

KORN FERRY

FYI[®]

for your improvement

**Sample
Abbreviated
Chapter**

New 38 global competency framework
Korn Ferry Leadership Architect™

Introduction

The new **FYI® for your improvement** helps identify and address development needs using our most up-to-date competency framework, which is the new Korn Ferry Leadership Architect™ Global Competency Framework. Competencies are observable and measurable skills and behaviors that contribute to workplace effectiveness and career success. Each chapter includes competency-specific action-oriented development tips based on our extensive research that are sure to increase your skill-level and performance on the job.

Each chapter includes:

- Competency title and definition
- Competency context
- Inspiring quotes
- Skilled, less-skilled, talented and overuse definitions/examples
- Possible causes of lower skill
- Case studies
- Action-oriented development tips
- Deep dive learning resources
- On-the-job development assignment suggestions
- Reflection statements
- Additional resources
- Recommended search terms

The new FYI® is designed for any motivated person with a development need and to serve as a guide for managers, mentors, coaches and feedback givers. It is intended for all levels of an organization. Use this book to ignite your leadership development to provide lasting success in your career and in your life.

FYI® is your guide for effective personal and professional development. Take some time to look over the following abbreviated* sample chapter so you can see why.

**Please note that the following sample chapter does not contain chapter 1 in its entirety. The sample is meant to provide just a taste of the material that can be found in the new FYI®: for your improvement.*

What's inside

A short **definition** is provided to help you understand the competency. You will also find this definition on the Korn Ferry Leadership Architect™ Sort Cards and the Korn Ferry Leadership Architect™ Global Competency Framework.

The **context** for each competency is provided to help you understand why it's so important and how it plays out in life. The context also highlights how being skilled in this competency can positively impact your life and the lives of those around you.

1. Ensures Accountability

● *Holding self and others accountable to meet commitments.*

● Taking responsibility. Owning up to commitments. Being answerable for your actions and the actions of those you lead. All fall under the umbrella of accountability. Being accountable and ensuring accountability in others is as important in and out of work today as ever. Important and a little scary. Why? Being accountable makes you more visible and more open to criticism. It means putting yourself at risk. All eyes are on you. If the assignment, project, or strategy fails, you're on the hook for it. And in this hyperconnected, hypervigilant world, there's no place to hide. But when it comes to ensuring that accountability thrives in your organization, absorbing the risk can pay off in multiple ways. On critical projects, it instills confidence in others when they know you have a vested interest in the positive outcome they are all striving toward. Taking the same responsibility for a losing strategy as you do for a winning one shows others that you stand behind your decisions. This builds a culture of accountability around you. A culture where people own their decisions and their actions. Where credit is shared and blame accepted. By ensuring accountability in yourself and leading so others do the same, you are more likely to be trusted and respected by others. More likely to speak out when there is a problem. More likely to be committed to your work. More likely to deliver high performance. More likely to succeed.

*I attribute my success to this –
I never gave or took any excuse.*

Florence Nightingale – English social reformer and founder of modern nursing

What's inside

Positioning within the Korn Ferry Leadership Architect™ is provided for additional context. The competencies fall into 4 Factors and 12 Clusters. You may find it helpful to check for additional tips within the Cluster or Factor for each competency.

Skilled, less skilled and **talented** definitions provide examples of what different skill-levels look like for a competency. Use these to assess your current skill as well as the level you want to attain. The points under **Overused Skill** provide a useful check to see if you are possibly overusing your strength.

Some possible causes of **lower skill** suggest why this competency could be a development need for you. Understanding the reason for your need will help you decide upon the right development approach.

1 | Factor II: Results
Cluster F: Focusing on Performance
Competency I: Ensures Accountability



Ensures Accountability is in the **Results** Factor (II) in the Korn Ferry Leadership Architect™. It is part of Cluster F, **Focusing on Performance**, along with *Drives Results* (28). You may find it helpful to also take a look at some of the tips included in that chapter to supplement your learning.

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Skilled
Follows through on commitments and makes sure others do the same.
Acts with a clear sense of ownership.

Less skilled

- Fails to accept a fair share of personal responsibility.
- Gathers little information about how things are going.

Talented

- Assumes responsibility for the outcomes of others.
- Promotes a sense of urgency and establishes and enforces individual accountability in the team.

Overused skill

- May not give appropriate credit to others.
- Strictly enforces accountability; doesn't consider situations that are beyond individuals' control.

Some possible causes of lower skill

Causes help explain *why* a person may have trouble with *Ensures Accountability*. When seeking to increase skill, it's helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Not goal oriented
- Afraid of making a mistake
- Low self-confidence
- Shies away from tough problems
- Has unrealistic expectations

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What's inside

We've included a short case study in each chapter to bring the competency to life. **"Culture Card"** provides an example of a significant cultural variation in the competency, **"Did You Know"** introduces interesting facts from our research, **"Does it Best"** describes a person or organization well recognized for their strength in the competency, and **"Brain Booster"** presents facts and information from a neuroscience perspective.

Factor II: Results
 Cluster F: Focusing on Performance
 Competency 1: Ensures Accountability

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Culture card

Accountability plays out differently in different cultures. Collaborating across international boundaries means recognizing and respecting this. A Brazilian team working with an American team might feel the tension of different priorities. Both may take responsibility for performance excellence. Both may have a sense of urgency. But both see different things as critical. To a Brazilian, relationships are seen as paramount to delivering the result. Too much planning gets in the way of that. The American is likely to see the project plan as essential. Socializing is not essential to the task and may even get in the way. Accountability to the process versus accountability to the people. One culture doesn't want to fail people. The other doesn't want to fail the plan. So how do cross-cultural teams reconcile their different views of accountability? Through recognition of differences. Appreciation of what's valued by others. Willingness to compromise and adapt. The Brazilian team could position a project plan as integral to forging a relationship with their colleagues. The American team could invest more time socializing and connecting. Establishing common accountability across cultures means accommodating what is most important to others!

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What's inside

A variety of **tips** to help you develop each competency is also provided. Tips are brief, doable, and action oriented. Based on our research, and experience, these are the tips that are most likely to work. Choose one or two that will be most helpful for addressing the root causes of your weakness in a competency.

Deep dive learning resources, relevant to the development tips that precede them, are provided. These resources help you explore developing certain aspects of the competency further. They range from video clips to journal articles to websites that will provide more in-depth information about the areas covered by the tips.

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Factor II: Results
Cluster F: Focusing on Performance
Competency 1: Ensures Accountability

Tips to develop *Ensures Accountability*

1. **Unsure of the target?** Establish clear goals. How can you take charge of where you're headed unless you know your destination? Before you can take accountability for anything, you need to know what's expected. Have a set of clearly articulated goals that specifically states the outcome required and defines your target result—a clear picture of what success looks like. Goals help focus time and effort. They make things fairer. They provide an objective way to measure someone against what's required of them. They can be used to stretch people. Learn how to create SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals. Set SMART goals for projects and other work tasks when you assign them to yourself or others.

Want to learn more? Take a deep dive...

Ashkenas, R. (2012, July 9). Seven mistakes leaders make in setting goals. *Forbes*.

Chua, C. (2010, June 3). *11 Practical ways to stop procrastinating*. Lifehack.

2. **Stuck in first gear on a new assignment?** Focus to move forward. Write down where you are now and where you want to be. Ask yourself: What are the benefits of achieving this goal? What do I need in order to succeed? How will I get there? What paths could I take? Who else needs to be involved? What could help/hinder my progress? How else could I achieve the required outcome? Write down your answers. Use them to create actions. Start with what *you* will do *now*. Break big action steps into a few smaller, more manageable ones. Arrange them in chronological order. Give yourself a date by which each will be accomplished. Hold yourself accountable for each one. Review your progress regularly and tick them off as you go. Use your plan to stay on top of what is going on.

Want to learn more? Take a deep dive...

Fox, J. (2013, December 13). You can get some big things done when it's not all about you. *Harvard Business Review Blog Network*.

What's inside

With research showing that **70%** of development happens on the job, it's wise to heighten your competency development with on-the-job application. Some suggestions for **job assignments**, specific to the competency you're developing, are provided.

Thought provoking statements are included for further reflection on your development. Take some inspiration from the guidance offered in the statements that resonate with you.

Factor II: Results
 Cluster F: Focusing on Performance
 Competency 1: Ensures Accountability

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Job assignments

- Put yourself forward to lead the resolution of a tough problem that requires help from others. Recognize what others have to offer and how they can support you.
- Volunteer to present a proposal to a senior team that you know will provoke contention, raise challenging questions, and encourage debate. Be prepared to fight your corner.

Take time to reflect...

If you're worried about being blamed when things go wrong...

...then consider that taking accountability also means you're likely to get the credit when things go right. Accountability involves taking the rough with the smooth.

*Few things can help an individual more than
to place responsibility upon him,
and to let him know that you trust him.*

Booker T. Washington – American educator, author, and orator

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What's inside

Additional resources that will help you learn more about the competency as a whole. They include texts selected from expert reviews, best seller lists and reputable publishers.

If you'd like to do some of your own searching for additional guidance and resources for developing competencies, start off with the selection of **recommended search terms**.

All of the links provided for the **Deep Dive** resources interspersed throughout the development tips are available online. Additional resources and insights are also provided to further your development. Keep the site open while reading for easy access to the resources associated with development tips that are most relevant for you.


1 **Factor II: Results**
Cluster F: Focusing on Performance
Competency 1: *Ensures Accountability*

 **Learn more about *Ensures Accountability***

Burka, J. B., & Yuen, L. M. (2008). *Procrastination: Why you do it and what to do about it now* [25th Anniversary ed.]. Cambridge, MA: Da Capo Press.

Pychyl, T. A. (2013). *Solving the procrastination puzzle: A concise guide to strategies for change*. New York, NY: Penguin Group.

Samov, P. (2010). *Present perfect: A mindfulness approach to letting go of perfectionism and the need for control*. Oakland, CA: New Harbinger Publications, Inc.

 **Deep dive learning resource links**

Ashkenas, R. (2012, July 9). Seven mistakes leaders make in setting goals. *Forbes*. Retrieved from <http://www.forbes.com/sites/ronashkenas/2012/07/09/seven-mistakes-leaders-make-in-setting-goals/>


Chua, C. (2010, June 3). *11 Practical ways to stop procrastinating*. Lifehack. Retrieved from <http://www.lifehack.org/articles/lifehack/11-practical-ways-to-stop-procrastination.html>

Fox, J. (2013, December 13). You can get some big things done when it's not all about you. *Harvard Business Review Blog Network*. Retrieved from <http://blogs.hbr.org/2013/12/you-can-get-some-big-things-done-when-its-not-all-about-you/>

Recommended search terms

If you'd like to explore *Ensures Accountability* further, try searching online using the following terms:

- Avoiding procrastination
- Keeping others accountable
- Monitoring your progress at work

 **More help...**

Korn Ferry offers a wide range of learning solutions. The following may be helpful to help you develop *Ensures Accountability*: find the link in your *FYI® for your improvement* book

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