

# Korn Ferry 360 Feedback Report

Sam Sample

Training

January 30, 2018



# Contents

About this report.....	3
About the survey.....	4
About the competencies.....	5
<b>Competencies.....</b>	<b>6</b>
How your competencies support your role.....	7
Your competency profile.....	8
Financial acumen.....	11
Manages complexity.....	13
Strategic mindset.....	18
Resourcefulness.....	20
Directs work.....	21
Ensures accountability.....	24
Collaborates.....	26
Manages conflict.....	27
Develops talent.....	31
Values differences.....	32
Communicates effectively.....	34
Drives vision and purpose.....	38
Instills trust.....	40
Demonstrates self-awareness.....	41
Manages ambiguity.....	43
<b>Career stallers and stoppers.....</b>	<b>47</b>
<b>Comments.....</b>	<b>59</b>

## About this report

This report contains your Korn Ferry 360 survey feedback.

### Competencies

Your feedback starts with an overview of your competency strengths and development needs. You can then explore each competency in more detail.

### Comments

Any comments made by you and your raters are reported here.

## How to use this report

Feedback reveals how others experience your behavior. It helps you to confirm your strengths, accept your development needs, learn, and improve. Use your feedback to create your own realistic, achievable development plan. Identify goals that are meaningful to you, your role, and the people you work with.

### Which competencies do you want to develop or use more often?

By when?

<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
-------------------	-------------------

What will the benefits be for you and others?

<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
-------------------	-------------------

Who can you approach for ongoing feedback and support?

<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
-------------------	-------------------

## About the survey

Number of responses reported: **13**

Responses gathered: **November 29, 2017 — January 24, 2018**

Norm: **All levels**

### The Korn Ferry 360 survey process

The people you work with will have their own view of your abilities, value them differently, and have their own concerns and needs. Feedback from different rater groups helps you understand these different views.

	Raters selected	Responses received	Responses reported
<b>Self</b>	1	1	1
<b>Manager</b>	1	1	1
<b>People you lead</b>	3	3	3
<b>Peers</b>	3	2	2
<b>Customers</b>	3	2	2
<b>Other raters</b>	3	2	2
<b>Manager's manager</b>	1	1	1
<b>Other manager</b>	1	1	1

This shows the numbers and types of raters and the status of their responses.

Responses from any managers are always reported. The anonymity of other types of raters is protected by combining their responses.

## Raters

The following people were asked to complete the survey:

### Manager

Jenny Swanson

### People you lead

Matthew Martin  
Choua Yang  
Rachel Craig

### Peers

Chloe Haag  
Alex Marshall  
Julizabeth Sosa

### Customers

James Kunz  
Carly Milbrath  
Derek LaVertu

### Other raters

Whitney Jenkins  
Extra Other  
Kris Christenson

### Manager's manager

Sarah Schaar-Pettit

### Other manager

Amy Keegan

## About the competencies

This shows how you demonstrate your competencies to others. Look for any strengths, opportunities for improvement, and potential development needs.

### THOUGHT

#### Understanding the business

| Business insight

▶ Customer focus

| Financial acumen

▶ Tech savvy

#### Making complex decisions

▶ Manages complexity

| Decision quality

| Balances stakeholders

#### Creating the new and different

▶ Global perspective

◀ Cultivates innovation

| Strategic mindset

### RESULTS

#### Taking initiative

◀ Action oriented

| Resourcefulness

#### Managing execution

◀ Directs work

| Plans and aligns

| Optimizes work processes

#### Focusing on performance

▶ Ensures accountability

◀ Drives results

### PEOPLE

#### Building collaborative relationships

▶ Collaborates

◀ Manages conflict

▶ Interpersonal savvy

▶ Builds networks

#### Optimizing diverse talent

| Attracts top talent

◀ Develops talent

▶ Values differences

| Builds effective teams

#### Influencing people

▶ Communicates effectively

| Drives engagement

▶ Organizational savvy

| Persuades

◀ Drives vision and purpose

### SELF

#### Being authentic

◀ Courage

▶ Instills trust

#### Being open

◀ Demonstrates self-awareness

| Self-development

#### Being flexible and adaptable

◀ Manages ambiguity

| Nimble learning

◀ Being resilient

◀ Situational adaptability

### CAREER STALLERS AND STOPPERS

#### Trouble with people

Blocked personal learner

Lack of ethics and values

Political missteps

#### Doesn't inspire or build talent

Poor administrator

Failure to build a team

Failure to staff effectively

#### Too narrow

Key skill deficiencies

Non-strategic

Overdependence on an advocate

Overdependence on a single skill

◀ Lowest skill

| Mid-level skill

▶ Highest skill

Problem stallers and stoppers

Not rated

## How your competencies support your role

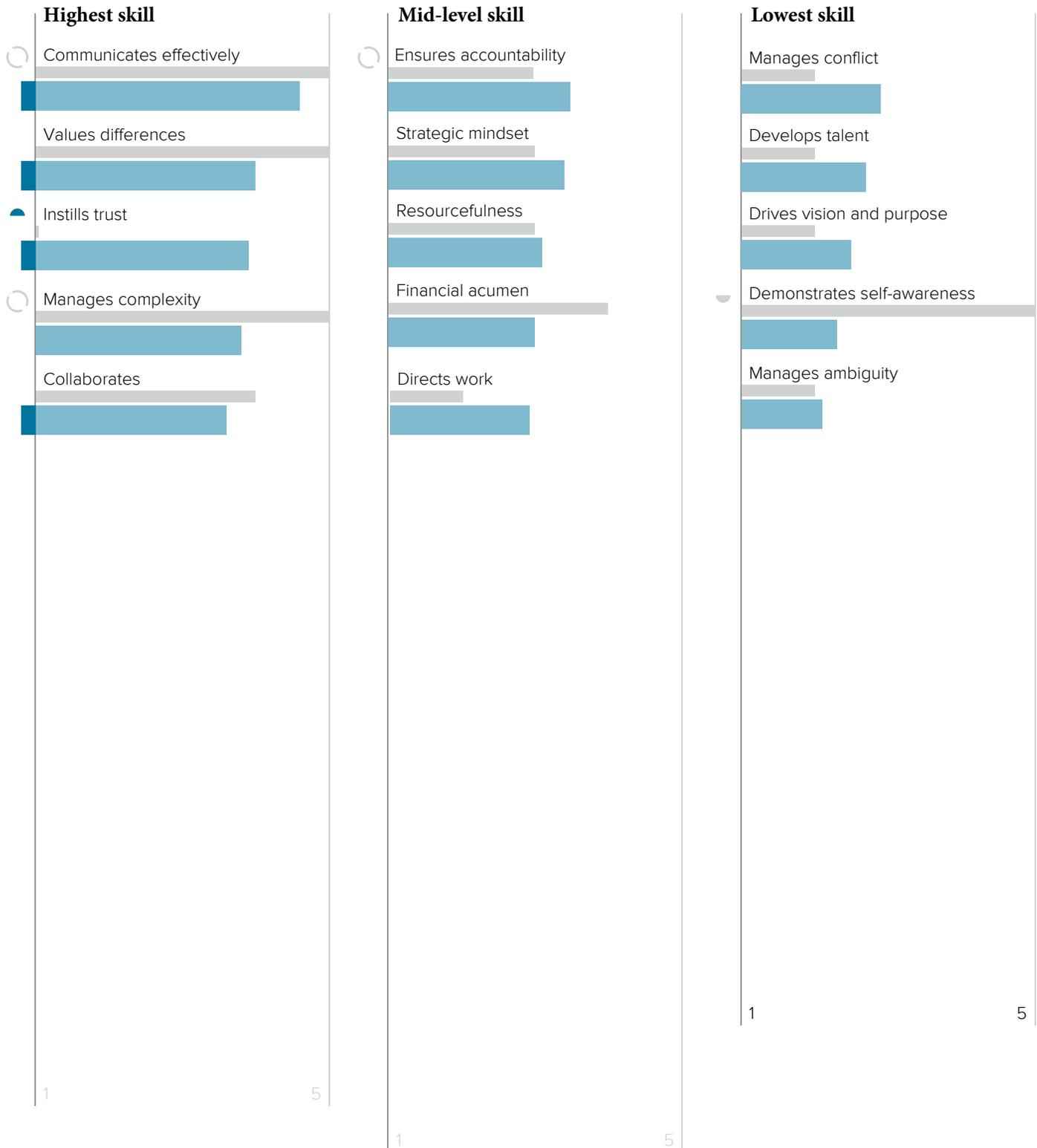
This shows your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows their views on how important your competencies are to your role.

Start at the top, with the competencies that others rate as most important. Do their views differ from your view? Do their views on your lowest, mid-level, or highest competencies offer any insights or surprises? Which competencies do you want to strengthen, use more often, or develop?

	 <b>Lowest skill</b> Focus attention here	<b>Mid-level skill</b> Opportunities here	<b>Highest skill</b>  Stay strong here
<b>Highest importance to your role</b>	Drives results Action oriented Situational adaptability Being resilient	Decision quality	Communicates effectively Global perspective Values differences Interpersonal savvy Customer focus Instills trust Builds networks Collaborates
<b>Middle importance to your role</b>	Courage Manages conflict Demonstrates self-awareness Manages ambiguity	Balances stakeholders Persuades Plans and aligns	Manages complexity Ensures accountability Organizational savvy
<b>Lowest importance to your role</b>	Directs work Develops talent Cultivates innovation Drives vision and purpose	Financial acumen Business insight Attracts top talent Optimizes work processes Nimble learning Strategic mindset Resourcefulness Builds effective teams Self-development Drives engagement	Tech savvy

# Your competency profile

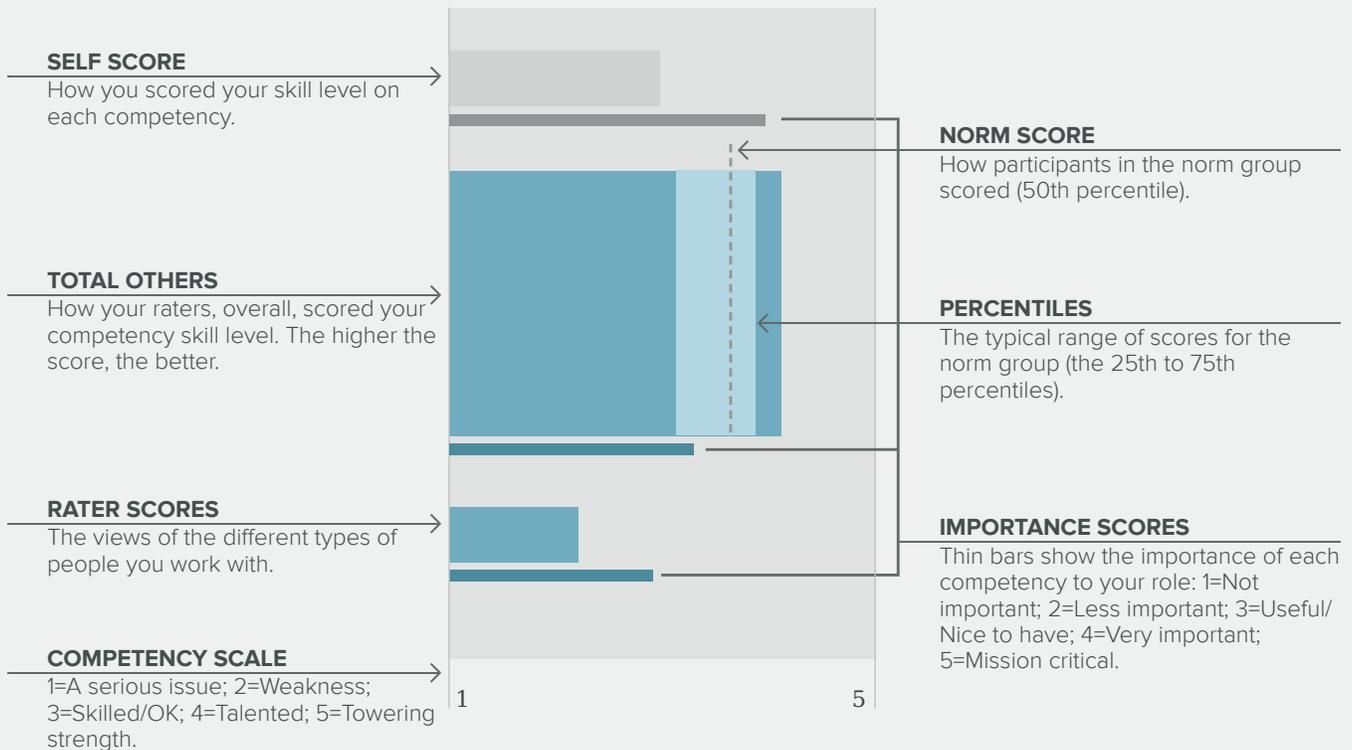
This ranks your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows your view, so that you can identify where it differs from others' experience. You can also see the competencies that others believe are most important to your role.



# Competencies

Competencies are skills and behaviors required for success that can be observed. The right competencies drive results and enable you to have a meaningful impact. Feedback helps you compare how you intend to behave with how others experience your behavior.

## HOW TO READ THIS SECTION



### Agreement

The extent to which your raters agree on your skill levels.



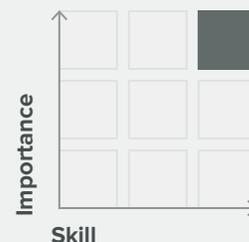
### Key insights

Look out for:

- Hidden strength**  
A strength that others observe more than you do.
- Blind spot**  
A development need that others observe more than you do.
- Potential overuse**  
A strength that some raters observe you overusing.

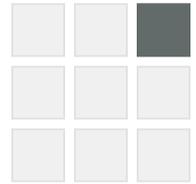
### Skill versus importance

Your raters' views on how your competencies support your role.



# Customer focus

Building strong customer relationships and delivering customer-centric solutions.



## Key insights

- Highest importance
- Highest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Anticipates customer needs and provides services that are beyond customer expectations.
- Uses customer insights to drive and guide the development of new offerings.
- Serves as a strategic partner to build, grow, and maintain profitable and long-lasting relationships with key accounts.

### SKILLED

- Gains insight into customer needs.
- Identifies opportunities that benefit the customer.
- Builds and delivers solutions that meet customer expectations.
- Establishes and maintains effective customer relationships.

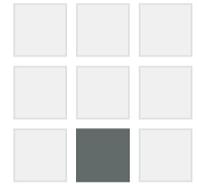
### LESS SKILLED

- Is unaware of customer expectations.
- Acts on incomplete or inaccurate understanding of customer needs.
- Conducts work activities from an internal, operational standpoint.
- Fails to build effective relationships with key customers.



# Financial acumen

Interpreting and applying understanding of key financial indicators to make better business decisions.



## Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Transforms financial information into business intelligence through analysis and integration of quantitative and qualitative information.
- Identifies and monitors key financial indicators to gauge performance, identify trends, and suggest strategies that can impact results.

### SKILLED

- Understands the meaning and implications of key financial indicators.
- Uses financial analysis to generate, evaluate, and act on strategic options and opportunities.
- Integrates quantitative and qualitative information to draw accurate conclusions.

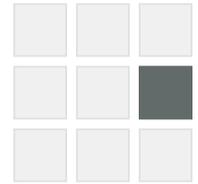
### LESS SKILLED

- Is unfamiliar with financial terms.
- Is unclear about the cause-and-effect relationships among different business functions and overall financial performance.
- Pays little attention to financial impact when drawing conclusions.



# Manages complexity

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



## Key insights

- Middle importance
- Highest skill level
- Potential overuse
- Moderate agreement

## This competency in action

### TALENTED

- Readily distinguishes between what's relevant and what's unimportant to make sense of complex situations.
- Looks beyond the obvious and doesn't stop at the first answers.
- Analyzes multiple and diverse sources of information to define problems accurately before moving to solutions.

### SKILLED

- Asks the right questions to accurately analyze situations.
- Acquires data from multiple and diverse sources when solving problems.
- Uncovers root causes to difficult problems.
- Evaluates pros and cons, risks and benefits of different solution options.

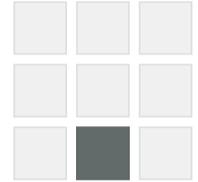
### LESS SKILLED

- Misses the complexity of issues and force fits solutions.
- Doesn't gather sufficient information to assess situations completely.
- Relies solely on intuition, even when contrary information exists.
- Is caught off guard when problems surface without an obvious solution.



# Strategic mindset

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



## Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Sees the big picture, constantly imagines future scenarios, and creates strategies to sustain competitive advantage.
- Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods.
- Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals.

### SKILLED

- Anticipates future trends and implications accurately.
- Readily poses future scenarios.
- Articulates credible pictures and visions of possibilities that will create sustainable value.
- Creates competitive and breakthrough strategies that show a clear connection between vision and action.

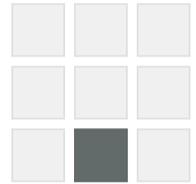
### LESS SKILLED

- Is more comfortable in the tactical here and now.
- Spends little time or effort thinking about or working on strategic issues.
- Contributes little to strategic discussions.
- Lacks the disciplined thought processes to pull together varying elements into a coherent view.



# Resourcefulness

Securing and deploying resources effectively and efficiently.



## Key insights

- Lowest importance
- Middle skill level
- High agreement

## This competency in action

### TALENTED

- Gets the most out of available resources and secures rare resources others can't get.
- Adapts quickly to changing resource requirements.
- Enjoys multi-tasking; applies knowledge of the organization to advance multiple objectives.

### SKILLED

- Marshals resources (people, funding, material, support) to get things done.
- Orchestrates multiple activities simultaneously to accomplish a goal.
- Gets the most out of limited resources.
- Applies knowledge of internal structures, processes, and culture to resourcing efforts.

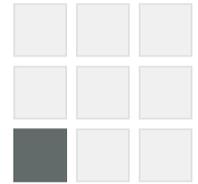
### LESS SKILLED

- Has difficulty figuring out where to get resources.
- Relies on the same resources over and over.
- Gets frustrated and becomes inefficient when things don't go as planned.
- Tries to impose one way of doing things; doesn't adjust swiftly enough.



# Directs work

Providing direction, delegating, and removing obstacles to get work done.



## Key insights

- Lowest importance
- Lowest skill level
- High agreement

## This competency in action

### TALENTED

- Masterfully matches people to assignments.
- Conveys clear performance expectations and follows up consistently.
- Sets stretch goals and objectives, pushing individuals or teams to perform at higher levels.
- Delegates work in a way that empowers ownership.
- Tracks how work is progressing without meddling.

### SKILLED

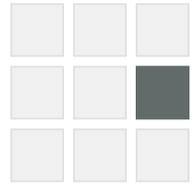
- Provides clear direction and accountabilities.
- Delegates and distributes assignments and decisions appropriately.
- Monitors progress by maintaining dialogue on work and results.
- Provides appropriate guidance and direction based on people's capabilities.
- Intervenes as needed to remove obstacles.

### LESS SKILLED

- Provides incomplete, vague, or disorganized instructions.
- Delegates work to people without giving them sufficient guidance.
- Sets goals and objectives so easy to achieve that people are demotivated in the process.
- Saves high-profile tasks for self.

# Ensures accountability

Holding self and others accountable to meet commitments.



## Key insights

- Middle importance
- Highest skill level
- Potential overuse
- Moderate agreement

## This competency in action

### TALENTED

- Assumes responsibility for the outcomes of others.
- Promotes a sense of urgency and establishes and enforces individual accountability in the team.
- Works with people to establish explicit performance standards.
- Is completely on top of what is going on and knows where things stand.
- Provides balanced feedback at the most critical times.

### SKILLED

- Follows through on commitments and makes sure others do the same.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear responsibilities and processes for monitoring work and measuring results.
- Designs feedback loops into work.

### LESS SKILLED

- Fails to accept a fair share of personal responsibility.
- Gathers little information about how things are going.
- Provides inadequate feedback; fails to help others adjust course midstream.
- Prefers to be one of many accountable for an assignment.

# Collaborates

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



## Key insights

- Highest importance
- Highest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Models collaboration across the organization.
- Facilitates an open dialogue with a wide variety of contributors and stakeholders.
- Balances own interests with others'.
- Promotes high visibility of shared contributions to goals.

### SKILLED

- Works cooperatively with others across the organization to achieve shared objectives.
- Represents own interests while being fair to others and their areas.
- Partners with others to get work done.
- Credits others for their contributions and accomplishments.
- Gains trust and support of others.

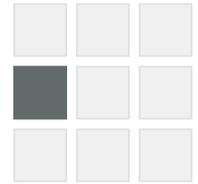
### LESS SKILLED

- Overlooks opportunities to work collaboratively with others.
- Values own interests above others'.
- Shuts down lines of communication across groups.
- Prefers to work alone and be accountable for individual contributions.



# Manages conflict

Handling conflict situations effectively, with a minimum of noise.



## Key insights

- Middle importance
- Lowest skill level
- Low agreement

## This competency in action

### TALENTED

- Anticipates conflicts before they happen, based on knowledge of interpersonal and group dynamics.
- Asks questions and listens closely to all issues presented by stakeholders.
- Finds common ground and drives to consensus, ensuring that all feel heard.
- Defuses high-tension situations effectively.

### SKILLED

- Steps up to conflicts, seeing them as opportunities.
- Works out tough agreements and settles disputes equitably.
- Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives.
- Settles differences in productive ways with minimum noise.

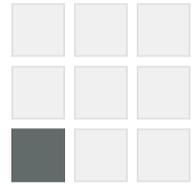
### LESS SKILLED

- Avoids conflict.
- Struggles to make progress when working through disagreements.
- Takes sides without digging deeply enough to fully understand the issues.
- Allows conflicts to cause massive disruption in the organization.
- Puts people on the defensive.
- May accommodate, wanting everyone to get along.



# Develops talent

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



## Key insights

- Lowest importance
- Lowest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Views talent development as an organizational imperative.
- Consistently uses multiple methods to develop others.
- Stays alert for developmental assignments both inside and outside own workgroup.
- Readily articulates the value and benefit of stretch assignments to others.

### SKILLED

- Places a high priority on developing others.
- Develops others through coaching, feedback, exposure, and stretch assignments.
- Aligns employee career development goals with organizational objectives.
- Encourages people to accept developmental moves.

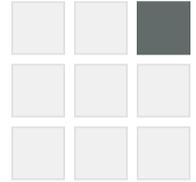
### LESS SKILLED

- Doesn't take time to work on development of others.
- Is a check-the-box developer; goes with the easiest option to fulfill talent development obligations.
- Doesn't make use of available organization resources and systems to develop others.
- Has difficulty identifying developmental moves or assignments.



# Values differences

Recognizing the value that different perspectives and cultures bring to an organization.



## Key insights

- Highest importance
- Highest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Actively seeks out information about a wide variety of cultures and viewpoints.
- Promotes a team environment that values, encourages, and supports differences.
- Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately.
- Senses how differences will play out in terms of needs, values, and motivators.

### SKILLED

- Seeks to understand different perspectives and cultures.
- Contributes to a work climate where differences are valued and supported.
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results.
- Is sensitive to cultural norms, expectations, and ways of communicating.

### LESS SKILLED

- Lacks awareness of other cultures.
- Treats everybody the same without regard to their differences.
- Expects everyone to adapt to his/her way of thinking and communicating.
- Lacks curiosity and interest in different people's backgrounds and perspectives.



# Communicates effectively

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



## Key insights

- Highest importance
- Highest skill level
- Potential overuse
- High agreement

## This competency in action

### TALENTED

- Delivers messages in a clear, compelling, and concise manner.
- Actively listens and checks for understanding.
- Articulates messages in a way that is broadly understandable.
- Adjusts communication content and style to meet the needs of diverse stakeholders.
- Models and encourages the expression of diverse ideas and opinions.

### SKILLED

- Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels.
- Attentively listens to others.
- Adjusts to fit the audience and the message.
- Provides timely and helpful information to others across the organization.
- Encourages the open expression of diverse ideas and opinions.

### LESS SKILLED

- Has difficulty communicating clear written and verbal messages.
- Tends to always communicate the same way without adjusting to diverse audiences.
- Doesn't take the time to listen or understand others' viewpoints.
- Doesn't consistently share information others need to do their jobs.



# Drives vision and purpose

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



## Key insights

- Lowest importance
- Lowest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Articulates a compelling, inspired, and relatable vision.
- Communicates the vision with a sense of purpose about the future.
- Makes the vision sharable by everyone.
- Instills and sustains organization-wide energy for what is possible.

### SKILLED

- Talks about future possibilities in a positive way.
- Creates milestones and symbols to rally support behind the vision.
- Articulates the vision in a way everyone can relate to.
- Creates organization-wide energy and optimism for the future.
- Shows personal commitment to the vision.

### LESS SKILLED

- Fails to personally connect with the organization's vision.
- Has difficulty describing the vision in a compelling way.
- Can't simplify enough to help people understand complex strategy.
- Struggles to energize and build excitement in others.



# Instills trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity.



## Key insights

- Highest importance
- Highest skill level
- Moderate agreement
- Hidden strength

## This competency in action

### TALENTED

- Gains the confidence and trust of others easily.
- Honors commitments and keeps confidences.
- Expresses self in a credible and transparent manner.
- Models high standards of honesty and integrity.

### SKILLED

- Follows through on commitments.
- Is seen as direct and truthful.
- Keeps confidences.
- Practices what he/she preaches.
- Shows consistency between words and actions.

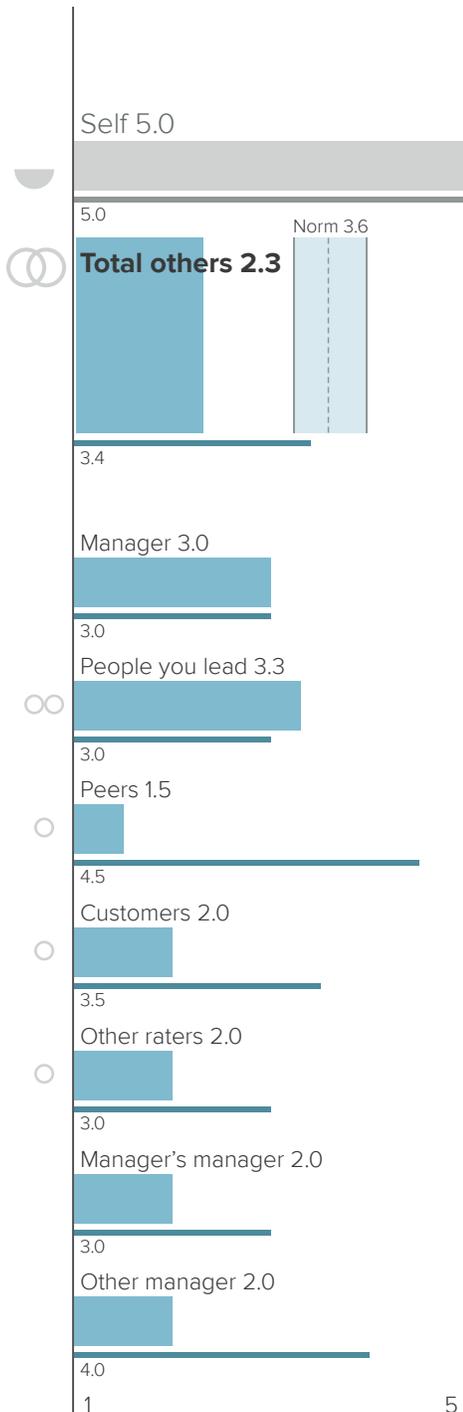
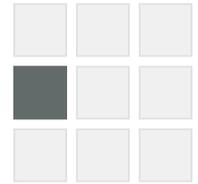
### LESS SKILLED

- Lacks consistent follow-through on commitments.
- Betrays confidences and covers up mistakes.
- Misrepresents facts for personal gain.
- Has trouble keeping confidences.
- Makes promises but doesn't always keep them.



# Demonstrates self-awareness

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.



## Key insights

- Middle importance
- Lowest skill level
- Moderate agreement
- Blind spot

## This competency in action

### TALENTED

- Seeks and acts on feedback from a wide variety of people.
- Willingly admits and takes responsibility for mistakes and shortcomings.
- Views criticism as helpful.
- Can articulate the causes behind own feelings and moods.

### SKILLED

- Reflects on activities and impact on others.
- Proactively seeks feedback without being defensive.
- Is open to criticism and talking about shortcomings.
- Admits mistakes and gains insight from experiences.
- Knows strengths, weaknesses, opportunities, and limits.

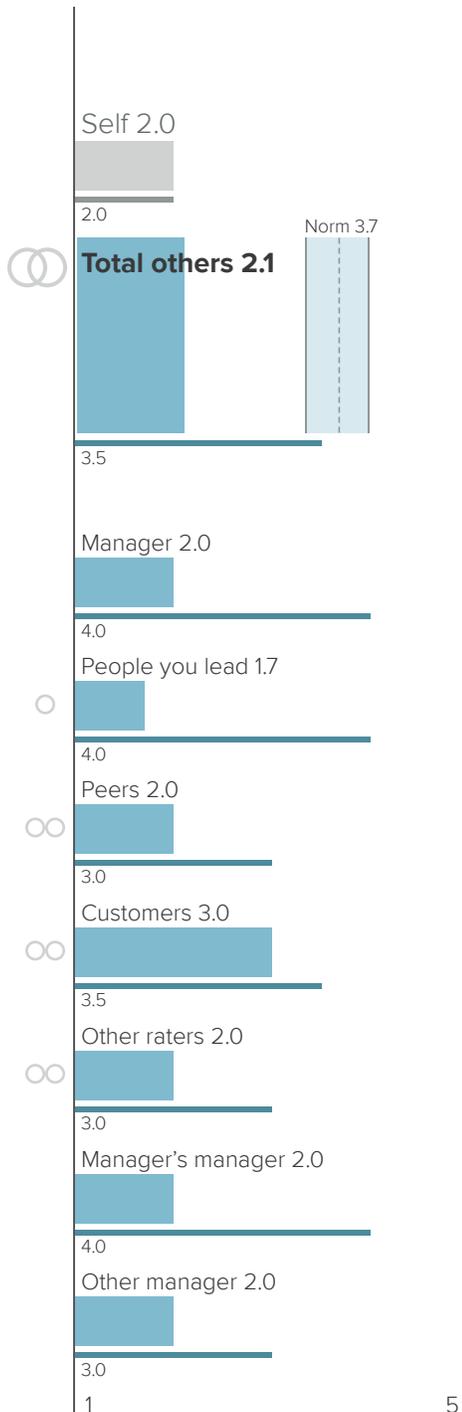
### LESS SKILLED

- Doesn't reflect on past mistakes.
- Acts defensively when given feedback.
- Is unaware of own skills and interpersonal impact.
- Makes excuses and blames others.



# Manages ambiguity

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



## Key insights

- Middle importance
- Lowest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Is energized when faced with ambiguity and uncertainty.
- Makes significant progress and remains calm and composed, even when things are uncertain.
- Manages the risk that comes with moving forward when the outcome isn't certain.
- Adapts quickly to changing conditions.

### SKILLED

- Deals comfortably with the uncertainty of change.
- Effectively handles risk.
- Can decide and act without the total picture.
- Is calm and productive, even when things are up in the air.
- Deals constructively with problems that do not have clear solutions or outcomes.

### LESS SKILLED

- Struggles to make progress when facing ambiguous or uncertain situations.
- Delays moving forward until all the details are known.
- Appears stressed when things are uncertain.
- Operates best when things are structured and predictable.

# Comments

---

Comments made by you and your raters are reported here. They are listed in alphabetical order by competency and by career staller and stopper.

## Competency comments

### Balances stakeholders

#### MANAGER

- Takes care to always consider other people. A true strength.

#### ALL OTHER RATERS

- Has a good understanding of internal & external stakeholders.
- Always defers to protocol, favoring the rules over the needs of the team.

### Being resilient

#### MANAGER

- Tends to panic under pressure and see the worst in situations - often will project the 'doomsday scenario' of the worst that can happen instead of finding hope.

#### OTHER MANAGER

- Seems to easily fluster in these situations.

#### ALL OTHER RATERS

- Easily flustered, but can come through in a pinch.
- Doesn't handle problems well.. easily triggered.
- He gets very nervous under pressure, which makes it hard for him to make clear decisions.
- Has to work on this, or at least his presentation of this as I believe he's much more resilient than you'd guess if you just listened to his words and ignored his actions.
- Sam does extremely well under pressure and knows how to appropriately manage any crises that comes his way.

### Builds effective teams

#### OTHER MANAGER

- This is handled by others so not as important here.

#### ALL OTHER RATERS

- More a follower than a leader

### Builds networks

#### SELF

- I have been able to place myself in high positions within many organizations, advising at the highest levels.

#### MANAGER

- Always excellent at introducing themselves and letting others know their skills and what they can offer, and in doing so can draw on a wide range of friends and colleagues.

#### ALL OTHER RATERS

- Should be commended for his networking skills, seems to always know the correct person to go to.

### Cultivates innovation

#### ALL OTHER RATERS

- Always comes up with idea.. sometimes unwarranted.
- Has come up with one or two excellent ideas but often spends more time analyzing other's plans.

### Demonstrates self-awareness

#### SELF

- I am perfectly aware of my capabilities and responsibilities.

#### OTHER MANAGER

- Does not take feedback from the team well when all together. Does better one on one.

#### ALL OTHER RATERS

- Often becomes either defensive or maudlin in the face of criticism or setbacks.
- Can be too self aware but knows his strengths & weaknesses of others (and at times- others!!)
- Should step back and reflect on how others are reacting to a given situation more often. Definitely needs to temper his responses in general.

### Drives engagement

#### OTHER MANAGER

- struggles with finding ways to develop their team.

#### ALL OTHER RATERS

- You are always telling me the odds of failure, which is far from empowering.

### Drives results

#### OTHER MANAGER

- Not really integral to their role.

#### ALL OTHER RATERS

- More concerned with process and protocol than results

### Drives vision and purpose

#### SELF

- My role is to support the vision of the organization, and not to define it or lead others in accomplishing it.

#### ALL OTHER RATERS

- Prone to pessimism
- Too often slips into trying to figure out the worst possible outcome - you can see the negative effect this has on his team at times.
- Tends to allow others to define objectives

### Ensures accountability

#### SELF

- Ensuring accountability in others is not something for which I am responsible. I do hold myself to a high level of accountability.

#### ALL OTHER RATERS

- Very dependable & reliable- always!
- Sometimes seems to take too much pleasure pointing out what others should be doing.
- Sam always follows through on the commitments he makes to others on our team - he's very good at ensuring that everything has been taken care of and he owns the projects that he is in charge of.

## Instills trust

### SELF

- Instilling trust in others is what I most strive to achieve in the line of my duties, but I feel even though I follow through on my commitments, am very direct and truthful and am very consistent in my actions, it seems my advice is ignored far too often. So I believe there must be a disconnect between what I say and do, and what people perceive.

### ALL OTHER RATERS

- Though he doesn't always present a reliable demeanor, the participant is honest to a fault.
- Is very loyal and dependable.
- Despite the fact that he can be quite negative he's well liked and has done great work with his team. They seem to really value and trust him but I'm not always sure he comes across as well to strangers or more casual acquaintances.
- The individuals on our team trust Sam immensely, he's very good at following through on the commitment he makes.

## Manages ambiguity

### SELF

- I rate myself low in this because I do not believe it is in anyone's best interest to "decide and act without the total picture."

### OTHER MANAGER

- Seems to like to have all the details and can struggle when some information is not provided.

### ALL OTHER RATERS

- Has trouble adapting to change..
- Gets very nervous around change, so he likes to do things the way he always has.
- Has a terrible time with uncertainty, especially as it opens a door for his pessimism. Rarely keeps a cool head when the unexpected occurs.

## Manages complexity

### SELF

- My calculations are always of perfect accuracy, which is paramount for high-level performance.

### MANAGER

- Analyses are highly accurate and timely, and can provide the odds and risks for almost any situation. But often they will get stuck on the results of the analysis and miss the bigger picture, or other opportunities.

### OTHER MANAGER

- Good at analyzing data.

### ALL OTHER RATERS

- Easily distracted by side issues

## Manages conflict

### SELF

- I have not developed skills in managing conflict, because conflict is best avoided.

### OTHER MANAGER

- Avoids conflict and becomes frustrated when dealing with this head-on.

### ALL OTHER RATERS

- Has a tendency to lose composure if there's conflict.. verbal about their discomfort.
- Is willing to push back internally or with clients but only when backed into a corner. In general is highly conflict averse which has been a problem in the past.
- Always the voice of reason.

## Optimizes work processes

### SELF

- I always act with utmost efficiency.

### OTHER MANAGER

- Does a great job establishing processes.

### ALL OTHER RATERS

- Could get better in this area.. at times seems one sided.

## Values differences

### SELF

- Understanding other cultures is a key part of my role, which I have been reported to carry out to satisfaction on many occasions.

### MANAGER

- Can always be relied upon to know the right protocol for the situation and is adept at navigating many different cultures.

### ALL OTHER RATERS

- Although he might complain sometimes he's actually great at working with diverse groups of people.
- Knows a great deal about other cultures, and assimilates very quickly, but I don't see a lot of applying the diverse experiences of others to get results.

## Action oriented

### SELF

- I am ready to take on any task I am assigned.

### MANAGER

- Not good at staying positive when times are tough or uncertain.

### OTHER MANAGER

- Seems content to sit on the sideline and keep doing things the same way.

### ALL OTHER RATERS

- Again, prone to dithering.
- Always ready to take action but has a tendency to see the best and worst so it can be a flaw at times.
- He works very hard; often starting a task without thinking through the whole process first.
- Usually recommends the most cautious approach to a given scenario.
- Sam knows how to take action when needed and in the appropriate time and place. This is a crucial part of his current position and he rocks this piece of it.
- Definitely hesitates before acting but ultimately rises to the challenge.

## Attracts top talent

### ALL OTHER RATERS

- Is excellent at finding the correct person to fill out a team.

## Collaborates

### SELF

- My main functions are to help elevate others in their roles, which I believe I have done very well.

### OTHER MANAGER

- Likes to be the decision maker and feels their way is the best way in that moment.

### ALL OTHER RATERS

- Can work with others, but prone to friction if things don't go his way
- Collaborating is a very important piece of Sam's current position and he excels at it immensely in whatever project he is involved in.
- I can always count on them to support my projects with skill and knowledge.

## Communicates effectively

### SELF

- This is my primary directive, in which I am highly skilled. I am fluent in many languages and forms of communication.

### MANAGER

- Excellent at communicating in a wide range of styles as appropriate to the audience, but can frequently overinform when others may not want or need to hear the message, even if it is accurately delivered.

### OTHER MANAGER

- Is very good at communicating in large and small groups.

### ALL OTHER RATERS

- Can over communicate (due to his knowledge!)
- He is very good at working with and communicating with a wide variety of people.
- Really good at getting people to understand the concepts he's laying out but should work on the level of emotion he displays. Not sure if he realizes how irritated he comes across at times.

## Courage

### SELF

- Feats of daring-do are for others.

### OTHER MANAGER

- Tends to shy away from these type of situations.

### ALL OTHER RATERS

- I don't think he readily tackles tough issues and assignments as he can be overwhelmed at first- but throughout the process he does show courage
- Even if uncertain where to start, he is willing to take on more work to accomplish a goal.
- Often appears apprehensive, but ultimately willing to do what it takes to accomplish a mission.

## Customer focus

### SELF

- This is one of my top priorities in carrying out my duties

### ALL OTHER RATERS

- Tends to focus too much on his own reactions/needs then that of the customer but his intent is to be helpful.

## Decision quality

### ALL OTHER RATERS

- Prone to dithering.
- Not firm enough in how he presents his decisions - is often railroaded by others because they come across as suggestions or even complaints much of the time.
- Always looks for all of the information before making decisions, and ends up sitting in the background during a crisis because of it.

## Develops talent

### ALL OTHER RATERS

- More concerned with his own expertise and duties
- Not sure if he's had enough opportunities to develop this although I believe this is something he could succeed at.
- Sometimes assumes others already have the same level of skills they have

## Directs work

### SELF

- My role is to support others, and not to direct them. I am not a leader.

## Financial acumen

### SELF

- I am skilled in financial analysis, and can advise as needed, but this is not my primary function.

## Global perspective

### SELF

- I am highly adept at considering all of the variables in a situation and using this to anticipate the outcome, and make adjustments accordingly.

### OTHER MANAGER

- Vast knowledge of the world as a whole and how our business fits into that.

### ALL OTHER RATERS

- Seems to be overly concerned that someone is "not going to like this."

## Interpersonal savvy

### ALL OTHER RATERS

- Vast knowledge and skill in this area are sometimes undercut by ego and a tendency to become flustered.
- Is too often confounded when people don't behave as he believes they should.

## Nimble learning

### ALL OTHER RATERS

- Has a hard time adjusting to changes in processes and accepting new ideas.
- Learns very quickly but less good on applying that knowledge.

## Organizational savvy

### ALL OTHER RATERS

- Has a thorough understanding of the organization but very often focuses too much of his energy on trying to point out and cover "land mines" during his planning stages.

## Persuades

### MANAGER

- Will often let disagreements continue and insist on keeping the same opinion instead of finding a middle ground.

### ALL OTHER RATERS

- Good with new cultures that are inclined to be receptive, but has problems with hostile audiences.
- Can be too persuasive at times if one doesn't agree
- I believe he's proud of his negotiation skills, but is more successful at preparing others for negotiation rather than leading it.
- I can't decide if the failures I see in this are your responsibility or your co-workers'. I do see you providing thought out reasons when you make recommendations, but are then completely ignored.

## Self-development

### SELF

- I am always seeking opportunities to enhance my skill set, to better accomplish my role.

### ALL OTHER RATERS

- Does not shirk hard assignments.

## Career staller and stopper comments

### Lack of ethics and values

#### MANAGER

- Is always concerned to do the right thing.

#### ALL OTHER RATERS

- As stated earlier, honest to a fault
- Never seems to be tempted to do the wrong thing although his standards can come across as too rigid .

### Poor administrator

#### ALL OTHER RATERS

- not a problem
- Excellent attention to detail - in fact the issue might be that sometimes he gets overly caught up in it.

### Blocked personal learner

#### SELF

- One of my top priorities is gaining new skill sets.

#### ALL OTHER RATERS

- Gives lots of input.. not sure if he'll take any input.
- He doesn't resist new learning opportunities, but does have a hard time with them.
- Is definitely not insightful about how he comes across at times but it can't be said that he's closed to learning new skills.

### Failure to build a team

#### ALL OTHER RATERS

- Tends to rely overmuch on existing partnerships but doesn't value them enough

## Situational adaptability

### OTHER MANAGER

- Can sometimes struggle with the interpersonal skills.

### ALL OTHER RATERS

- Could be better at adapting to different situations.. seems like there's just one side.
- He always is aware of how things should be done but is easily flustered by unexpected developments.

## Strategic mindset

### ALL OTHER RATERS

- Prone to worrying and assuming the worst about the future.

## Tech savvy

### SELF

- I can usually count on my counterpart to help with the more "tech-heavy" tasks. I usually don't know how to use any of these blasted contraptions.

### ALL OTHER RATERS

- Fortunately, the learner has highly skilled assistance to turn to in this area.
- His knowledge about current technologies is amazing and a true asset to the organization.

## Failure to staff effectively

### ALL OTHER RATERS

- Has dramatically improved in this area in recent years

## Key skill deficiencies

### ALL OTHER RATERS

- Has all the skills (and potential) needed to do his job well.

## Non-strategic

### SELF

- I manage all the variables of every situation very efficiently and can formulate strategies highly effectively.

### ALL OTHER RATERS

- Very prone to myopic focus on specific issues
- Has gotten overly focused up on a single potential problem or detail and derailed meetings and hung up projects in the past. Needs to work on this.

## Overdependence on a single skill

### MANAGER

- Once outside their field of communications, of which they are rightly proud of their skills, their shortcomings in other areas can be painfully apparent.

## Overdependence on an advocate

### SELF

- I have served a variety of leaders and organizations, always finding a new role to play.

### MANAGER

- Definitely a follower and not a leader, and so without a sponsor at a higher level can easily become lost.

### ALL OTHER RATERS

- Has worked with multiple supervisors over the course of his career

## Political missteps

### MANAGER

- Will often say the wrong thing at the wrong time, thinking it's the right thing. Can be narrow in their thinking and vision which leads to judging situations incorrectly.



KORN FERRY

## About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our more than 7,000 colleagues deliver services through our Executive Search, Hay Group, and Futurestep divisions. Visit [kornferry.com](http://kornferry.com) for more information.

© Korn Ferry 2017. All rights reserved. Personal and confidential.

For the sake of linguistic simplicity in this report, where the masculine form is used, the feminine form should also be understood to be included.

This report provides a rich description of assessment results for this person. It is valuable for understanding the person, their relative strengths and weaknesses, and for providing the insights for the person that will prove useful on the job and for their development. The data are not suitable for comparing persons for the sole purpose of selecting one person over another for a role, assignment, or development opportunity.

Survey type: Competency  
Survey scale: Likert  
Norm: All levels  
Model: KFLA (v1) v1.0.3  
Role: All 38, all 10