DELIVERING THROUGH OTHERS:
FRONT-LINE LEADER

Talent development made easy through Korn Ferry’s integrated solution.

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BUSINESS TRANSFORMATION STARTS WITH PEOPLE

We’re experiencing a time of radical, constant change.

Businesses around the world are coping with unprecedented challenges that have fast-tracked business transformation and require astute focus on workforce development.

Korn Ferry’s front-line leader performance and transformation solution delivers an impactful, ready-to-deploy program that empowers your workforce and maximizes its true potential. Accelerate organizational change faster to deliver more, at scale, with an always-on development plan meant to fit today’s talent.

Our integrated solution is built to drive sustainable behavior change and maximum results. Upgrading your team takes more than training. It takes a full talent development solution.

READY TO GET STARTED?
CHANGES IN WORK AND LEARNING ARE BEING AMPLIFIED

DIFFERENT WORK NEEDS TO BE DONE

Major workforce transformations need to be accelerated to reposition the organization for growth by leveraging new capabilities and technology.

PEOPLE NEED TO WORK AND LEARN IN DIFFERENT WAYS

New behaviors, skills, and tools are becoming mission-critical.

Development solutions need to move from isolated events to individually relevant learning journeys in order to drive sustainable behavior changes.

PEOPLE WANT TO WORK AND LEARN DIFFERENTLY

Work and employee development will accelerate the move to digital.

Digital learning solutions need to provide a more engaging employee experience, better integrated with workflow and manager coaching.
WHY THE FOCUS ON FRONT-LINE LEADERS?

They represent most of an organization’s leadership.

80% of the workforce is directly managed by front-line leaders.*

They receive the least attention.

20-30% of leadership development efforts are focused on front-line leaders.*

They don’t feel they have the right skills to be effective.

Only 10% say that current manager training prepares them adequately to lead people.

KEY SKILLS LEAD TO EFFECTIVE PERFORMANCE

Set employees up to realign and refocus people during constant change and help keep the vital younger generation of your company engaged and satisfied.

- Build trust
- Shape motivation
- Clarify expectations
- Give and receive feedback
- Develop talent
- Address performance issues
- Recognize and reward performance
WE TIE EVERYTHING INTO ONE SOLUTION TO DRIVE SUSTAINABLE CHANGE

Our integrated solutions create a learning journey using our digital learning platform to deploy four components that identify and close critical skill gaps—moving individuals and organizations toward their desired transformation. Learning journeys are personalized to the individual and their role.

Map top performer Success Profiles to each target role.

Assess talent against Success Profiles to identify gaps and development opportunities.

Targeted training to close skill gaps.

Reinforce learning through additional content and coaching.

SUCCESS PROFILES

ASSESSMENT

SKILL-BASED LEARNING

COACHING & REINFORCEMENT

PROGRAM OUTCOMES

PERSONALIZED DEVELOPMENT

COMMERCIAL CULTURE

PERFORMANCE IMPROVEMENT
WHY THIS MATTERS FOR YOUR BUSINESS AND YOUR WORKFORCE

1. Prescriptive
   Korn Ferry knows the traits and drivers that PREDICT performance. Our solutions are anchored in our proprietary insights and research into what drives performance for specific workforce segments or outcomes.

2. Integrated assessment + development + coaching
   Having a partner with the ability to integrate these three services, producing targeted employee development and performance improvement recommendations, can make all the difference for transforming your organization.

3. Leading-edge employee experience
   Our learning experience was built as a consumer platform (not an HR platform), which allows us to engage each employee throughout the journey with meaningful insights and content to improve their skills and advance their careers.

LOOKING FOR MORE DETAILS?
To execute swiftly, effectively, and consistently, you’ll need a partner who can not only collaborate with you to design the solution, but also help you execute to drive your desired outcomes.

**Wealth of integrated content**
A self-directed, self-paced experience that will take participants on an interactive, engaging path of targeted skills development. Development solutions focused on the skills and tools needed for front-line leaders.

**Design expertise**
Partnership in program design ensures your needs are integrated into development. Learning and development experts who specialize in content curation and learning journey design.

**Assessment capabilities**
Deep assessment experience and capability, with over 69 million assessed, and backed by extensive research. Comprehensive assessment of competencies, traits, and drivers will increase self-awareness, identify strengths, and highlight blind spots for participants and coaches/managers.

**Coaching**
Programs to refine skills and arm front-line leaders to coach their teams and move them toward mastery. Our own consultants provide guided practice and coaching on active client scenarios.
Success Profiles combine everything we know about individual, team, and organizational success to define what “good” looks like.

Leveraging decades of job analysis and research, they describe the work that needs to be done in any given role and the skills, experiences, competencies, and traits that successful jobholders are likely to possess. They are the foundation for understanding:

1) What talent you need
2) What talent you have
3) How to close the gaps

**ACCOUNTABILITY**
Defines responsibilities, complexity, impact, autonomy, decision making, and the overall quantifiable size of the role.

A front-line leader is responsible for:
- Leadership and direction
- Needs assessment
- Customer management
- Building capability
- Solutions analysis
- Performance management
- Recommendations

**CAPABILITY**
Defines what knowledge and skills are needed for high performance in the role.

A front-line leader must be proficient in:
- Decision quality
- Driving results
- Ensuring accountability
- Instilling trust
- Collaboration
- Courage

**IDENTITY**
Measurable personal traits and drivers that help predict fit, potential, and performance.

A front-line leader must have the following traits and drivers:
- Need for achievement
- Focus
- Credibility
- Persistence
- Sociability
- Confidence
- Optimism
- Collaboration
- Challenge
- Structure
- Balance
- Independence
- Power

CONTACT US TO LEARN MORE ABOUT SUCCESS PROFILES.
BUILDING TRUST UNDER PRESSURE: MICRO-LESSON
Trust can change your teams for the better.
Leaders with solid foundational leadership habits for building productivity and strong working relationships.

GIVING NEEDS-BASED FEEDBACK MICRO-LESSON
Skill in giving feedback helps leaders support the internal motivation of employees to grow their knowledge and expertise.
Serious performance problems or extreme resistance to development require different leadership skills. Employees gain internal motivation when their work allows them to satisfy their psychological needs, including the need for autonomy, simply defined as making decisions about their own activities.

SHAPING A MOTIVATIONAL WORKPLACE MICRO-LESSON
Bring out the best in your people.
People want to use their abilities, connect with others, and guide their own efforts. Regardless of gender, age, ethnicity, culture, or life experiences, everyone shares these three psychological needs:
- Competence
- Relatedness
- Autonomy

CLARIFYING PERFORMANCE EXPECTATIONS MICRO-LESSON
Maintaining an open dialogue to meet goals.
Successful leaders know that clarifying expectations isn’t a once-and-done or even a quarterly activity. Maintaining an open dialogue about how expectations and priorities evolve, and shift is critical in today’s business climate. In this module, participants explore a flexible, collaborative approach for setting performance expectations and keeping them current and aligned with organizational priorities.
REALIZING TALENT IN OTHERS
MICRO-LESSON

Designed for program facilitators, to help participants develop skills for conflicts with peers.

This program is designed to help participants develop skills for resolving conflicts with their peers. Your role as the program facilitator is key to ensuring these outcomes, and this guide will help you prepare for conducting a successful learning experience.

OFFERING REWARDS AND RECOGNITION
MICRO-LESSON

Successfully motivate teams and understand individual needs regarding rewards and recognition.

For most adults, work meets many needs—income, of course, as well as friendship and achievement. Too often, though, employees feel bored or alienated at work. The result can be illness, absenteeism, and turnover—at huge cost to the organization. Many leaders assume that employees, having secured food and shelter, become passive, in need of external motivation. So they offer incentives—wage increases, bonuses, promotions—or threaten punishment for failure to perform.

CORRECTING PERFORMANCE PROBLEMS
MICRO-LESSON

Learn a conversational approach to turn performance problems around and tap into the self-motivation and ownership required for lasting results.

Leaders need to be equipped with the skill and confidence to take prompt and constructive action when faced with performance problems. The success of these conversations is further enhanced by gaining an understanding of the dynamics of and strategies for responding to employee defensiveness, one of the most common roadblocks to employee change.
THE LEARNING JOURNEY

A smooth, simple, and easy-to-use platform is central to an engaging and enlightening user experience. Here’s an example of what your practitioners and leaders can expect, starting with the deployment phase.

**Self-assessment**
Using my unique Korn Ferry Advance login, I complete an online assessment and receive my personal development report, which focuses on my strengths and development areas. There are clear suggestions for me to consider.

**Core programs**
I begin the core programs which my manager has explained are fundamental to all participants. I finish my micro-lesson with specific actions to take moving forward.

**My learning journey**
Based on discussions with my manager, I have prioritized the other programs identified in my development report and started to complete them.

**Assessment to gauge progress for future development**
I’d like to know if I have made progress on my development and where I should focus next.

**Launching development program**
I am introduced to the new program by my manager who clearly explains why it is important, what is expected from me, and how it will help me develop.

**Feedback session**
I meet with my manager to discuss my development report. I feel like I am being coached to improve myself and listened to in terms of the learning journey I will take.

**Guided peer coaching**
I engage with my peer group and my manager about the progress I’m making on my transformation journey. I feel my manager is beginning to truly coach me rather than manage me. Business is improving, too.

**Ongoing development for real impact**
I’ve taken ownership of my learning journey and am thriving in a high-performance team environment. My manager is supportive of the work that I do and the contribution that I am making to the overall strategy. I feel confident about the future and the ongoing advancement of my career.
WE ENSURE PROGRAM SUCCESS THROUGHOUT THE LEARNER’S JOURNEY

We support every step of the plan.

### SYSTEM SETUP AND CONFIGURATION
- Manager intervention

### ORIENTATION
- Introduction to Success Profiles
- Manager intervention

### ASSESSMENT
- Identification of skill gaps
- Manager feedback and coaching

### LEARNING
- Development to address skill gaps
- Ongoing coaching and feedback

### COACHING AND REINFORCEMENT
- Ongoing support

#### PROGRAM IMPACT
- Performance improvement
- Personalized development
- Improved employee engagement

We support every step of the plan.

- Context setting
- Roles and responsibilities
- Review of overall employee journey
- Review of employee/manager touch points

- Overview of Success Profile
- Review of employee-role Success Profile

- Korn Ferry assessment
- Overview of assessment
- Debrief of employee-specific assessment results
- Review of next steps

- Review of completed development
- Feedback and ongoing discussion
- Review of next steps
- Position and manager coaching interventions

LET’S CHAT ABOUT ENSURING PROGRAM SUCCESS
WHY KORN FERRY?

Track record with transformation

We have helped clients worldwide evolve and transform their front-line leaders, to help them deliver through their teams.

Outcomes as the design point

Many of our peers will describe transformation in the context of the “deliverables.” We help you stay focused on the outcomes.

The IP vault

Tap into our unrivaled vault of intellectual property to build comprehensive learning journeys.

Assessments

Comprehensive assessment of competencies, traits, and drivers will bring self-awareness, identify strengths, and highlight blind spots and the right skill development training required for participants and leaders.

The learner experience

The Korn Ferry platform enables you to engage with each employee to “own the way they work” throughout the journey by providing meaningful insights and content to improve their skills.

Our talent

Our team comprises learning and development experts, change management SME’s, and talent development consultants who have walked in your shoes.

Korn Ferry “bundle”

Assessments, development, and coaching: no other provider has integrated these services into one platform to produce targeted employee development and performance improvement.

Prescriptive

We know the traits and drivers that predict performance. Our solutions are anchored to our proprietary insights and research into what drives performance for each of your organization’s workforce segments.
LEARN MORE

Are you interested in discussing how this solution can help transform your workforce development program?

Contact us to learn more about upgrading the capabilities of your workforce at scale to accelerate your organization.