Korn Ferry Leadership Principles

Strengthening your organization's leadership base.
How secure is your leadership base?

Moving from being an individual contributor to a first leadership role is one of the most challenging transitions of any career. Why? Because it’s where new leaders start to increasingly advance their goals through others. It requires an expanded perspective, as well as more robust tools, frameworks, and skills, to better prioritize, delegate, engage, and motivate. It’s also the point at which an individual builds and articulates their leadership brand, and creates a clear leadership action agenda.

Taking the reins as a leader demands not only skills, knowledge, and experience, but also self-awareness and confidence. First-time leaders often need to learn to recognize their potential contributions and themselves as leaders.

Despite how critical this role is to the overall effectiveness of teams and organizations, over 80% of those who try to transition to their first leadership role fail to make the shift successfully.

Strong leaders can:

- Drive your organization forward, because they're highly engaged, proactive, and armed with tools to lead.

- Handle the variety of challenges that come their way with agility.

- Engage and empower employees to achieve extraordinary results.

- Understand themselves and the impact they make on others.

- Use the right tools to take the reins in their development as leaders.

At a glance:

Korn Ferry Leadership Principles is designed for first-level leaders, middle managers, and others who are new to leading people, or have received little or no prior leadership development training.

Through blended, online, and facilitated group learning, assessment and competency-based feedback, coaching, and manager involvement, participants develop the Essential Leadership Core required for success: leading self, leading others, leading the work, and leading teams.

Program participants will develop a leader’s mindset, learn how to motivate and mobilize engagement and performance, and transition more effectively from an individual contributor to one who contributes through and develops others.
So how do we build first-level leaders?

First-level leaders need to make the shift from exclusively doing, to also achieving results—through directing and empowering others. Through years of experience, market insight, and extensive research, we know where leaders tend to fall down in effectiveness.

As a result, we’ve designed this Leadership Principles program around common weak spots that are critical to address for successful leadership and strong career advancement.

In this program, participants will:

- Increase self-awareness, personal agility, and courage.
- Develop the ability to engage, coach, and develop others.
- Strengthen their disposition to drive for results consistently, creating high quality performance.
- Experience a spark in their creativity and innovation.
- Build understanding of the leadership behaviors that are critical to success.

Upon completion of the program, participants will be able to successfully navigate the challenges, opportunities, and common pitfalls of transitioning from an individual contributor to one who contributes through others. They’ll not only recognize the impact of developing and engaging others, but also learn how to mobilize and engage employees around a common goal or mission by applying effective communication and influencing skills. Leaders will practice communicating their individual leadership brand, and develop an action plan that supports their best performance.
Korn Ferry Leadership Principles.

Guided by decades of research and experience in the field, Korn Ferry Leadership Principles is a 24 to 32 hour program built to ensure your talent can thrive now and in the future. It's designed for supervisors, managers and above, who have little or no prior leadership development training.

The program gives participants the tools to harness their potential thoughtfully, proactively, and effectively. It also builds a common leadership development language and experience in your organization, and with it a shared community to support continued growth.

Building a leadership brand.

This engaging and interactive program is designed to be a "learning journey," and helps leaders strengthen the essential skills they need to build their leadership brand—and ultimately to succeed as a new leader. It's based on Korn Ferry’s Four Dimensions of Leadership and Talent, a proven research-based methodology for developing people by identifying the skills, experiences, traits, and drivers that emerging leaders need to succeed.

Online and group learning.

The blended program includes online learning, and between three and four days of facilitated group learning, which provides the environment for participants to practice and apply what they are learning, and receive real-time feedback. This program drives measurable behavior change and enables first-level leaders to truly achieve their leadership potential. It's laser-focused on Korn Ferry’s research about what this group needs to succeed, and how people change and develop. This makes it the most effective and efficient program for first-time leaders, and others leading individual contributors.

The program will impact your organization by:

- Strengthening the leadership base and building a foundational leadership community.
- Developing a support network among the organization’s rising leaders.
- Building an effective leadership and development culture that will drive positive change throughout the organization.
- Ensuring that new leaders are successful in their job.
- Leveraging a leader’s mindset for the development and engagement of others.
- Ensuring rising leaders gain access, exposure, and stretch opportunities.
Key elements of the program.

The Leadership Principles program is designed to build capability in the critical areas of leadership for first-time leaders. The program is based on research about the skills that leaders need the most, yet tend to do least well—and includes:

- **Leading self**: Increasing self-awareness and leadership agility.
- **Leading others**: Driving engagement and developing others.
- **Leading the work**: Translating organizational strategy and cultivating innovation.
- **Leading teams**: Optional.

Each module focuses on three core operating principles: simplification, accountability, and collaboration. Linking effectively with the organization’s leadership vision, this initiative has significantly reduced the need to fill positions externally, and has empowered leaders to collaborate within and across business silos.

Uniquely flexible, Korn Ferry Leadership Principles is a true learning journey and offers:

**Pre and post-program activities and support**: A pre-program Webex gives participants a basic overview of the program, an introduction to additional pre-program activities, a welcome message from executive sponsors, and the chance to meet others in the program. Participants are assigned selected readings, online courses, and a Voices® 360 assessment to prepare for the program. To deepen their learning between modules and after the program, participants have access to on-line and cohort learning in a customized learning portal, and they are given the opportunity to work with a one-on-one coach.

**Voices 360 multi-rater assessment**: Korn Ferry’s research-based and validated instrument, used across multiple geographies, cultures, and industries, provides multi-rater feedback on the leadership competencies most critical for success.

**Manager involvement**: Leadership development works best when participants’ managers are active partners in the learning journey. Korn Ferry will communicate with managers before the program to make sure they’re informed about what participants are experiencing in the program, and how they can get involved before, during, and after the learning journey.
The Korn Ferry advantage.

- **Contextual and immersive development:** Context-based, applied, and experiential learning create engaging, highly collaborative, and business relevant development journeys that drive sustainable outcomes and measurable ROI.

- **Whole-person approach:** Korn Ferry’s Four Dimensions of Leadership and Talent—skills, experiences, traits, and drivers—provide a complete picture of the individual qualities that drive performance, engagement, and leadership effectiveness. This framework builds leaders from the inside-out and the outside-in.

- **Best-in-class consultants, advisors, coaches, and faculty:** Top leadership development thinkers, engaging facilitators, and seasoned coaches with cross-industry expertise add rigor to development experiences, and heighten self-awareness and leadership impact for participants.

- **Global presence:** Our global experience and understanding of industries, markets, and cultures elevates the relevance of development programs and services for leaders, teams, and organizations.

- **Data-driven insight:** We take a big data approach to leadership development—drawing on nearly 50 years of analytics and over 2.5 million professional assessments—recognizing what separates success from derailment for leaders in any role, function, industry, region, or organizational culture.

- **Shared responsibility:** This approach involves and aligns internal stakeholders, managers, and mentors as proactive supporters and coaches in the development of program participants to help them successfully identify and tackle potential obstacles to their fullest performance and potential.

- **Inclusive leadership:** We facilitate strategic and operational shifts in leadership and talent management processes to create cultures of development that unleash the potential of the workforce. Our programs address issues such as unconscious bias and conscious inclusion in both talent identification and development.

- **Service learning:** Imbedding service learning into development fosters a sustainable, purpose-driven, and socially conscious mindset across the workforce, increasing engagement, and elevating organizational performance and impact.

- **Measurable results:** We drive for results aligned to each organization’s business strategy through our award-winning programs for the C-suite, senior executives, high potentials, and first-level leaders.
What to expect.

A representative learning journey is outlined below. Korn Ferry partners with organizations to tailor this journey, as needed, to meet the needs of each business and participant group.

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<th>Phase one</th>
<th>Phase two</th>
<th>Phase three</th>
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<td><strong>Manager engagement</strong>&lt;br&gt;• Participant’s manager completes online program overview describing the program and the role of the manager.&lt;br&gt;• Development discussion between manager and participant.&lt;br&gt;&lt;br&gt;<strong>Participant engagement</strong>&lt;br&gt;Activities assigned to the participant to prepare for the program, to be completed before the first classroom session:&lt;br&gt;• Webex introduction.&lt;br&gt;• Online leadership topics for the participants.&lt;br&gt;• Online assessment: VOICES®360.&lt;br&gt;• Development discussion with manager.</td>
<td><strong>Day one: Leading self</strong>&lt;br&gt;• What it means to lead.&lt;br&gt;• Leadership motives and values: survey and discussion.&lt;br&gt;• The leader’s role in building a trusting relationship.&lt;br&gt;• Learning agility.&lt;br&gt;• VOICES 360®: Multi-rater leadership Feedback, with individual coaching.&lt;br&gt;• Leading with courage.&lt;br&gt;&lt;br&gt;<strong>Day two: Leading others</strong>&lt;br&gt;• Engagement: What is it and how to create it.&lt;br&gt;• Breakthrough inclusion for high-level engagement.&lt;br&gt;• Giving feedback for impact.&lt;br&gt;• Coaching direct reports and applying brain science in developing others.&lt;br&gt;• Influencing without authority.</td>
<td><strong>Day three: Leading the work</strong>&lt;br&gt;• Translating strategy to daily work; aligning the team.&lt;br&gt;• Executing through delegating.&lt;br&gt;• Building a culture for innovation and innovation challenges in your industry.&lt;br&gt;• Creating a leadership brand and action plan.&lt;br&gt;• Post program overview and close. <strong>Optional day four:</strong>&lt;br&gt;<strong>Leading teams</strong>&lt;br&gt;• Building strategic networking and teams.&lt;br&gt;• Leading up and across the organization.</td>
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About Korn Ferry

Korn Ferry is the preeminent authority on leadership and talent. For nearly half a century, clients have trusted us to recruit world-class leaders. Today, we are their partner in designing organizational strategy and developing their people to achieve unimaginable success.

For more information, visit www.kornferry.com