



# Talent Q Dimensions

## Dimensions Report

Name: **Ali Example**

Date of Report: **16/01/2017**

KFLA Competency Report 2

**Also Recommended:** KFLA Competency Development Guide

### Who could use components of this report:

 HR professionals

 Line managers

### What can components of this report be used for:

 Individual development

 Internal resourcing

 Leadership development

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<b>Assessment</b>	Dimensions
<b>Completed date</b>	24/02/2016
<b>Language</b>	English (UK)

## Introduction

This Competency Report is based on the Korn Ferry Leadership Architect™ (KFLA) Global Competency Framework, designed as a result of extensive research and data gathering carried out over several decades. This easy-to-use framework can be applied to solve a variety of business challenges in a wide range of functions and industries. Some of the advantages of KFLA include:

- It is a comprehensive framework from which you are able to select competencies that target your **unique business needs**.
- It leverages data gathered from thousands of leadership assessments.
- It is written using **clear and simple language** that ensures it can be introduced at any organisational level.
- It is available in multiple languages so it can be applied across a global enterprise.

This report has been designed for **line managers** and **HR professionals** to support talent decisions, including internal succession and development.

Dimensions provides insight into potential behaviour in line with 29 of the KFLA competencies. This report contains information on those competencies which have been selected as most significant for the role you are focusing on. These are grouped under four factors relevant to workplace behaviour: Thought, Results, People and Self.



**Quick tip:** If there are competencies that you wish to emphasise as particularly important, place a tick in the 'Critical' column.

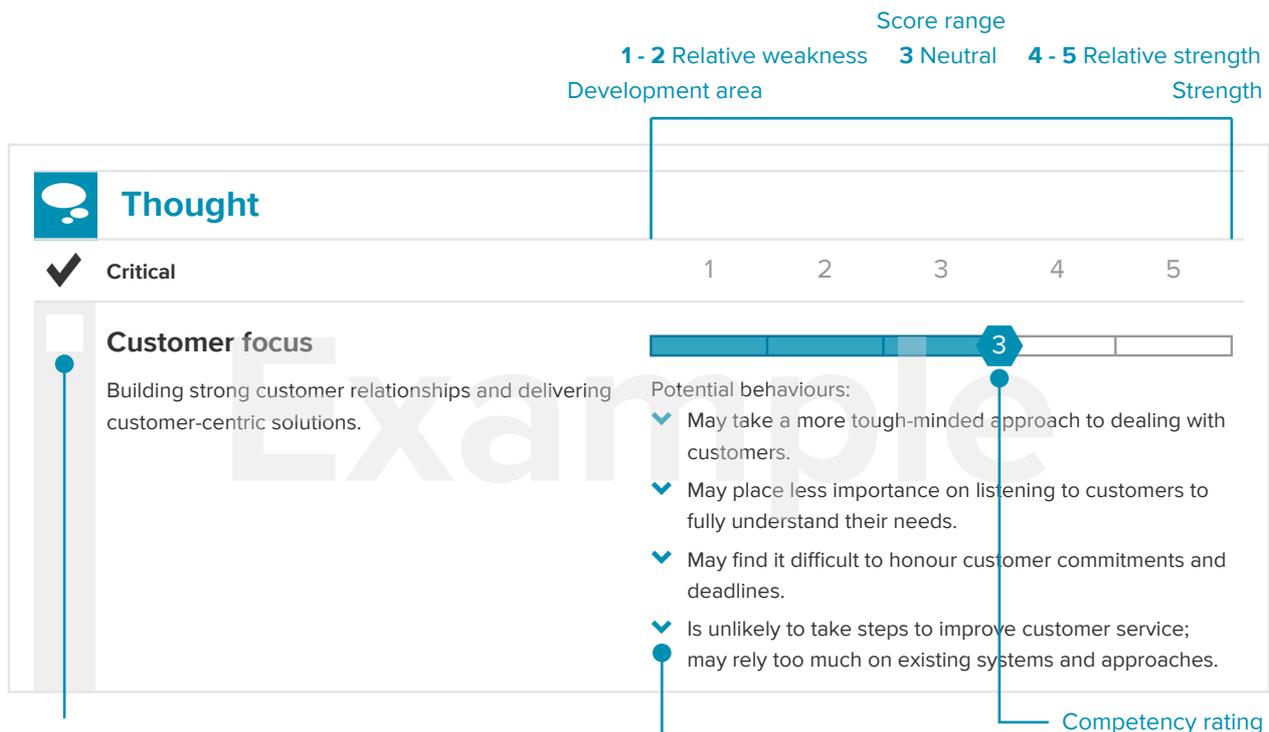
### Korn Ferry Leadership Architect™ Global Competency Framework – Factors and Clusters



### Potential behaviour at work

Based on the individual's responses to the Dimensions personality questionnaire, this report presents a number of insights into the potential behaviour of the individual, at work. Definitions of each of the selected competencies are also provided.

# Using the Competency Report



Check the competencies most important to the role, using the Critical rating column (generally 8-12 for a particular role).

- ▲ Potential positive behaviour
- Potential neutral behaviour
- ▼ Potential negative behaviour

This report can be used to support the development of individuals in conjunction with the TalentQ Dimensions KFLA Development Guide. More tips for development and links to further resources can be found in the Korn Ferry *FYI® for your improvement: Competencies development guide* and on the FYI Resource Center website at <http://www.kornferry.com/fyi-resources>. Interview questions can be found for these competencies in the Korn Ferry Interview Architect™ at <http://www.kornferry.com/online-solutions/interview-architect>.

# Competency Profile

## Thought

✓ Critical

1 2 3 4 5

**Customer focus**

Building strong customer relationships and delivering customer-centric solutions.

Potential behaviours:

- ✘ May take a more tough-minded approach to dealing with customers.
- ✘ May place less importance on listening to customers to fully understand their needs.
- ✘ May find it difficult to honour customer commitments and deadlines.
- ✘ Is unlikely to take steps to improve customer service; may rely too much on existing systems and approaches.

**Manages complexity**

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

Potential behaviours:

- ✔ Is comfortable taking a highly analytical approach to solve problems.
- ✔ Is likely to seek out a great deal of diverse information to uncover the root causes of difficult problems.
- ✔ Is likely to be very much at ease thinking through complex, multi-faceted problems.

**Decision quality**

Making good and timely decisions that keep the organisation moving forward.

Potential behaviours:

- ✔ Actively seeks and analyses input from many pertinent sources to make well-informed decisions.
- ✘ Prefers to take time to decide the best way forward; may delay decision making.

**Balances stakeholders**

Anticipating and balancing the needs of multiple stakeholders.

Potential behaviours:

- ✘ Is likely to have a small or limited number of stakeholder contacts.
- ✘ May opt for uninterrupted work rather than open communication with stakeholders.
- ✘ May consider some stakeholders' interests more strongly than others'.

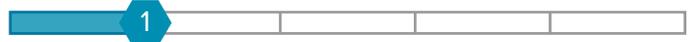
## Thought

✓ Critical

1 2 3 4 5

### Cultivates innovation

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



Potential behaviours:

- Is likely to be fairly optimistic about the future of the organisation.
- ✓ Prefers to use traditional approaches; may offer conventional ideas and solutions.
- ✓ Generally prefers things to remain as they are; happy with a routine.
- ✓ May tend to be risk adverse, preferring to stay within comfort zone.

### Strategic mindset

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



Potential behaviours:

- ▲ Is a strong analytical thinker; integrates all relevant data to examine strategic issues.
- ▲ Is able to skilfully articulate the big picture; perhaps seen as a 'visionary'.
- ✓ May spend little time or effort seeking out new ideas or imagining future trends.

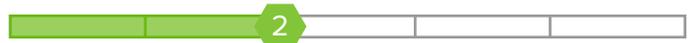
## Results

✓ Critical

1 2 3 4 5

### Action orientated

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.



Potential behaviours:

- Responds as well as most to new challenges.
- Identifies what needs to be done and works in a measured manner to meet immediate goals.
- ✓ May be overly methodical, taking too long to act on a problem.
- ✓ Could be reluctant to take on opportunities that may be risky.

### Resourcefulness

Securing and deploying resources effectively and efficiently.



Potential behaviours:

- Strives to focus resources in order to achieve goals.
- Pushes to win some of the resources needed to get things done.
- ✓ May lose track of and miss deadlines when faced with competing demands.

# 1 Results

✓ Critical

1 2 3 4 5

<input type="checkbox"/>	<p><b>Directs work</b></p> <p>Providing direction, delegating, and removing obstacles to get work done.</p>	 <p>Potential behaviours:</p> <ul style="list-style-type: none"> <li>○ Is prepared to state expectations to others.</li> <li>○ Is willing to set some goals and objectives for individuals or teams.</li> <li>✓ Probably prefers to let others provide overall direction.</li> <li>✓ May take too long to make decisions in some situations, leaving people without clear direction.</li> </ul>
<input type="checkbox"/>	<p><b>Plans and aligns</b></p> <p>Planning and prioritising work to meet commitments aligned with organisational goals.</p>	 <p>Potential behaviours:</p> <ul style="list-style-type: none"> <li>✓ Uses a breadth of relevant information to plan and prioritise work thoroughly.</li> <li>○ Generally takes a methodical approach to work.</li> <li>✓ Could easily get caught up in immediate needs without attending to future priorities.</li> <li>✓ Sometimes finds it hard to adhere to promises, deadlines or commitments.</li> </ul>
<input type="checkbox"/>	<p><b>Ensures accountability</b></p> <p>Holding self and others accountable to meet commitments.</p>	 <p>Potential behaviours:</p> <ul style="list-style-type: none"> <li>○ Follows through on most commitments and makes sure others do the same.</li> <li>✓ Probably prefers to be one of many people sharing the accountables for an assignment.</li> <li>✓ Is likely to adhere to the same approach, even when results start to lag behind.</li> </ul>
<input type="checkbox"/>	<p><b>Drives results</b></p> <p>Consistently achieving results, even under tough circumstances.</p>	 <p>Potential behaviours:</p> <ul style="list-style-type: none"> <li>○ Probably challenges poor outcomes or behaviours in others.</li> <li>○ Does what is necessary to meet goals and deliver expected results.</li> <li>✓ May give up easily; unlikely to try multiple approaches to deal with obstacles.</li> <li>✓ Has a tendency to procrastinate when dealing with difficulties.</li> </ul>

 **People**

 **Critical**

1                      2                      3                      4                      5

**Collaborates**

Building partnerships and working collaboratively with others to meet shared objectives.

 1

Potential behaviours:

- ✔ Is considerate; tends to place a priority on balancing own interests with those of others’.
- ✔ Is likely to be independent of others, perhaps preferring to work in isolation.
- ✔ May tend to overlook opportunities to work collaboratively with others.

**Manages conflict**

Handling conflict situations effectively, with a minimum of noise.

 1

Potential behaviours:

- ✔ May tend to avoid communicating with stakeholders about conflict.
- ✔ May take few actions to help others work through disagreements.
- ✔ May place less emphasis on fully understanding others’ motives or issues.
- ✔ May get frustrated and struggle when there is conflict.

**Interpersonal savvy**

Relating openly and comfortably with diverse groups of people.

 1

Potential behaviours:

- ✔ Prefers to behave in a quiet manner; may be uncomfortable when faced with new social situations.
- ✔ May tend to be wary of new acquaintances.
- ✔ Prefers to concentrate on own tasks; may show little interest in others’ needs.

**Builds networks**

Effectively building formal and informal relationship networks inside and outside the organisation.

 1

Potential behaviours:

- ✔ Is likely to focus on a narrow set of close relationships rather than building a broad network.
- ✔ May not be proactive in reaching out beyond immediate contacts to exchange ideas.
- ✔ May tend to be more apprehensive when meeting new people.

 **People**

 **Critical**

1      2      3      4      5

 **Attracts top talent**

Attracting and selecting the best talent to meet current and future business needs.

Potential behaviours:

- Is moderately focused on attracting the best talent available.
- ✔ May miss opportunities to convey the positive aspects of the organisation or assume others will want to join.
- ✔ May not listen to others' feedback when evaluating performance and capability.
- ✔ Is likely to stick to tried-and-tested ways of hiring new talent.

 **Develops talent**

Developing people to meet both their career goals and the organisation's goals.

Potential behaviours:

- ✔ May miss opportunities to share ideas to help others develop and achieve better results.
- ✔ May not place much emphasis on taking time to support the development of others.
- ✔ May be less inclined to understand the development needs of others.

 **Values differences**

Recognising the value that different perspectives and cultures bring to an organisation.

Potential behaviours:

- ✔ May avoid opportunities to work with people from a variety of backgrounds and perspectives.
- ✔ Is likely to treat most people the same, without regard to their differences.
- ✔ May lack curiosity and interest in different cultures, backgrounds and perspectives.

 **Builds effective teams**

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

Potential behaviours:

- Is reasonably calm and able to behave in ways that contribute to team spirit.
- ✔ May tend to focus on own work without actively trying to involve others.
- ✔ May overlook opportunities to convey clear goals and roles to team members.

 **People**

✓ **Critical**

1 2 3 4 5

**Communicates effectively**

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

Potential behaviours:

- ✓ May be less inclined to actively share information that others need to do their job.
- ✓ May lack confidence when communicating with others.
- ✓ May not take the time to listen or understand others' viewpoints.
- ✓ May lose composure when required to deliver a difficult message.

**Drives engagement**

Creating a climate where people are motivated to do their best to help the organisation achieve its objectives.

Potential behaviours:

- Is likely to be clear about the connection between people's motivators and the organisational goals.
- ✓ May have little insight into how to influence others to do their best.
- ✓ May struggle to stay positive in front of others in the face of difficulties.

**Organisational savvy**

Manoeuvring comfortably through complex policy, process, and people-related organisational dynamics.

Potential behaviours:

- ✓ May not actively seek opportunities to engage with key decision makers and stakeholders.
- ✓ May tend to be uncomfortable influencing others to secure their support or acceptance.
- ✓ Is likely to be less interested in understanding other people's motives and behaviour.

**Persuades**

Using compelling arguments to gain the support and commitment of others.

Potential behaviours:

- Is likely to state ideas with adequate confidence and conviction, capturing others' attention.
- ✓ Is unlikely to enjoy having to win support or commitment from others.
- ✓ Is likely to communicate in a more modest or understated manner.

## People

✓ Critical

1 2 3 4 5

### Drives vision and purpose

Painting a compelling picture of the vision and strategy that motivates others to action.



Potential behaviours:

- Tends to be motivated to achieve goals that move the organisation in the right direction.
- ✓ May be less inclined to take responsibility for leading others towards the vision.
- ✓ May convey limited optimism about the future or act in ways that diminish the enthusiasm of others.

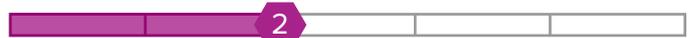
## Self

✓ Critical

1 2 3 4 5

### Courage

Stepping up to address difficult issues, saying what needs to be said.

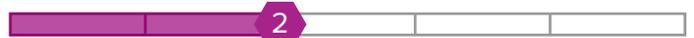


Potential behaviours:

- Makes progress despite unknown parameters or an unclear path forward.
- Is prepared to tackle tough assignments.
- ✓ Is unlikely to share frank views and avoids directly talking about difficult issues.
- ✓ May be uncomfortable taking risks, however well-reasoned.

### Self-development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

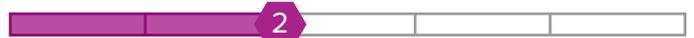


Potential behaviours:

- ✓ Is highly motivated to achieve ambitious development goals.
- Sometimes seeks assignments that stretch beyond own comfort zone.
- ✓ Is unlikely to show much interest in finding new ways to develop.
- ✓ May be overly sensitive to criticism.

### Manages ambiguity

Operating effectively, even when things are not certain or the way forward is not clear.



Potential behaviours:

- ✓ Finds novel ways to make swift and steady progress, even when details are unknown.
- ✓ May show frustration when things are uncertain.
- ✓ Often struggles to stay positive when dealing with problems that do not have clear solutions or outcomes.
- ✓ Is likely to be slow to adapt to changing conditions.



## Self



Critical

1

2

3

4

5



### Being resilient

Rebounding from setbacks and adversity when facing difficult situations.



Potential behaviours:

- ▲ Stays focused and composed in stressful situations.
- ▼ May act defensively when faced with criticism or barriers.
- ▼ Tends to become frustrated and discouraged in the face of obstacles.
- ▼ Takes longer than most to recover from setbacks.



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