

Korn Ferry Leadership Architect™ Legacy Competency Mapping

NEW Korn Ferry Leadership Architect Global Competency Framework		Global Novations	Lominger	PDI		
Factor (4)	Cluster (12)	Competency (38)	Competency in Legacy GN	Factor: Cluster, Competency in Legacy Lominger	Super Factor: Competency in Legacy PDI	
FACTOR I: Thought	Understanding the Business (A)	Business Insight (5)	Business Acumen	Strategic Skills: Understanding the Business, Business Acumen		
		Customer Focus (11)		Personal & Interpersonal Skills: Managing Diverse Relationships, Customer Focus	Results Leadership: Focus on Customers	
		Financial Acumen (17)			Thought Leadership: Financial/Quantitative Acumen	
		Tech Savvy (35)	Customer Focus	Strategic Skills: Understanding the Business, Technical Learning		
	Making the Right Call (B)	Manages Complexity (8)		Strategic Skills: Making Complex Decisions, Problem Solving	Thought Leadership: Analysis	
		Decision Quality (12)	Problem Solving & Analysis	Operating Skills: Keeping on Point, Timely Decision Making • Strategic Skills: Making Complex Decisions, Decision Quality	Thought Leadership: Judgement	
		Balances Stakeholders (32)	Decisiveness & Judgment			
	Creating the New & Different (C)	Global Perspective (18)	Creativity & Innovation	Strategic Skills: Creating the New & Different, Perspective	Thought Leadership: Global Perspective	
		Cultivates Innovation (19)		Strategic Skills: Creating the New & Different, Creativity • Strategic Skills: Creating the New & Different, Innovation Management	Thought Leadership: Innovation	
Strategic Mindset (33)		Strategic Alignment	Strategic Skills: Creating the New & Different, Strategic Agility	Thought Leadership: Strategic Thinking		
FACTOR II: Results	Taking Initiative (D)	Action Oriented (2)		Energy & Drive: Focusing on the Bottom Line, Action Oriented		
		Resourcefulness (27)		Operating Skills: Getting Organized, Organizing		
	Managing Execution (E)	Directs Work (15)	Planning and Organizing	Operating Skills: Getting Work Done Through Others, Delegation • Operating Skills: Getting Work Done Through Others, Directing Others		
		Plans & Aligns (25)		Operating Skills: Getting Organized, Planning • Operating Skills: Keeping on Point, Priority Setting	Results Leadership: Execution • Results Leadership: Planning	
		Optimizes Work Processes (38)	Continuous Quality/Performance Improvement	Operating Skills: Managing Work Processes, Process Management • Operating Skills: Managing Work Processes, Managing Through Systems • Operating Skills: Managing Work Processes, Total Work Systems	Results Leadership: Process Improvement	
	Focusing on Performance (F)	Ensures Accountability (1)	Gets Results	Operating Skills: Getting Work Done Through Others, Managing & Measuring Work • Courage: Dealing with Trouble, Standing Alone		
		Drives Results (28)		Energy & Drive: Focusing on the Bottom Line, Drive for Results	Results Leadership: Results Orientation	
	FACTOR III: People	Building Collaborative Relationships (G)	Collaborates (6)	Relationship Building	Operating Skills: Getting Work Done Through Others, Informing • Personal & Interpersonal Skills: Managing Diverse Relationships, Peer Relationships	People Leadership: Collaboration
			Manages Conflict (9)	Collaboration & Teamwork	Courage: Dealing with Trouble, Conflict Management	
Interpersonal Savvy (20)				Personal & Interpersonal Skills: Relating Skills, Interpersonal Savvy	People Leadership: Building Relationships	
Builds Networks (21)				Organizational Positioning Skills: Being Organizationally Savvy, Political Savvy		
Optimizing Diverse Talent (H)		Attracts Top Talent (4)	Value Diversity	Courage: Making Tough People Calls, Hiring & Staffing • Courage: Making Tough People Calls, Sizing up People		
		Develops Talent (13)		Operating Skills: Getting Work Done Through Others, Developing Direct Reports & Others	People Leadership: Talent Enhancement	
		Values Differences (14)	Collaboration & Teamwork	Personal & Interpersonal Skills: Managing Diverse Relationships, Managing Diversity • Personal & Interpersonal Skills: Managing Diverse Relationships, Understanding Others		
		Builds Effective Teams (34)	Develops Capability	Personal & Interpersonal Skills: Inspiring Others, Building Effective Teams		
Influencing People (I)		Communicates Effectively (7)		Personal & Interpersonal Skills: Being Open & Receptive, Listening • Organizational Positioning Skills: Communicates Effectively, Presentation Skills • Organizational Positioning Skills: Communicates Effectively, Written Communications	People Leadership: Effective Communication	
		Drives Engagement (16)	Influencing	Personal & Interpersonal Skills: Inspiring Others, Motivating Others	People Leadership: Engage & Inspire	
		Organizational Savvy (23)	Organizational Savvy	Organizational Positioning Skills: Managing Up, Comfort Around Higher Management • Organizational Positioning Skills: Being Organizationally Savvy, Organizational Agility		
		Persuades (24)		Personal & Interpersonal Skills: Inspiring Others, Negotiating	People Leadership: Influence	
	Drives Vision and Purpose (37)	Open Communication	Personal & Interpersonal Skills: Inspiring Others, Managing Vision & Purpose			
FACTOR IV: Self	Being Authentic (J)	Courage (10)	Integrity	Courage: Dealing with Trouble, Command Skills • Courage: Dealing with Trouble, Confronting Direct Reports • Courage: Dealing with Trouble, Managerial Courage	Results Leadership: Courage	
		Instills Trust (36)		Personal & Interpersonal Skills: Acting with Honor & Character, Ethics & Values • Personal & Interpersonal Skills: Acting with Honor & Character, Integrity & Trust	Personal Leadership: Establish Trust	
	Being Open (K)	Demonstrates Self-Awareness (29)		Personal & Interpersonal Skills: Being Open & Receptive, Personal Disclosure • Personal & Interpersonal Skills: Demonstrating Personal Flexibility, Self Knowledge		
		Self-Development (30)		Personal & Interpersonal Skills: Demonstrating Personal Flexibility, Self-Development		
	Being Flexible & Adaptable (L)	Manages Ambiguity (3)		Strategic Skills: Creating the New & Different, Dealing with Ambiguity		
		Nimble Learning (22)	Flexibility & Achieving Change	Strategic Skills: Making Complex Decisions, Learning on the Fly		
		Being Resilient (26)	Learning Predisposition	Personal & Interpersonal Skills: Being Open & Receptive, Composure • Energy & Drive: Focusing on the Bottom Line, Perseverance		
		Situational Adaptability (31)	Resilience	Personal & Interpersonal Skills: Demonstrating Personal Flexibility, Dealing with Paradox • Personal & Interpersonal Skills: Demonstrating Personal Flexibility, Personal Learning	Personal Leadership: Adaptability	