

UNLIMITED HUMAN POTENTIAL

Introducing the Korn Ferry
Enterprise Success
Framework

Thought Leadership

The Korn Ferry Enterprise Success Framework reframes what it takes to drive business outcomes through people, helping companies define, recruit, develop, and keep the talent they need to maximize performance. It is built on the following three dimensions:

- *Accountability (what we deliver)*
- *Capability (how we do it)*
- *Identity (who we are).*

The science underpinning the Enterprise Success Framework ensures that these dimensions connect seamlessly at the individual, team, and organization levels—and show what success looks like in any given context. It is an innovative, effective, and scalable framework for integrating the world of work and the world of people, activating potential and performance in a rapidly changing economy.

The Korn Ferry Enterprise Success Framework is **an innovative, effective, and scalable framework** that helps you unleash potential and performance to succeed in the new economy.

Integrating the world of work and the world of people

Traditionally, the world of work has been viewed as separate and distinct from the world of people. Work, by design, has focused on the specific tasks, jobs, and responsibilities needed to achieve a result—think goals, objectives, and expected outputs. People, on the other hand, have been defined by their individual and collective skills, talent, competencies, experiences, personalities, and abilities—how we do things, who we are, and what drives us.

But in an uncertain economy defined by technological disruptions and continuous crisis, widespread transparency, rapid change, and new expectations are transforming the way people and organizations work. The worlds of people and work can no longer be siloed; they have become more fluid and connected.

Jobs today are not only being defined in terms of tasks and deliverables, but also competencies, traits, drivers, and potential. This requires leaders to think more creatively when it comes to talent. Yet, many companies continue to apply the traditional model to this new market reality, accelerating their old work processes and making unrealistic demands on an increasingly empowered workforce. At best, leaders get compliance from their team members. At worst, employees become disengaged, achieve poor results, and are more likely to leave.

For people and work to successfully connect and thrive in this changing economy, they need an integrated language that will guide them toward common ground and organizational success.

The Enterprise Success Framework is a new paradigm for unleashing potential.

Figure 1: The foundation of Korn Ferry's Enterprise Success Framework



What is the Korn Ferry Enterprise Success Framework?

When activated, the Korn Ferry Enterprise Success Framework helps people, teams, and organizations drive results in a more coherent, cohesive way. From a people perspective, it simply defines what we deliver (Accountability), how we do it (Capability), and who we are (Identity). For teams and organizations, it clarifies the strategic goals, why they are important, and how they can be achieved.

The Enterprise Success Framework brings together years of empirical experience with assessment and development data, as well as work and organizational design. It can be applied across a large spectrum of talent, work, and organization “use cases,” such as the design and staffing of agile projects, the activation of personal or corporate purpose, or top team alignment to inspire and drive results.

In all, the Korn Ferry Enterprise Success Framework takes a holistic approach to both talent and work, integrating profit and people value to power a new, fluid, dynamic, and scalable economy. It is a consistent, unified way to offer insights that, before, were more difficult or impossible to access and unleash.

Accountability: the “what”

Accountability is the “what” of the Korn Ferry Enterprise Success Framework. This dimension defines success. It describes those specific outcomes—the strategy, the metrics, the deliverables, the must-wins—relevant to individuals, teams, and organizations to deliver their work and ultimately impact the world.

Accountability, at its core, means responsibility for results. It’s about setting, supporting, and creating clear ownership of expectations and following through on commitments and obligations. The dimension also considers the unique context, strategic imperatives, and specific challenges that shape the work and influence how to go about achieving those goals.

As we reflect on individual and collective Accountability, questions then begin to emerge: How “big” and complex is the endeavor? What do we need and want to deliver? How much agility and interdependency are required? What specific issues and challenges are there to overcome—and opportunities to capture? What indicators will gauge progress and performance over time? What impact do we want to have?

Accountability provides a model to help people, teams, and organizations answer those questions, illuminating what’s essential to aligning individual and collective development, goals, and responsibilities.

Capability: the “how”

Capability interacts with Accountability to uncover the skills, knowledge, experiences, structures, and processes needed for success at work. Together, these capabilities help leaders and talent navigate the world—and prosper within it. They allow people, teams, and organizations to relate, to perform, to create, to act, to lead, to collaborate, and to inspire.

The framework’s Capability dimension helps people, teams, and organizations evaluate their experience, skills, talent, and business to develop the competencies needed to perform their accountabilities. It also allows organizations to examine the collective competencies needed to realize results: Are our leaders ready for the next challenge? What will be the profile of our workforce in the next few years? Are our structures and processes optimally designed for success? What existing strengths should we build our growth on? How should we enable and reward successful change?

By answering these questions, people, teams, and organizations can assess if they have the right capabilities in place to deliver on their commitments and objectives, as well as prioritize the relevant levers and actions to realize their objectives—be it innovation, well-being, or growth, if not all three.

Identity: the “who”

In the Korn Ferry Enterprise Success Framework, Identity is the foundation—the fundamental platform of who we are and why we exist. The Identity dimension accounts for why an outcome is important, what is the collective or personal purpose, what culture do we work in, and who is needed to cross the finish line.

Identity encompasses those less tangible, more discreet qualities that influence how we interact with our work and our environment. Identity outlines the meaning behind what talent and organizations do, the standards they apply to the choices they make, and the impact they want to have on the world around and beyond themselves. Identity also expresses those guiding principles, preferences, and motivations that affect both individual and collective action, as well as those inherent—yet malleable—traits that influence behavior and culture.

Reflecting on Identity helps teams and organizations optimize their culture: What do we believe in and stand for? What are our assumptions on what drives business success, and do we need to change those assumptions? How should we relate and connect to each other? What truly motivates our leaders and workforce, and how aligned are those drivers with our strategy? What is our collective purpose and shared meaning?

Similarly, the Identity dimension allows people to become more aware of their traits, preferences, and values: How optimistic and resilient I am? How could I use my need for achievement to better influence and impact others? How do I develop better balance while pursuing my goals?

Identity magnifies the defining inner traits, drivers, and beliefs needed to look to the future and offer better solutions to the world. Identity is about the mindful and conscious alignment between actions and values, work, and purpose.

The winning formula

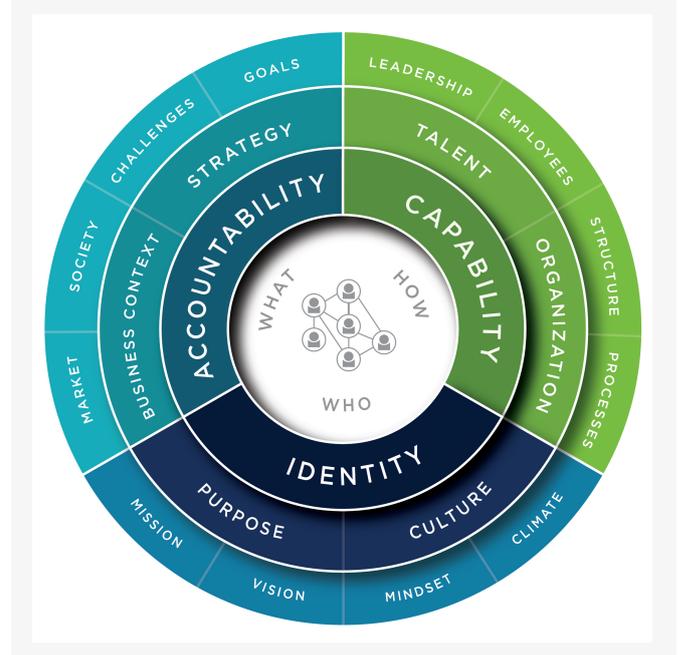
The Korn Ferry Enterprise Success Framework is an adaptable, nonlinear model that can be applied to any given context or scenario. Whether it's for organizations, talent, potential, role, performance, or change, the Enterprise Success Framework provides valuable perspectives on those elements to transform for growth and sustain impact.

The Enterprise Success Framework enables more clarity, better performance, stronger alignment, and increased momentum toward the future vision. People, teams, and organizations can see consistent, positive outcomes when they clearly define and commit to their unique combination of goals, skills, and drivers at the intersection of Accountability, Capability, and Identity.

The Korn Ferry Enterprise Success Framework powers...

...organizational excellence. The Enterprise Success Framework unleashes potential, aligning business context and strategy with talent and organization capability as well as purpose and culture. The framework empowers organizations to optimize business value creation by identifying the right levers to close the skills gap, improve performance, transform for growth, and increase profitability. The Organizational Success Profile also helps companies make sense of how the

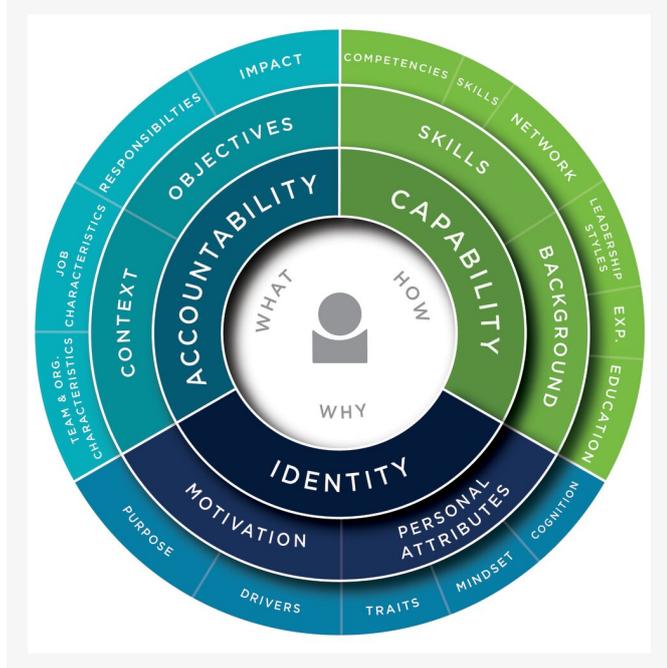
Figure 2: The Enterprise Success Framework for the Organizational Success Profile



entire business is interconnected among its different components: Given the market and the society we work in, and the challenges and goals we have identified, what is the optimal organization structure? What type of talent do we need? What is our purpose and how does our culture align to it? To do this, the framework offers a survey called the Enterprise Scan that helps organizations quickly identify their required areas of interventions and how they relate to other companies, which can then be used to direct strategic focus and make investment and divestment decisions.

...individual performance. The Enterprise Success Framework helps determine what is critical to meeting desired outcomes and achieving success. The framework helps identify what's required for the job, described in skills and experiences—and its implications for people. Similarly, it enables people to identify their personality and what drives them, and what ultimately shapes their contribution to the organization to align with their sense of purpose, increasing engagement and performance. As all components relate to one another, making changes in one area of the Individual Success Profile will automatically lead to changes in other areas. The goal is to consistently show us what is the ideal combination of Accountability, Capability, and Identity to make someone engaged and therefore successful in their role to unleash their potential.

Figure 3: The Enterprise Success Framework for the Individual Success Profile



...team success. The Enterprise Success Framework helps teams decide on their composition, form a clear and compelling purpose, develop a process, and establish the standards needed to power team performance. The dimension also allows for continuous, collective development, so teams can always operate and perform in alignment. By identifying the context, the team is working in, the Team Success Profile can be used to determine what type of talent is needed to successfully achieve the set objectives, both in terms of team leadership and team membership. The framework can then be used to identify the purpose, culture, structure, and processes needed for the team to become successful.

Figure 4: The Enterprise Success Framework for the Team Success Profile



Korn Ferry Enterprise Success Framework Designers

Several Korn Ferry professionals, partners and clients have contributed to the visualization, design, and implementation of the Korn Ferry Enterprise Success Framework, including:

Annamarya Scaccia, Director, Communication, Korn Ferry Institute

Bryn Chighizola, Senior Manager, Organizational Research, Korn Ferry Institute

James Lewis, Senior Director, Talent Measurement, Korn Ferry Institute

Jean-Marc Laouchez, President, Korn Ferry Institute

Karin Visser, Vice President, IP Development, Korn Ferry Institute

Rachel Caruso-Novack, Director, IP Development & Operation, Korn Ferry Institute

Rengin Firat, Senior Researcher, Neuroscientist, Korn Ferry Institute

Roy van Elden, Senior Manager, IP Development, Korn Ferry Institute

Sarah Hezlett, Vice President, IP Development, Korn Ferry Institute

Stephen Lams, Vice President, Data & Analytics, Korn Ferry Institute

About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Korn Ferry. Business Advisors. Career Makers.