



SHAPE THE LEADERSHIP OF TOMORROW WITH **INSIGHTFUL ASSESSMENTS**

Evaluate Performance, Potential, Readiness, and
Fit with Korn Ferry's Leadership Assessments



KORN FERRY

BE **MORE** THAN

EBOOK

BUILDING A STRONG **LEADERSHIP PIPELINE**

85% of the jobs of 2030 haven't been invented yet.*
We may not know what those positions are, but we do know what skills will be necessary. Future leaders need to be able to seize opportunities for transformation, inspire change, and connect and collaborate to unleash collective energy—authentically and with heart.

Korn Ferry's assessment solutions help you uncover these capabilities in your existing and potential leaders, as well as in external candidates. Used in conjunction with our development and succession planning services, Korn Ferry's assessments empower you and your people to become their best to deliver on your vision of success.

This guide provides a detailed look at the assessment methods we use to help you understand where your leadership stands today and what you need to do to shape the leaders of tomorrow.

A woman with dark hair is sitting in a light-colored wooden chair, leaning back with her hands behind her head. She is smiling and looking towards the right. The image is covered with a semi-transparent teal overlay. On the left side, there is a vertical white line. The text is placed to the right of this line.

67%

of investors
believe that
traditional
leadership is
unfit for the
future**

1/3

of all CEOs last
less than three
years in the
role**

* Dell Technologies

** Korn Ferry Institute

ASSESSMENT **LIKE NO OTHER**

Assessment is an integral part of your broader talent framework, allowing you to continuously develop your people and your organization to drive success.

Korn Ferry's assessment solutions help you build stronger leaders by identifying what talent you need, what talent you have, and how to close the gaps.

Our state-of-the-art, science-backed assessments enable you to:

- Gain objective data to support talent management decisions
- Pinpoint clear and actionable opportunities for growth
- Empower leaders to take action on their own development
- Build stronger talent plans and make smarter investments in your people, today and into the future

We draw on a range of methods to make this happen—from technology-enabled assessments designed to scale to high-touch, highly customized assessments tailored for senior levels. Whether you're looking to support larger-volume talent acquisition and development needs, make critical leadership decisions, or better understand and develop your rising stars, Korn Ferry advisors work with you to identify an assessment solution that best addresses your specific business needs.



BENCHMARK

Identify what talent you need to activate your business strategy.

1

ASSESS

Assess current and potential leaders inside and outside your organization for selection, progression, and succession planning.

Performance
Potential
Readiness
Fit



2



DEVELOP

Bridge capability gaps through targeted development.

3

KORN FERRY ASSESS

THE HERO BEHIND EVERY ASSESSMENT

 **ONLINE**
 **45 MINUTES**

 **ASSESS**

- Performance
- Potential
- Readiness
- Fit

 **USE FOR**

- Role Design
- Candidate Selection
- Development Planning
- Succession Planning

The first step on any assessment journey is understanding the individual. What are their strengths—even the ones that aren't being tapped in their current position? Where do they have potential but lack experience? What drives them, and where do they stand in their own way? How well do they adapt to change?

We do this using [Korn Ferry Assess](#), our world-class psychometric-based self-assessment of leadership behaviors and abilities. Korn Ferry Assess can be used alone to rapidly identify the talent you have across the organization, or in conjunction with other assessment methods as part of a customized approach. Either way, it provides valuable data that you can use to identify gaps, plan development, and make more strategic talent decisions.

Key Benefits:

- Quickly and accurately identify high-performing leaders with a scientific, data-driven approach
- Identify risk factors and agilities for higher level roles
- Give leaders control over their development journey with a meaningful feedback report

THE KORN FERRY DIFFERENCE

Korn Ferry Assess is the only high-tech assessment solution to evaluate individuals in 30 leadership behaviors, 20 traits, 6 drivers, 11 risk factors, and 4 learning agilities against our robust Success Profiles. It uses proven measurement technologies to maximize resistance to faking while minimizing response bias—so you can be confident in the results.

Data collected using Korn Ferry Assess can be compared against different Success Profiles as your team's needs change. For example, a first line creative leader could be assessed for fit and readiness for a Group Creative Director role. Down the road, the same assessment data could be benchmarked for potential for an Executive Director of Strategy role.

KORN FERRY SUCCESS PROFILES

Benchmarks for assessing fit and predicting success

Customized Success Profiles serve as benchmarks for your assessments. Drawing on data collected over 60+ years of working with the best-performing leadership at the world's top companies and grounded in real-world examples of what good looks like, Korn Ferry's Success Profiles define the unique combination of skills, experiences, traits, drivers, and accountabilities necessary for leadership talent to grow your organization.

Leaders who are a close fit to
traits and drivers in Korn Ferry's
success profiles are up to

13x

more likely to be:

Engaged in their jobs

Satisfied and emotionally invested

Willing to expend considerable
discretionary effort*

* Korn Ferry Institute

MULTI-RATER FEEDBACK

ASSESSING BEHAVIOR IN A CURRENT ROLE

ONLINE OR INTERVIEW

 **15-20 MINUTES**
per respondent

ASSESS

• Current Performance

USE FOR

• Development Planning
• Succession Planning

How am I doing? It's something that both leaders and organizations need to ask themselves regularly. Korn Ferry's 180-degree and 360-degree assessments help answer this question by measuring leaders' competencies and behaviors in their current roles. They give you the ability to understand if the people you have are in the right roles, uncover patterns across a team or the organization, validate strengths, and expose leaders' blind spots—providing invaluable direction for talent decisions, such as development.

We offer two multi-rater assessments:

Korn Ferry 360

This 360-degree assessment combines self-assessment with feedback from peers, direct reports, and managers to provide a robust view of your people's performance in their current roles.

Leadership Styles and Climate Assessment Survey

This 180-degree assessment helps leaders understand how their leadership style impacts their team and the organization—while also providing feedback for improvement.

Key Benefits:

- Identify the extent to which employees are demonstrating the behaviors needed to realize your business strategy
- Provide structure to performance discussions and leadership development programs
- Empower leaders with insight into their strengths and targeted development actions

**THE
KORN
FERRY
DIFFERENCE**

Korn Ferry 360 provides employees with feedback on up to 38 competencies from our world-class Korn Ferry Leadership Architect (KFLA) competency framework. Our advanced survey process ensures reliable measurement, while our normative data and meaningful feedback reports help you understand what actions to take to make smarter talent investments today and into the future.



UN- LEASHED POTENTIAL

BEHAVIORAL INTERVIEWS

ASSESSING FIT FOR A SPECIFIC ROLE



INTERVIEW



30-60 MIN



ASSESS

- Readiness
- Fit



USE FOR

- Candidate Selection
- Onboarding Development Planning

While multi-rater feedback allows you to understand how your people are performing in their current positions, behavioral interviews help you understand how well an individual's experiences and leadership style predict success in a specific role in your organization. This gives leadership the insight they need to take more control of their career development.

These structured interviews are conducted by an experienced Korn Ferry advisor and are tailored for the role and your organization's unique requirements. The questions are designed to identify competencies as demonstrated at pivotal moments during the participant's career, as well as their motivations, aspirations, and self-awareness. They can be used with candidates as part of the talent acquisition process or with existing leaders to evaluate the participant's fit relative to a given role and your culture.

Key Benefits:

- Determine which candidate or leader is best suited for a role
- Identify gaps and the development opportunities necessary to help an individual move to that next level
- Confidently make hiring, promotion, or placement decisions

THE
KORN
FERRY
DIFFERENCE

Our standardized behavioral interview guides are aligned with our research-based Success Profiles, ensuring that interviews evaluate the core attributes of success for a given role. In addition, our guides can be customized to reflect the individual strengths and development needs of participants as they map to job requirements.

MARKET-BASED INTERVIEWS

ASSESSING AGAINST THE EXTERNAL MARKET



INTERVIEW



45-60 MIN



ASSESS

- Potential
- Readiness
- Fit



USE FOR

- Development Planning

Do you have the right people in the right roles to innovate and stay competitive in the ever-changing market? Is your organization doing everything it needs to prepare the leaders of the future? How do your leaders compare to those in other organizations?

Korn Ferry's market-based interviews help answer these questions. These assessments are conducted by a subject matter expert who can evaluate the participant's credentials and experiences relative to best practices for their role, level, and industry against the external market. They also provide feedback about the participant's capabilities in the context of role requirements in the company and organizational culture.

Key Benefits:

- Gain insight into your people's capabilities
- Surface concrete actions you can take to enhance capabilities
- Provide leaders with a broader perspective in their progress toward their career aspirations

Our network of industry-specific functional experts use their deep sector knowledge to evaluate the participant's experience gaps and recommend development actions such as building specific experiences into the role, or a strategic role assignment.

BUSINESS SIMULATIONS

ASSESSING LEADERSHIP TRAITS IN ACTION

INTERVIEW

 2-6 HOURS

ASSESS

- Performance
- Potential
- Readiness
- Fit

USE FOR

- Readiness Assessment
- Candidate Selection
- Development Planning
- Succession Planning

Having the right traits is critical, but how can you know how someone will perform under pressure? Korn Ferry's business simulations allow you to see how a candidate will respond in mission-critical scenarios before they are actually put to the test—allowing you to select the best candidates for the role. They also enable you to identify and address skill gaps that may be holding internal leaders back from career progression.

Our simulations are customized to meet your business objectives and feature realistic and compelling scenarios, such as analysis of financial information, handling of delicate meetings with employees and board members, and representing the business in public forums. The objective is to provide a comprehensive and accurate assessment of the leadership traits that are most predictive of long-term success.

Key Benefits:

- Make confident decisions with a scientific and unbiased approach to leadership selection and succession planning
- Gain a window into a participant's leadership style
- Provide participants with a preview of the role and immediate feedback on their readiness for it
- Identify necessary development actions to help high-potential internal leaders progress into higher-level roles

THE
KORN
FERRY
DIFFERENCE

Korn Ferry's comprehensive business simulations are designed to present a condensed year on the job and elicit the specific behaviors crucial to success. Participants face role-specific business situations informed by Korn Ferry research on the most critical challenges for the targeted level of leadership.

**Chief executives
who scored
high on Korn Ferry
assessments saw:***

More than **2x**
annualized
market
capitalization
growth over
four years

20%
higher annual
revenue growth

26%
higher EBITDA
margin



*Korn Ferry Institute

THE RIGHT ASSESSMENT SOLUTION FOR **YOUR NEEDS**

Choosing the right assessment solution provider can be overwhelming. With so many options on the market, it can be hard to know what direction to take. Korn Ferry makes it easy.

Our advisors work with you to develop a holistic leadership assessment, development, and succession planning solution that fits your organization's goals—using the assessment tools that will best serve those goals.

Here are some examples of how Korn Ferry assessment tools may be combined for specific business use cases.

- 
- Rapidly understand the skill sets and capabilities of a large number of employees

KORN FERRY
ASSESS

- Identify bench strength for succession planning and development

KORN FERRY
ASSESS

- + MARKET-BASED INTERVIEWS
- + BEHAVIORAL INTERVIEWS

- Support a near-term CEO succession

KORN FERRY
ASSESS

- + BEHAVIORAL INTERVIEWS
- + BUSINESS SIMULATIONS

- Prepare VPs and GMs for Business Unit President roles

KORN FERRY
ASSESS

- + KORN FERRY 360 MULTI-RATER FEEDBACK
- + BUSINESS SIMULATIONS

- Reshape the leadership team to take the business in a new direction

KORN FERRY
ASSESS

- + S&C MULTI-RATER FEEDBACK
- + MARKET-BASED INTERVIEWS
- + BEHAVIORAL INTERVIEWS

- Assess and select a CFO

KORN FERRY
ASSESS

- + MARKET+BASED INTERVIEWS
- + BEHAVIORAL INTERVIEWS

WHAT ONLY **KORN FERRY** CAN BRING

With decades of talent analysis expertise, billions of data points, and 2,000 assessors, coaches, and facilitators across the globe, Korn Ferry delivers an end-to-end assessment and development strategy you won't find anywhere else.

BENCHMARK WITH SUCCESS PROFILES

Know what success looks like, based on the world's largest assessment database.

ASSESS WITH BEST-IN-CLASS METHODOLOGIES

Our research-based process links to actionable development and minimizes assessment bias.

DEVELOP LEADERS AT EVERY LEVEL

Drive transformation by developing leadership, from executives to first-line leaders.

CUSTOMIZE BASED ON YOUR NEEDS

Tailor assessment and development to your organization's unique objectives and culture.

SCALE SOLUTIONS WITH OUR TALENT PLATFORM

Our proprietary technology makes it easy to assess and develop talent at scale.

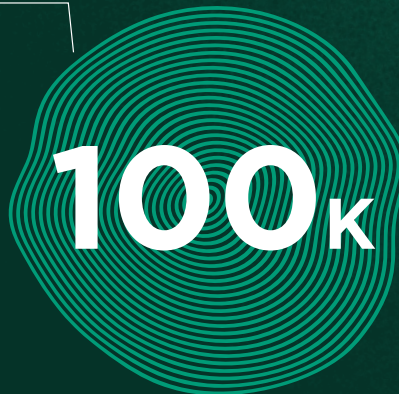


PEOPLE WHO ARE A CLOSE FIT
WITH OUR SUCCESS PROFILES
ARE 7.5X MORE LIKELY TO BE
ENGAGED IN THEIR ROLE*

CONSISTENT USE OF
OUR ASSESSMENTS CAN
IMPROVE OVERALL TALENT
PERFORMANCE BY 25%*



WE DEVELOP 100,000
LEADERS PER MONTH
ACROSS VARIED SECTORS
AND INDUSTRIES



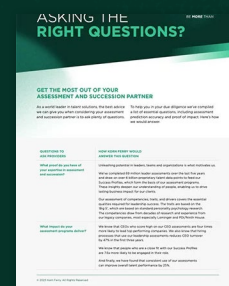
* Korn Ferry Institute

TAKE THE NEXT STEP TOWARDS AN END-TO-END LEADERSHIP DEVELOPMENT STRATEGY



How to Choose a Leadership
Assessment Strategy

[DOWNLOAD NOW](#)



Essential Questions to Ask When
Choosing Assessment Services

[DOWNLOAD NOW](#)

Talk to an expert about your organization's
assessment and development strategy

[GET IN TOUCH](#)



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.