FIGURE 1

KORN FERRY'S INTEGRATED ENTERPRISE LEADERSHIP FRAMEWORK

THE WHAT — ENTERPRISE **IMPACT**

THE HOW — PERFORM-TRANSFORM **CAPABILITIES**

THE WHO AND WHY — AGILE **MINDSETS**
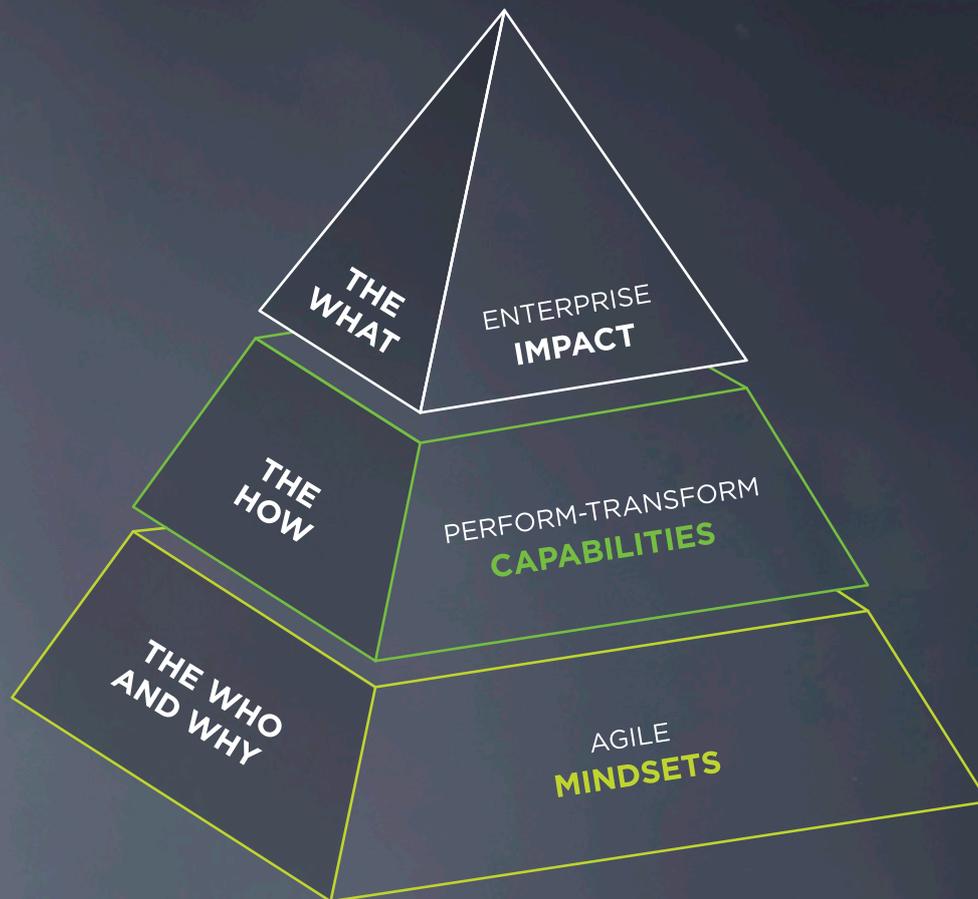
IMPACT	CAPABILITIES	MINDSETS
"The what"	**"The how"**	**"The who and why"**
What you can **count on the leader to deliver** for the enterprise, both **now** (based on current capabilities) and in the **future** (based on mindsets and development trajectory).	How the leader will **Perform and Transform** as an enterprise leader based on their current level of mastery and competence.	The beliefs that can **multiply— or diminish—**the leader's **capacity to grow** as an enterprise leader, and to **pivot** between Perform and Transform dynamics.

FIGURE 2

ENTERPRISE IMPACT BASED ON PERFORM-TRANSFORM POLARITIES

Transform outcomes and success drivers

This represents the transformational or disruptive change that you are looking for.

Key questions: What are the transform opportunities? What is the timing and pace? What are the risks?

Perform outcomes and success drivers

This represents the current trajectory and approach of the business.

Key questions: Will a focus on this alone create the foundation for future success? Will the curve trend downward over time? What are the risks of staying the course?

Note: In some lines of business, functions, and teams, *'Perform'* may dominate, while in others *'Transform'* is more important.

FIGURE 3

PERFORM-TRANSFORM CAPABILITIES

PERFORM	TRANSFORM
RUN THE ORGANIZATION	CHANGE THE ORGANIZATION

PERFORM		TRANSFORM
Extrapolate from current state, **optimize** existing business models, and **scale** innovation.	**VISUALIZE**	**Anticipate** trends, **envision** possibilities, disrupt the business model, and **create** the new and different.
Manage risk, make **prudent** decisions, drive performance **today**, and deliver **consistent** results.	**REALIZE**	Make **bold** decisions that push the envelope, pursue **breakthrough** results, and build for **tomorrow.**
Create **structure** and process, **align** people and accountabilities, and ensure **commitment.**	**MOBILIZE**	Build flexible and **agile** organizations, embrace **differences**, and **inspire purpose** across.
Develop talent at scale, build **mastery**, and **partner across networks** to support shared objectives.	**CATALYZE**	Generate **new talent and capabilities** and create and **harness ecosystems** to amplify impact.