Leadership Development

Design Build Attract
Leaders activate strategy. Do yours?

Most growth-focused organizations are already in pursuit of a strategic shift — a change to their core business model that will fuel their continued growth, marketplace relevance, and financial health.

But the full value of these shifts is not always completely realized. Why?

The difficulty of successfully driving change and growth is well-documented in several research studies, all of them highlighting a prevalent gap between strategic vision and actual execution. Leadership development focused on activating strategy can not only help close this strategy-execution gap, but can also accelerate the organization through its planned business shifts.

At Korn Ferry, we help you develop leaders who can tackle the business challenges of the present, and realize the strategies that will take you into the future.

Leadership development has gone beyond bench building. Now it’s about building the business, building the culture, building purpose, and building the future.

---

65% of organizations have an agreed-upon strategy.*

14% of employees understand the organization’s strategy.*

Less than 10% of all organizations successfully execute the strategy.*

*Forbes, 10/12
It’s time to rethink leadership development.

Adaptable leadership development drives value.

Most successful organizations have some kind of leadership development program already in place. Traditionally, these programs focus on the acquisition of specific sets of skills, knowledge, and abilities.

In today’s rapidly changing business context, these programs are susceptible to quickly becoming obsolete. Shifts in technology, market behavior, or business strategy often reveal significant talent gaps.

At Korn Ferry, we collaborate with you to create adaptable and relevant leadership development solutions that accelerate your talent and business strategies. We do this by anchoring the development solutions in your organization’s strategy, mission, culture, and purpose.

We tap into your organization’s knowledge, engage your leaders as teachers, and create a program — with you and for you — that reflects the realities of your business, today and in the future. We emphasize development at personal, team, and organizational levels, prompting progress and forward momentum across the entire enterprise. We also work across the entire leadership spectrum, tailoring solutions that are relevant and engaging for your C-suite and senior executives, as well as your high potentials and high performing leaders.

Today’s business calls for a more adaptable development approach that builds expertise, agility, and the leadership capacity required to navigate and lead through change.
Activate strategy with a holistic approach.

Korn Ferry’s proprietary research and experience shows there are four core pillars that ignite the impact of leadership development, when used in concert with each other.

1. **Context is critical.**
   Make it real: Business strategy, culture, and mission provide the context required for leadership development to succeed and drive measurable ROI.

2. **Develop the whole person.**
   Focus on what leaders need to be and do: Build the characteristics crucial for leaders to sustain successful leadership and develop specific, context-driven competencies required to activate the business strategy.

3. **Treat leadership development as a journey.**
   Move beyond transactional development: Learning and application occur in the context of the business strategy with an intensity and time frame that match the ambition and scale of the desired strategic shift.

4. **Service promotes purpose.**
   Leadership is not a solo act: The opportunity to contribute beyond one’s self activates inherent leadership capability and enables people to experience the power and impact of true leadership.
Leadership Development Services.

Develop your leaders with the most relevant and empowering learning strategies.

**Individual development.**
Empower individuals to develop leadership capabilities, a personal brand, interpersonal relationships, business acumen, organizational savvy, and other targeted competencies. Our individual development services focus on building performance for individual leaders, preparing succession candidates, developing legacy, and driving a more fulfilled, accomplished, rewarding career and life.

- Chief Executive Institute™
- Executive to Leader Institute®
- LeaderSuccession™

**Executive Coaching**
- Transitions
- Performance
- Fast start first 100 days
- Bench building
- Specialty topic coaching
- Targeted skills coaching

**Team development.**
Ignite teams or working groups to improve their shared performance, alignment, and effectiveness. Our team development services focus on helping teams achieve higher levels of collaboration, output, fulfillment, and success.

- Team alignment and governance
- Team assessment, diagnostics, and coaching
- Self-directed work teams
- Team effectiveness and process facilitation
- Team consulting

**Group development.**
Engage diverse groups of leaders from across the business to come together to develop their leadership capability, business acumen, people development, culture building, and overall strategic contribution to the organization. Our group development services focus heavily on preparing leaders to activate the strategies of today while preparing for the challenges of tomorrow.

- Customized and integrated learning journeys
- ‘Active Leader’ programs
- Targeted skill building
- Experiential learning
- Program architecture, design, branding
- Challenge-based learning
  - Action learning
  - Simulations
- On-the-job development solutions
- Creating a culture of development
- Leadership development strategy consulting

**Enterprise development.**
Fuel higher performance across the enterprise with scalable, flexible learning and development options. Our enterprise development focuses on helping every employee achieve their personal-best performance, improve diversity and cultural understanding, and align on strategy.

- On-line offerings
- Packaged instructor-led programs
- Self-directed development tools

Individual development.

Team development.

Group development.

Enterprise development.
Layers of expertise.

At Korn Ferry, we are committed to building leadership solutions that activate strategy, drive valuation, engage your workforce, and change peoples’ lives.

In addition to expertise in four primary developmental strategies (individual, team, group, enterprise), we tailor development programs for the unique needs of your future and current leaders at all levels of the organization and make them relevant by designing within the context of your industry.

Korn Ferry leadership development solutions address the unique developmental needs in the following areas:

**C-suite.**
Confidential development focused on building legacy and driving organizational change and transformation.

**Senior executives.**
Contextual development focused on helping leaders manage complexity, increase contribution, and create results through others.

**High potentials.**
Rigorous development focused on preparing high potential leaders for bigger, broader roles while pushing them to increase their level of strategic contribution and impact.

**Vital many.**
Scalable development targeting critical skills and competencies needed by people across the organization.

**Industry and market sector expertise.**
- Consumer
- Financial
- Industrial
- Life sciences
- Technology
- Government
- Higher education

<table>
<thead>
<tr>
<th>Strategy activation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build business / Build bench / Build culture / Build future</td>
</tr>
<tr>
<td>C-suite</td>
</tr>
<tr>
<td>Individual development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region</td>
</tr>
</tbody>
</table>

© Consumer
© Financial
© Industrial
© Life sciences
© Technology
© Government
© Higher education
Why Korn Ferry?

Through our tailored programs and research-based, time-tested methodologies, we help organizations develop leaders who can meet uncertainty with understanding, transform complexity into clarity, and find, in the volatile conditions of the present, a compelling vision of the future.

In other words, we help leaders — and by extension their organizations — blaze a trail through uncharted territory and realize their full potential for strategic growth.
About Korn Ferry

At Korn Ferry, we design, build, attract, and ignite talent. Since our inception, clients have trusted us to help recruit world-class leadership. Today, we are a single source for leadership and talent consulting services to empower businesses and leaders to reach their goals. Our solutions range from executive recruitment and leadership development programs, to enterprise learning, succession planning, and recruitment process outsourcing (RPO).

Visit www.kornferry.com for more information on Korn Ferry, and www.kornferryinstitute.com for thought leadership, intellectual property, and research.