUESTION
What proof do you have of your expertise in assessment and succession?	Unleashing potential in leaders, teams and organizations is what motivates us. We've completed 69 million leader assessments over the last five years and draw on over 6 billion proprietary talent data points to feed our Success Profiles, which form the basis of our assessment programs. These insights deepen our understanding of people, enabling us to drive lasting business impact for our clients. Korn Ferry Assess uncovers the essential qualities required for leadership success by assessing for competencies, traits, and drivers. The traits are based on the 'Big 5', which are based on standard personality psychology research. The competencies draw from decades of research and experience from our legacy companies, most especially Lominger and PDI/Ninth House.
What impact do your assessment programs deliver?	We know that CEOs who score high on our CEO assessments are four times more likely to lead top performing companies. We also know that hiring processes that use our leadership assessments reduce CEO turnover by 47% in the first three years. We know that people who are a close fit with our Success Profiles are 7.5x more likely to be engaged in their role. And finally, we have found that consistent use of our assessments can improve overall talent performance by 25%.
How accurate are your assessments?	We show that companies see a return on investment when they use our in-depth (high-touch) simulation-based assessments, which have proven to be 96% more accurate than the industry average. And our integrated (medium-touch) assessments (test + interview-only assessments) are 18% more accurate than the industry's high-touch solution.
Where does learning agility sit in your priority list of capabilities to assess? And how do you identify it?	We lead the way in defining learning agility, and our measures and feedback are nothing less than world class. We describe learning agility as the willingness and ability to learn from experience, and then apply these lessons to succeed in new or challenging situations. This means that, instead of defaulting to established problem-solving tactics, learning agile people apply fresh approaches, ideas, and solutions—essential for performance in today's changing world. Learning agility is at the core of building leaders' adaptive strength and can mean the difference between shaping the future and merely surviving it.

QUESTIONS TO ASK PROVIDERS	HOW KORN FERRY WOULD ANSWER THIS QUESTION
What levels of leadership do your assessment and succession capabilities extend to?	We have unmatched experience assessing and developing all leaders, from Board members and CEOs to first-line leaders. For lower levels in the organization, the leadership qualities that we measure provide helpful markers for identifying high potential leaders early. At the top of the organization, assessments are often needed to evaluate readiness for, or fit with, the role. Again, our assessments can cover this.
How do you recommend we explain the value of an assessment program to our people?	When beginning an assessment program, keep all messaging clear and consistent, focusing on the “what” and “why.” A personal invitation with a senior sponsor is often helpful to build interest. We’d also recommend providing participants with as much information as possible about what to expect before, during, and after the assessment, through briefing packs and/or an FAQ document.
How are we informed of progress during the assessment of our people?	Through Korn Ferry Assess we provide both progress and data analytics. Our progress analytics help you measure the level of engagement with your assessment program. It includes data on uptake among participants, which is essential for keeping on top of assessment projects at scale. Our data analytics use aggregate data to provide the bigger picture on your people. Particularly useful for volume/cohort assessments, this data can help you spot patterns by looking at data by function, country, or level. This helps answer key questions such as the gap between where your talent needs to be and where it is now, and the development that’s needed to close the gap.
What infrastructure do you have that supports a global assessment and succession program?	We have a growing network of 2,000 assessors, coaches, and facilitators across the globe, speaking 30+ languages. This support network not only brings assessment practitioner expertise, but also an understanding of any specific legal requirements around the use of talent assessment and the local talent market.

QUESTIONS TO ASK PROVIDERS	HOW KORN FERRY WOULD ANSWER THIS QUESTION
Following assessment, how do you help with the learning & development of leaders?	We don't stop at assessment; Korn Ferry Assessment & Succession is just one part of our complete product suite. Specifically, Korn Ferry Learning & Professional Development supports our Assessment & Succession solution by drawing on a portfolio of learning experiences including simulation, immersive experiences, executive coaching, and technology-based development. We bring you thought leaders, expert trainers, engaging facilitators, and world-class coaches to deliver these learning experiences and produce authentic outcomes that play out in your business.
How do you empower people to take control of their own development journey?	Everyone who takes our assessments gets a personal feedback report, which gives them detailed insights into their strengths and areas of improvement. Managers also get a report on their whole team, which helps them spot gaps to close and capabilities to develop. With these outputs, we help you recognize strengths and weaknesses in your teams, making it easier to plan everyone's next steps in their development journey. This might mean preparing people for promotion, personalizing their training program, or moving them into completely new roles to make the most of their skills. If you're assessing at scale, our avatar-guided feedback and AI-assisted coaching helps your people understand their assessment results prior to the next steps.



CASE STUDY

INFORMATION SERVICES COMPANY + KORN FERRY

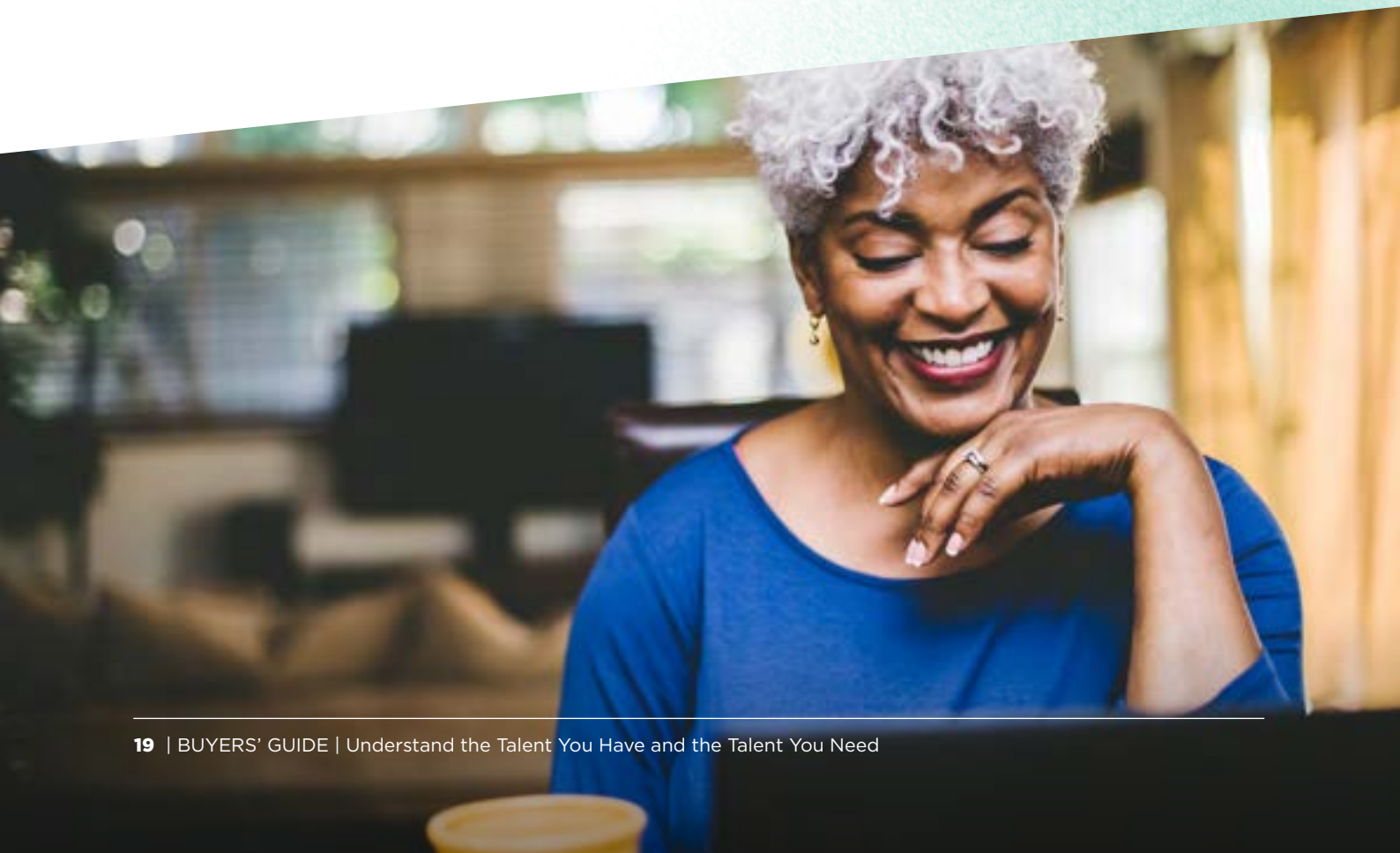
A global tech company wanted to understand the technical skills and leadership capabilities of over 800 data analysts. We worked with them to develop six aspirational Success Profiles and assessed the group of analysts against these profiles. The objective was to quickly capture a large data set to identify how many of the group of 800 had the capabilities needed for the future, and where they needed to focus their growth investments. As a result, they were able to build targeted development programs for each role and make more confident recommendations for the future.

05

PRIORITIZING STAKEHOLDER **NEEDS AND INTERESTS**

At Korn Ferry, we support you in building your business case, planning how you roll out changes, and making sure your people understand how your assessment and succession solution supports your strategy while aligning with your values and culture.

On the following page, we share some common stakeholder concerns about the assessment and succession journey—and suggest responses for those responsible for building the momentum for change.



CONCERN	HOW KORN FERRY WOULD RESPOND
I don't think assessments are worth their cost because it's often too difficult to follow through and action items.	We will prepare your organization's assessment and succession solution with cost-effectiveness in mind, pinpointing clear and actionable opportunities for growth. This means taking a multi-year, multi-generational approach to your succession planning where the various components in the solution are embedded in your talent system—from transition planning (a point in time process) to progression planning (a continuous practice). We're confident that our partnership with you will deliver ROI that far outweighs any initial outlay.
The psychometrics of assessments are not very accurate or reliable.	Some organizations have experienced below-par psychometrics, which may have skewed perception of all assessments. Our assessment portfolio shines in terms of the predictive validity of our psychometrics. Furthermore, our in-depth, high touch simulation-based assessments have proven to be 96% more accurate than the industry average. And our integrated (medium-touch) assessments (test + interview-only assessments) are 18% more accurate than the industry's standard simulation-based solution.
There's a risk that leaders will defer to assessments rather than take responsibility for their decisions.	It's important to see assessments as supporting decision-making. The goal is to spot leaders who will embrace assessments to drive business, not off-load their responsibilities. The many advantages of a robust assessment and succession solution outweigh the risk of leaders relying too heavily on assessments for their choices.
It's too hard to know what to do with assessment reports.	We present our findings in clear, actionable reports. This includes insights for individual leaders, as well as company-wide initiatives, to help drive behavioral change and performance in role. At Korn Ferry, we're fully invested in your growth through our deliverables. This means it's in our best interests to ensure you understand assessments and can be confident in using them for your decision-making.
Assessments take up time we don't have, not to mention the coaching that's required afterwards.	You can outsource the entire management of your assessment, development, and succession requirements to us, or allow us to establish a self-service model or a hybrid delivery model. It's up to you and your business culture. That's why we ask our customers to see our work with them as a journey for their organization, not just a project for a point in time that is piled on top of their workload.

CONCERN	HOW KORN FERRY WOULD RESPOND
Getting a third party to perform assessments is a waste of time because they don't really understand our company culture.	A good third-party partner should have discovery processes in place to accurately understand your company culture from an informed and impartial position. At Korn Ferry, we start with the foundational questions: What outcomes matter most? What is the future state of talent required to activate your business strategy? And we come to you with an open, curious mind. Similarly, a reputable third party like Korn Ferry will advise without the unconscious or implicit bias that occurs when conducting assessments internally. For instance, leaders naturally tend to recruit and promote based on their working relationships with specific people—their own biased ‘lens’—rather than taking an objective 360-degree, fully rounded perspective on their talent. We can see beyond ‘the transactional’ and find the qualities in your people that will drive the outcomes your business ambitions.
Assessments are pointless—they're just company navel-gazing.	On the contrary, assessments give assurance to leaders for expensive investments in selection and development. Without the evidence assessments provide, succession decisions rely largely on gut instinct, biases and guesswork, which can lead to misguided decision-making that can significantly impact company culture and long-term performance.



CASE STUDY

GLOBAL BANKING GROUP + KORN FERRY

Korn Ferry was engaged to identify the best applicants for a global banking group's graduate recruitment program. This posed many challenges, with a high volume of assessment required across the world, including validation and translations in multiple languages. We came up with a blended solution of bespoke adaptive situational judgment questions, combined with existing psychometric content in both recruitment and development contexts. Seamless ATS integration (Oracle Taleo) was also used. The solution now successfully assesses over 200,000 applicants for the global banking group per annum.

SPEAKING THE LANGUAGE OF YOUR KEY STAKEHOLDERS

The different buyer groups of your organization will have varying priorities when providing input on a proposed assessment and succession solution.

Adjust your communications and engagement strategies to suit your audience.



HR LEADER

- Create the diverse and differentiated leadership bench that your business demands
- Draw from an objective, actionable picture of the talent you need, the talent you have, and find out how to close the gaps
- Leverage proven methodologies for identifying employees who can meet the requirements of a quick-changing strategic landscape.



INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST (AND/OR HEAD OF TALENT MANAGEMENT)

- Make data-backed decisions to build stronger development plans
- Give your people the opportunity to self-assess and take control of their own assessment & career journey
- Have peace of mind knowing all assessment data comes from deeply validated approaches to assessing talent and learning agility, while minimizing adverse impact.

Use language they understand (avoid HR jargon), and directly address their challenges and pain-points.

Here are some top-line messages that may resonate better with these different stakeholders:



BUSINESS LEADER

- Build stronger people plans to achieve better enterprise outcomes
- Gain clarity on actionable opportunities that employees can leverage to direct their own development journey
- Make decisions quickly and with confidence knowing you're backed by reliable data.



SKEPTICAL STAKEHOLDER

- Understand what an employee needs to grow and thrive
- Identify through assessment—without human bias—the full scope of an individual's strengths and development opportunities
- Provide your people with a map to their own success and, consequently, the success of the enterprise itself.



DE&I (DIVERSITY, EQUITY AND INCLUSION) REPRESENTATIVE GROUPS

- Build more inclusive and equitable talent programs through objective assessment, to help broaden opportunities for diverse talent
- Use amalgamated assessment data analytics to review for representation and unintended consequences in your talent programs.

06

WHAT TO EXPECT WHEN WORKING WITH **KORN FERRY ASSESSMENT & SUCCESSION**

1

DEFINE: First, we start with a Success Profile, so we can all align around what 'good' looks like.

The Success Profile defines what is required for success given the culture needed and the future accountabilities and demands of your leaders, which in turn are influenced by the organizational context and strategic priorities.

Success Profiles use the Enterprise Success Model to define a unique combination of skills, experiences, traits, drivers and accountabilities necessary for talent that will drive the next generation of growth for your organization.



Organizational context
(evolving external
landscape, shifting
technology, etc.)



Strategic priorities
of the organization
(and consideration of
those for the specific
business unit and/
or function) and the
culture needed to
drive those priorities



Interviews and
focus groups

Success
Profile Surveys
(completed by
key stakeholders)

Documents
(e.g. strategic
priorities, values,
leadership
behaviors)



Korn Ferry
leadership
expertise

Korn Ferry
industry
expertise

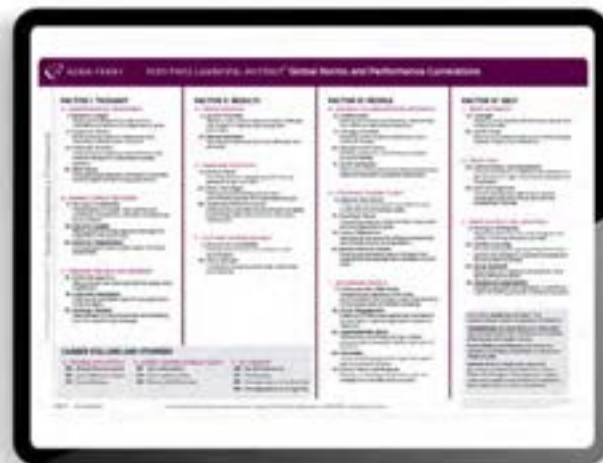
Korn Ferry
research and
best-in-class
profiles

OUR COMPETENCY LIBRARY: A MULTILINGUAL, BEST-IN-CLASS FOUNDATION

Using the Korn Ferry Leadership Architect (KFLA), the world's newest and most flexible research-based global competency framework, our clients can quickly design a competency model with a full complement of associated content and tools:

- Talent acquisition content
- Assessment standards
- Development content.

The KFLA is a flexible, multi-level framework that allows organizations to quickly scale their competency models to appropriately represent the scope and scale of various points across the leadership pipeline, or adjust their priorities as the needs of the business and organizational culture evolve.



2

ASSESS: We assess talent for performance, potential, readiness, and fit against Success Profiles to help you close the gaps.

PERFORMANCE

How effectively are leaders performing? Who are "A" players in their current roles?

POTENTIAL

Who has the capacity to be effective in a more challenging role? How far and how fast?

READINESS

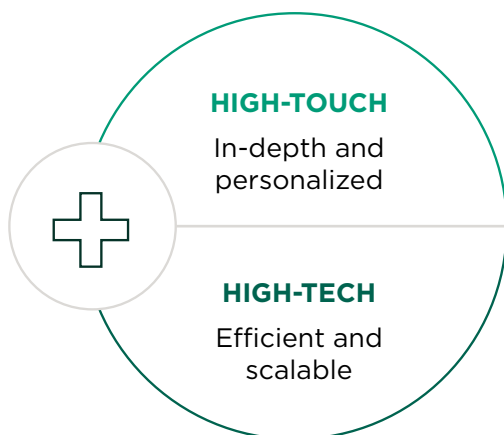
Who is ready to move to the next level or a broader role? What gaps have to be filled?

FIT

Who is best suited for an immediate role with its specific business context and culture?

RANGE OF ASSESSMENT APPROACHES

- **High-touch human insights:** tailored for senior levels or when in-depth assessments and executive coaching are needed
- **High-tech data-driven insights:** technology-enabled assessments and feedback for larger-volume selection-and-development needs
- Korn Ferry has a range of options that fall in-between these two points as well.



OUTCOMES

- Reports that present performance, potential, readiness, or fit against specific Success Profiles
- View into your talent pipeline
- Data-based analytics to guide the talent strategy
- Focused development to close gaps
- Deployment decisions based on readiness and fit
- Insights for individual leaders that drive behavior change and performance in role
- Shared language that enhances accurate talent identification
- Executive confidence in the capabilities of leaders to power the organization into the future.



We take a holistic approach to assessment and offer multiple assessment methods to provide diverse assessment data and rich insights.



Observable data on critical behaviors against current, targeted, or stretch roles (e.g., pre-work case study, multiple simulation modules, and immediate feedback).

Assessment of leadership behaviors (in current role) via online or verbal 360 feedback.

Functional, industry, and other experience measured against the role requirements in the context of your company.

Assessment of the behaviors, traits, and drivers in the Success Profile that are required to deliver the future role successfully.

Online self-assessment of leadership behaviors, experiences, traits, and drivers.

USING ANALYTICS TO INFORM YOUR PEOPLE STRATEGY



FUTURE-READY LEADERSHIP

Do you have the leadership team in place to execute on your strategy?



TALENT BENCHMARKING

What makes your talent unique compared to your competition?



TALENT PREDICTION

Could you predict what kind of talent will succeed or fail in your organization?



OUTCOME ANALYTICS

How do you measure the value/ROI of assessments in your talent processes?



DIVERSITY, EQUITY, AND INCLUSION

Do you have a diverse and inclusive organization?



PAY EQUITY

Are you paying your talent equitably?



ORGANIZATIONAL NETWORK ANALYSIS

Do you know who the key influencers and connectors in your organization are?



ENGAGEMENT STRATEGY

Are your employees' minds and hearts aligned with your strategic goals?

KORN FERRY ASSESS

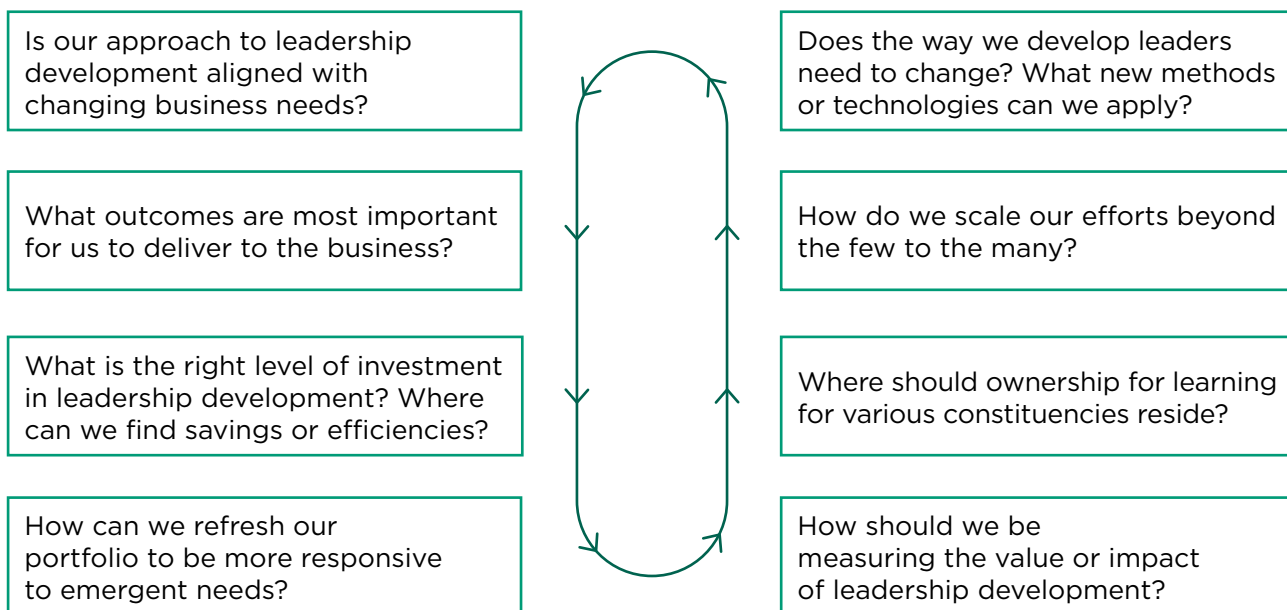
Assists organizations with assessment and succession planning by highlighting talent and capability gaps to guide the development of roles, skills, and talent needed to deliver on future strategies.

3

DEVELOP: Then, we bridge any capability gaps through targeted leadership development.

STRATEGIC QUESTIONS TO BE ASKED AND ANSWERED ABOUT LEADERSHIP DEVELOPMENT

Forward-thinking companies increasingly are looking to position leadership development as a strategic lever to meet business and talent goals.



CASE STUDY

FTSE 10 BANKING GROUP + KORN FERRY

A large FTSE 10 banking organization approached Korn Ferry for external validation of their succession plan. This involved working alongside their group executive committee, direct line of reports and a targeted amount of high potential executives to align the bank's strategy and focus on closing readiness gaps. In total, 170 executives were assessed against the organization's leadership capability model and Korn Ferry's learning agility model, resulting in the necessary refinements required to further mature the bank's succession aspirations.

4

EMBED: Our succession planning integrates **DEFINE > ASSESS > DEVELOP** components into your talent system to support a multi-year, multi-dimensional shift to progression planning.

SUCCESSION PLANNING

We build complete solutions that integrate Defining, Assessing, and Developing components into your talent system to support a multi-year, multi-generational shift toward progression planning.

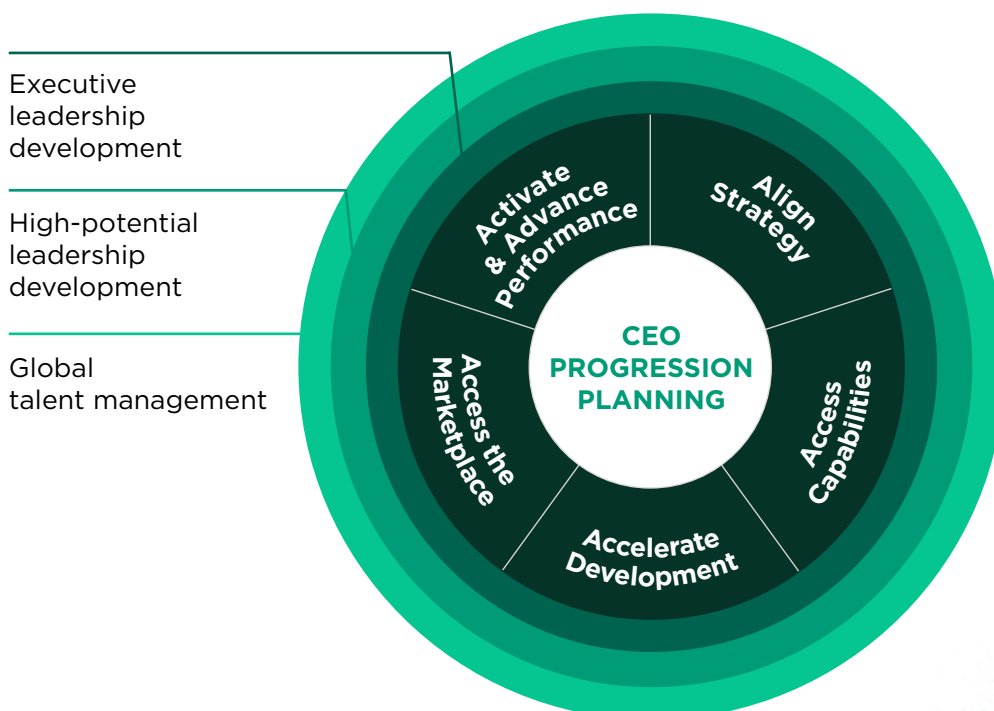
FROM TRANSITION PLANNING

A point-in-time process

TO PROGRESSION PLANNING

A continuous practice

A one-time event at the end of the incumbent's tenure	Starting early and making it a continuous practice for developing your talent pipeline
A one-or two-person event with few options	A team for future success and options for key senior leadership positions
A static assessment of current capability and readiness FIT	A dynamic development exercise focused on realizing potential
A compliance approach with names in boxes on today's organizational chart	A flexible, nimble, and deeper pool of leaders who can adapt the strategy within a flexible structure
Approaching ready-now external talent at the end of the incumbent's tenure	Early and continuous engagement of hi-po and ready-now external talent
An HR initiative separate from the business.	A practice approach embedded into and aligned with the strategic business and transformation agenda.



KORN FERRY GLOBAL DELIVERY: LEVERAGE KF'S GLOBAL DELIVERY FOOTPRINT TO SUSTAIN AND SCALE

A growing network
of **2,000** assessors,
coaches, and facilitators
across the globe

30+
languages spoken

650
leadership coaches

500
assessors

850
facilitators



a **high degree**
of business acumen

Extensive **knowledge** and
practice in interpersonal
communication, leadership,
and human behavior

trusted
advisors

Proficiency in Korn Ferry's
best practices and IP

Insight and
compassion

Impeccable academic
and professional
credentials

We have rigorous standards of education, accreditation, knowledge, experience, and performance for every Korn Ferry consultant.

ADVANCED DEGREES

PhD Psychology/EdD, MA, MS Psychology, EdD, MS—OD, MBA.

CREDENTIALS AND CERTIFICATIONS

- ACC, PCC, or MCC by the International Coach Federation
- BCC by the Center for Credentialing and Education.

QUALIFICATIONS

- Minimum of five years of corporate training experience
- An area of specialization (e.g., organizational development, sales training, or team building)
- Leadership experience, including hiring and development of staff, and project management
- Exceptional ability to facilitate large (50+) and small groups.

07

HOW WE INTEGRATE **ASSESSMENT & SUCCESSION** **AT KORN FERRY**

At Korn Ferry, we can help with the full end-to-end talent journey. We have five integrated solutions covering everything from designing your organization structure to optimizing the cost and value of rewards. This enables you to integrate assessment and succession into your full talent strategy rather than approaching it as an individual initiative.



ORGANIZATIONAL STRATEGY

We map talent strategy to business strategy, designing operating models and organization structures that help companies put plans into action.

ASSESSMENT AND SUCCESSION

We identify the talent you need, compare that to the talent you have, and help you close the gaps.

TALENT ACQUISITION

From Executive Search to RPO, permanent to interim positions, we help organizations attract and retain the right people across all functions, at every level.

LEADERSHIP DEVELOPMENT

We develop leaders along every stage of their career journey with a spectrum of intensive high-touch and scalable high-tech development experiences.

TOTAL REWARDS

We help clients optimize the value and cost of all the rewards they deliver while aligning those rewards with company values, culture, and business imperatives.



Our solutions are informed by data, rooted in science and powered by technology.

LET US BE PART OF YOUR SUCCESS STORY

Our Assessment and Succession solutions pinpoint clear and actionable opportunities for growth that help organizations deliver on their business strategies through their people. Leaders can use strategic perspectives to build stronger people plans and make smarter development investments now and into the future. And employees are empowered to further their own development.



Talk to the Korn Ferry Assessment & Succession team today.



READY FOR **MORE?**

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Business advisors.
Career makers.