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Executive Report

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Korn Ferry's Four Dimensions of Leadership

How well you perform in the workplace is governed by four factors: competencies, experiences, traits, and drivers. Research shows these four areas to be highly predictive of performance differences, and correlated with all key talent variables: engagement, retention, productivity, leadership effectiveness, and leadership potential. By taking into account all four dimensions, you get a high-resolution view into how your abilities fit a specific role, culture, or business context.

Competencies

Skill and behaviors required for success that can be observed.

FOR EXAMPLE

Decision quality, strategic mindset, global perspective and business insight.

Experiences

Alignments or roles that prepare a person for future roles.

FOR EXAMPLE

Functional experiences, international assignments, turnarounds and fix-its.

Traits

Inclinations and natural tendencies a person leans toward, including personality traits.

FOR EXAMPLE

Assertiveness, risk taking, and confidence.

Drivers

Values and interests that influence a person's career path, motivation and engagement.

FOR EXAMPLE

Power, status, autonomy and challenge.

Competencies

Competencies are the leadership skills that matter most for success in the 21st century. Korn Ferry has identified the 15 competencies most related to high performance in executive roles. Examples include *situational adaptability*, *global perspective*, and *balances stakeholders*. These skills enable you to make a meaningful impact because they determine how you drive results.

YOUR COMPETENCIES

Strategic vision

STRATEGIC VISION

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

Ensures accountability

ENSURES ACCOUNTABILITY

Holding self and others accountable for meeting commitments.

Engages and inspires

ENGAGES AND INSPIRES

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

Aligns execution

ALIGNS EXECUTION

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

Cultivates innovation

CULTIVATES INNOVATION

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

What This Means for You

Your pattern of response indicates you translate future-oriented ideas into a viable organizational strategy and reward the creativity that generates breakthrough approaches and solutions. You establish systems that monitor organizational performance and hold others accountable for meeting or exceeding objectives. You also tend to communicate a compelling strategic vision for the

organization and inspire others to do their best to achieve organizational objectives. People who respond similarly set clear objectives and allocate organizational resources in order to accomplish strategic priorities. They champion an innovation-friendly culture and develop breakthrough ideas that build sustainable competitive advantage for the organization.

Strategic vision is among the top skills associated with performance for midlevel and business unit leaders. For senior executives, Strategic vision represents a prerequisite skill. Skill in this area is related to promotion at all leadership levels.

Ensures accountability is strongly associated with performance at all levels of leadership. When you have this skill, you are more likely to be seen as promotion-ready.

Engages and inspires is a rare skill that is moderately difficult to develop. It is a skill that is related to building effective teams and developing talent, two very important skills that are also hard to find.

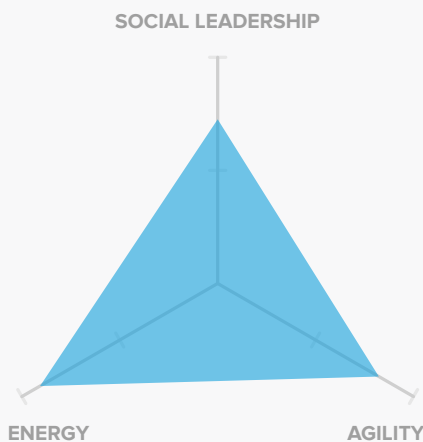
Aligns execution is a very important skill across all leadership levels, and it is correlated with strong performance as well as promotion for leaders. However, most leaders are only average in this area. Fortunately, it is easier to develop than most leadership skills.

Cultivates innovation is a very rare skill that is correlated with high performance at executive levels. In fact, this skill is related to promotion at all levels of leadership.

Traits

Traits are personality characteristics that exert a strong influence on your behavior. These include attitudes, such as optimism, and other natural leanings, such as social astuteness. Traits are core to who you are, but they don't represent a predetermined fate. Depending on the role and context, specific traits may be more or less crucial for success. Korn Ferry has identified three key trait categories for executive candidates.

YOUR TRAITS



SOCIAL LEADERSHIP

Influence, collaboration, and interpersonal awareness that advances collective goals.

AGILITY

Adaptability, curiosity, and innovative thinking in conditions of ambiguity and risk.

ENERGY

Vitality, resilience, and drive for achievement in spite of obstacles.

What This Means for You

Individuals with scoring patterns like yours tend to be intrigued by complex problems, adaptable in changing situations, and able to generate creative, viable solutions to challenging problems. When leading others, you likely strike an effective balance between promoting autonomy and building relationships. Your pattern also suggests you approach challenges with a strong level of commitment and drive, and will not back down from obstacles and setbacks.

Energy is related to high performance as well as overall career success and management level. It is a quality that brings resilience and achievement orientation in the face of ambiguity and obstacles. A particular area of strength for you within Energy is the degree to which you are steadfast in pursuit of personally valued long-term goals, despite obstacles. People with high scores in this area tend to excel in upper management roles that involve managing high levels of ambiguity, particularly in highly cohesive cultures.

Drivers

Drivers are the preferences, values, and motivations that influence your career aspirations. They affect your career choices, professional goals, your expectations for the future, and the degree to which certain kinds of opportunities and environments will energize and spark your passion. Research shows that one of the most important predictors of success in a leadership role is culture fit (a match between individual and organizational values). When the culture of an organization offers opportunities and rewards that are synergistic with what drives you, you're far more likely to thrive in your role, as well as feel engaged, committed, and satisfied in your job.

YOUR DRIVERS



BALANCE

Motivated to integrate work and life in a sustainable, enjoyable, and meaningful way.

COLLABORATION

A preference for work-related interdependence, group decision making, and pursuing shared goals.

STRUCTURE

A preference for process-oriented, structured and stable work environments

CHALLENGE

Motivated by achievement in the face of tough obstacles.

INDEPENDENCE

Prefers an entrepreneurial approach and limited organizational constraints.

POWER

Motivated to seek influence, recognition and increasing levels of responsibility.

What This Means for You

According to your assessment, your primary Drivers fall into the Collaboration and Challenge categories. This means you find working with others toward a common goal very rewarding. You are engaged when working on a tough new problem. An ideal context would involve a team-oriented, competitive environment that requires collaborative thinking and quick problem solving. In general, you may be less energized by stability and consistency, and more invigorated when work is unpredictable and ambiguous.

People driven by Collaboration prefer to work interdependently toward a collective goal. Collaboration is a good match for cultures that promote a team-oriented environment and partnership across boundaries.

People driven by Challenge enjoy environments characterized by quick-changing objectives and the need to influence others. Challenge is a good match for jobs that require defining a strategic approach despite a high degree of ambiguity.

Experiences

Experiences are the roles and assignments that make up your career history and resume. Examples of experiences include things like managing a turnaround, taking a global assignment, or managing a crisis. Learning from experiences is instrumental to developing readiness for new challenges and roles. Korn Ferry has identified the qualities that make an experience most developmental. Highly developmental assignments are those that take you out of your comfort zone and involve high visibility, a risk of failure, ambiguity, and a broad scope of responsibility.

YOUR EXPERIENCES

As you take inventory of your past experiences and look ahead to future challenges, consider the extent to which the experience meets some of these qualities.

Developmental experiences meet most of the following criteria:

- Success is not guaranteed
- Responsibility rests with you
- Working with new people or a lot of people is required
- Stakes and pressure are high
- Influencing without authority is required
- Differs from what you've done before
- Your work will be under scrutiny
- The work represents new territory for the organization
- The work requires you to be resourceful
- Tests your ability to deal with complexity and ambiguity
- Involves some hurdles

What This Means for You

Learning from your experiences takes your development a step further. Think about what lessons you learned and skills you gained from your experiences. For example, leading a turnaround may have forced you to enhance particular leadership competencies, such as building networks, driving vision and purpose,

balancing stakeholders, and making tough decisions. In short, the more difficult and perspective-broadening the experience, the faster it bulks up leadership muscle. But depth of experience also matters: top leaders learn more and improve with added exposure to individual facets of their work, such as strategy or finance.



KORN FERRY

About Korn Ferry

At Korn Ferry, we design, build, attract and ignite talent. Since our inception, clients have trusted us to help recruit worldclass leadership. Today, we are a single source for leadership and talent consulting services to empower businesses and leaders to reach their goals. Our solutions range from executive recruitment and leadership development programs, to enterprise learning, succession planning and recruitment process outsourcing (RPO).

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This report is designed to aid in the growth, development, and placement of the participant. The results are being provided to the hiring organization and will be used to evaluate the participant's qualifications for the particular position or role.