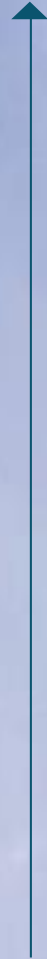


# Capabilities presentation

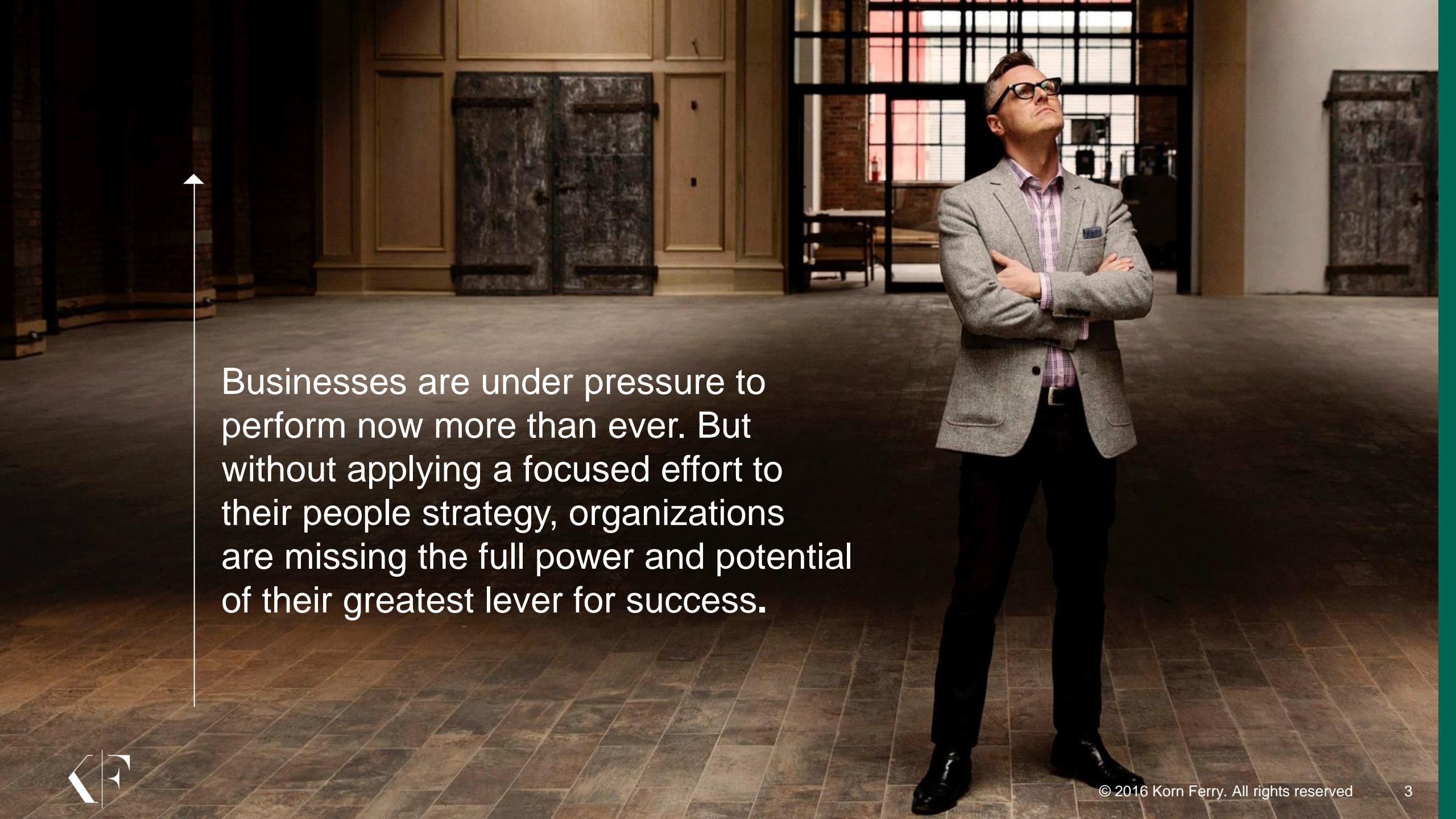
October 2016

**UP.**



IS WHERE EVERY BUSINESS  
WANTS TO BE.  
**BUT HOW DO YOU GET THERE?**





Businesses are under pressure to perform now more than ever. But without applying a focused effort to their people strategy, organizations are missing the full power and potential of their greatest lever for success.



## IT ISN'T ROCKET SCIENCE, BUT IT IS SCIENCE.

Korn Ferry knows more about human performance in the workplace than any other organization.

Engagement data on **6M professionals**

Nearly **7,000** colleagues

One candidate placed every **3 minutes**

Assessment data on **4.4M professionals**

**100,000 people** developed in our leadership programs each month

Roots dating back to **1943**

Reward data on **20M** professionals

Management data on **114** countries

**50+** books published

Partner to **96%** of Fortune's Most Admired Companies



# UP. IT'S NOT IN A SPREAD SHEET. IT'S IN YOUR PEOPLE.

Companies, whose people have high learning agility, are 25% more profitable than their peers.

Fully engaged employees are 2.5 times more likely to exceed performance expectations than their 'disengaged' colleagues.

Fortune's World's Most Admired companies outperform the S&P 500 by over 5 times and pay their employees 5% less.

CEOs assessed and recommended by Korn Ferry stay 67% longer and deliver 25% greater shareholder value.

Companies that use Korn Ferry's assessment tool during the recruitment process are 8 times more likely to hire an executive who will be promoted within 3 years.

Clients that use Korn Ferry for CEO succession and development hire external CEOs half as often as the Fortune 500 average.



# A total approach to talent



Korn Ferry Executive Search helps you attract the best executive talent for moving your company in the right direction.



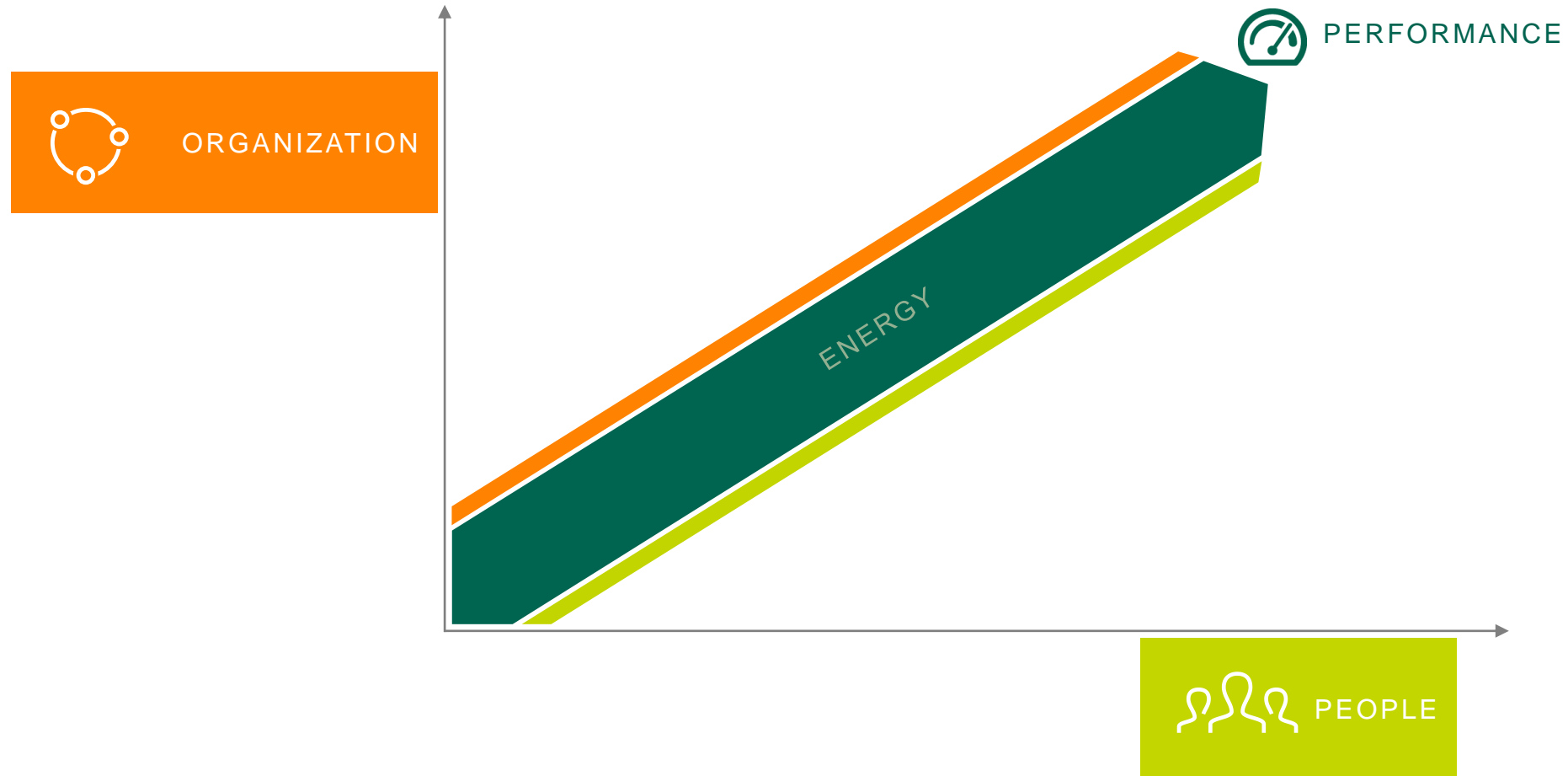
Korn Ferry Hay Group helps you align your people and your organization to your strategy – developing, engaging and rewarding your employees to reach new heights.



Korn Ferry Futurestep delivers professional talent that builds up leadership.



# Establishing the conditions for success



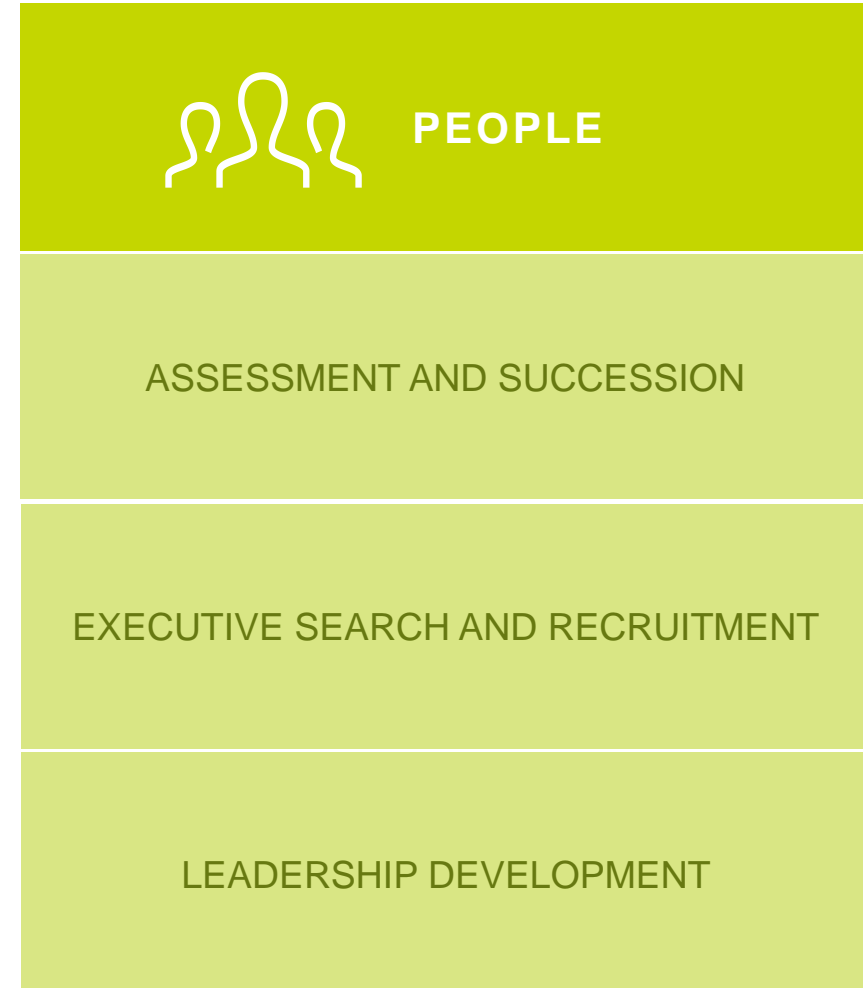
# Korn Ferry's Superior Performance Framework:

Establishing the conditions for success to maximize performance and results.

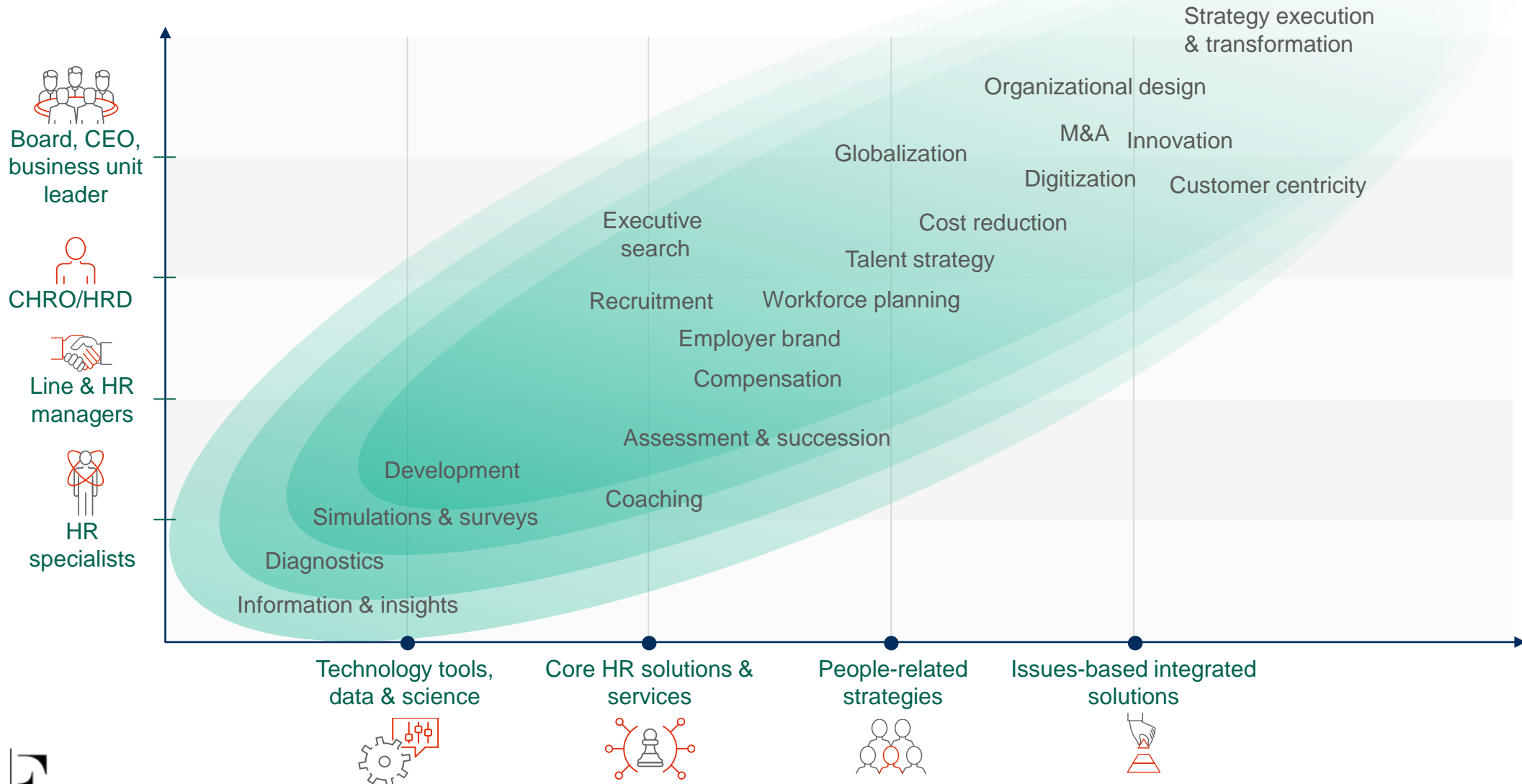




# Our solutions are aligned to this framework



# Addressing our clients' needs



# The Korn Ferry difference

	Boardroom expertise	Consultative relationships	Custom solutions	Easy to work with	Understands strategy	High touch	Innovative	Proprietary research and analytics tools	Statistically validated results	Self-sustaining results	Thought leader	Works at individual, team, and organizational levels	Can meet all of your organization's people needs
Strategy consultants	✓	✓	✓		✓	✓	✓	✓			✓		
Search firms	✓			✓		✓							
HR consultants		✓		✓				✓	✓	✓	✓	✓	
KORN FERRY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



# Research, proof, and thought leadership

## Areas of focus

- I/O psychology
- Quantitative psychology
- Clinical psychology
- Educational psychology
- Statistics
- Psychometrics
- Applied mathematics
- Computer science
- Information design and data visualization
- Human resource development

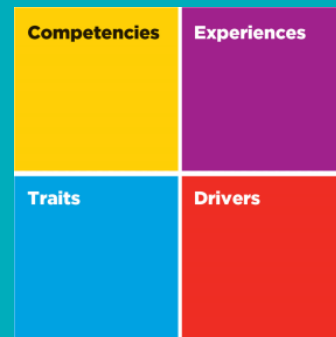
## The definitive study of corporate reputation

Since 1997, Korn Ferry Hay Group has partnered with Fortune to survey the top business executives, directors, and analysts to rank the World's Most Admired Companies.

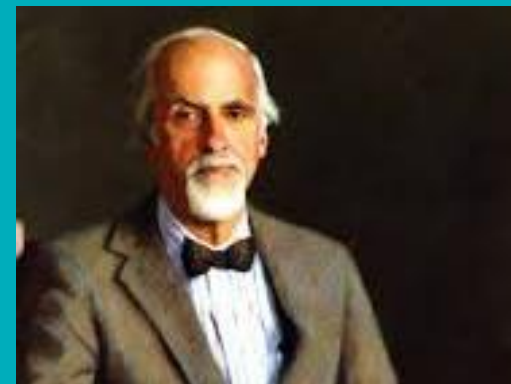
FORTUNE



## Cutting-edge innovation



## McClelland Center



## Singapore Research Center



# We are known for excellence...



One of the top ten strategic consulting firms in China



Learning Leader™ award winner for 'Innovation in Learning and Talent Management'



#1 global executive search firm in the world



Korn Ferry's Four Dimensional Executive Assessment award winner for 'Awesome New Technologies for HR'



Futurestep named 'Star Performer' and acclaimed as a major contender in RPO



Your Leadership Experience won the 'Best Development Program of the year 2015 award' at Korn Ferry Hay Group, China



Activate selected as a Stevie award winner



12-time winner for 'Most Remembered HR consultancy in Reward' (Brazil)



One of the strongest and most trusted business brand icons



Best global/international leadership program



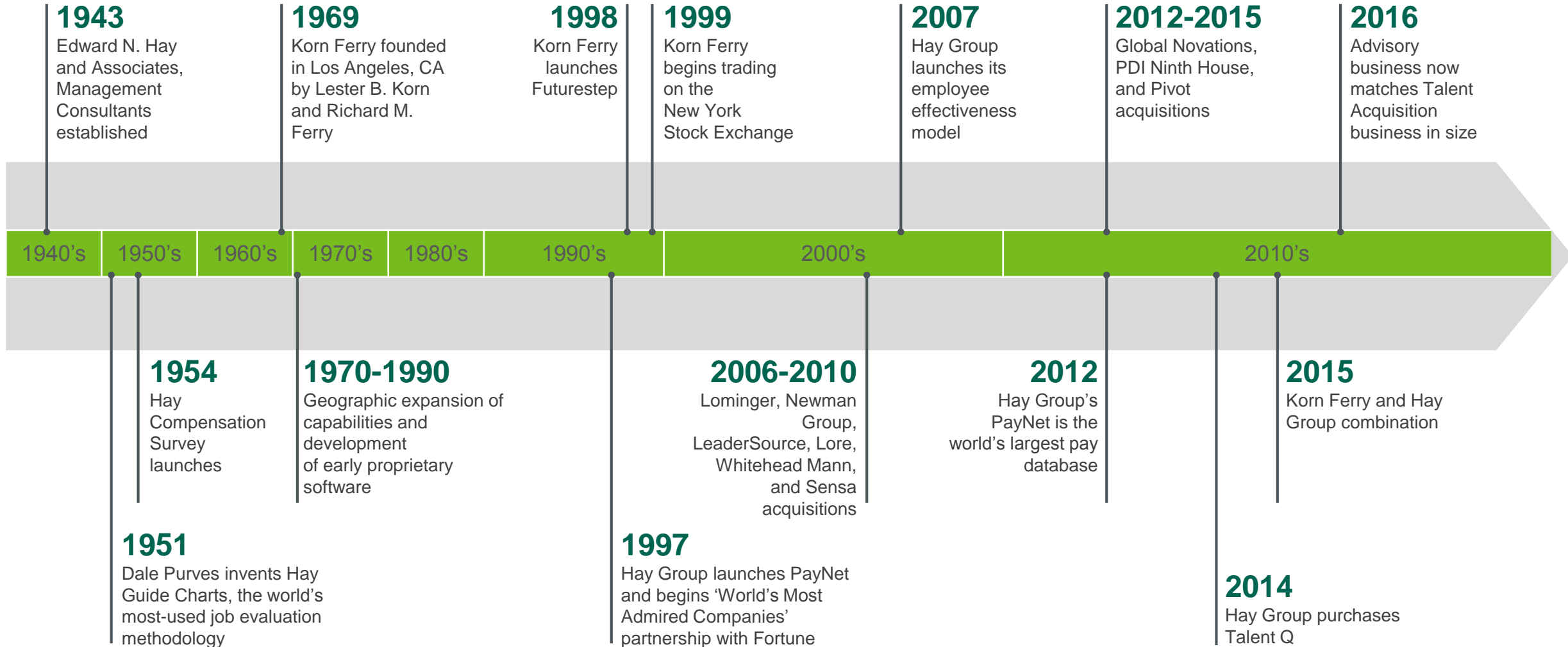
Baker's Dozen award winner as one of the leading global RPO providers



Exclusive leadership partner to the G20's Business 20 (B20)

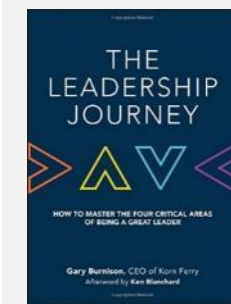


# Significant milestones



# We wrote the book

Our experts have written over 50 books, used by the world's leading practitioners.



**The Leadership Journey:  
How to Master the  
Four Critical Areas  
of Being a Great  
Leader**

By Gary Burnison  
CEO of Korn Ferry,  
February 2016



# Global footprint



Abu Dhabi  
Addison  
Almaty\*  
Amsterdam  
Astana  
Athens  
Atlanta  
Auckland  
Bangalore  
Bangkok  
Barcelona  
Beijing  
Berlin  
Bogotá  
Boston  
Bratislava  
Brisbane  
Brussels

Bucharest  
Budapest  
Buenos Aires  
Calgary  
Cape Town  
Caracas  
Chicago  
Copenhagen  
Dallas  
Doha  
Dubai  
Dublin  
Dusseldorf  
Enschede  
Frankfurt  
Gothenburg  
Guangzhou  
Gurgaon

Hamburg  
Helsinki  
Ho Chi Minh City  
Hong Kong  
Houston  
Irvine  
Istanbul  
Jakarta  
Johannesburg  
Kansas City  
Kiev  
Kuala Lumpur  
Lille  
Lima  
Lisbon  
London  
Los Angeles  
Madrid

Manchester  
Medellin  
Melbourne  
Mexico City  
Miami  
Milan  
Minneapolis  
Monterrey  
Montreal  
Moscow  
Mumbai  
Nairobi\*  
New York  
Oslo  
Ottawa  
Paris  
Perth  
Philadelphia

Pilsen  
Portland  
Prague  
Princeton  
Pune  
Quito  
Regina  
Reston  
Rio De Janeiro  
Riyadh  
Rome  
San Francisco  
San Jose  
Santiago  
São Paulo  
Scottsdale  
Seoul  
Shanghai

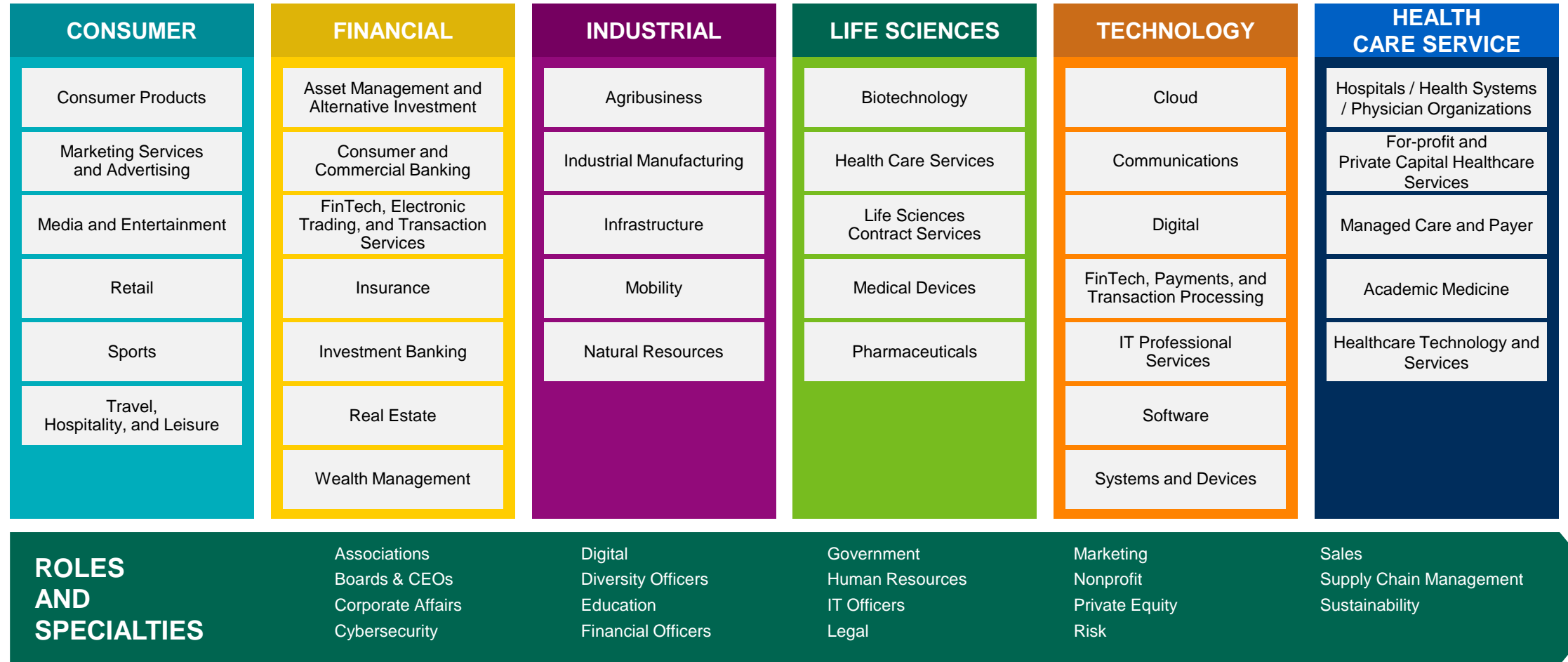
Shenzhen  
Singapore  
Stamford  
Stockholm  
Strasbourg  
Sydney  
Taipei  
Tel Aviv\*  
Thame  
Tokyo  
Toronto  
Vancouver  
Vienna  
Vilnius  
Warsaw  
Washington, DC  
Wellington  
Zurich

\* Alliance partner





# Industry depth of knowledge



# We train the industry with our world-class IP, development, and certification programs

- Korn Ferry Leadership Architect™
- Voices® 360 Feedback
- Korn Ferry Assessment of Leadership Potential
- viaEDGE™
- Korn Ferry Interview Architect™
- Learning Agility Essentials
- Learning Agility Assessments (viaEDGE & Choices)
- Emotional and Social Competency Inventory (ESCI)
- Leadership styles and organizational climate survey
- Leadership Impact for frontline managers
- Talent Q
- Job evaluation & Job analysis

## Our accreditations and approvals



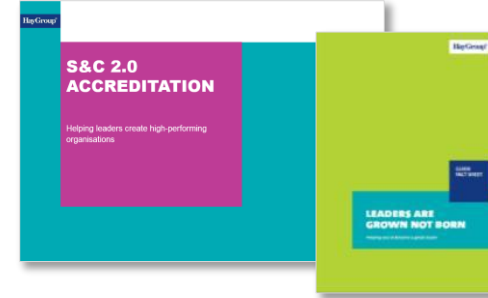
The British Psychological Society  
Promoting excellence in psychology

**20,000**  
HR leaders have participated in our certification courses

**4,000**  
professionals trained per year in our job evaluation methodology

*FYI For Your Improvement* has **1M+** copies in print

**15** business schools use our IP in the classroom



# **Our solutions and products**



# Strategy Execution and Organization Design

90% of strategy is execution and 90% of execution is people.

**We help leaders turn their strategy into reality. We establish the conditions for success by clarifying their strategy, designing an operating model and organization structure that aligns to it, and defining a high-performance culture.**

**And we enable successful, sustained, and strategic change by engaging and motivating people to perform.**

Without exception, FORTUNE's **Most Admired Companies** excel at **designing and implementing** an effective operating model



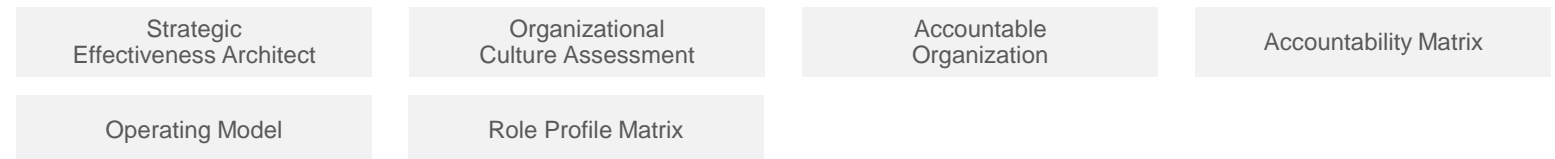
## Differentiators

- Extensive experience partnering with leaders in the world's most admired companies to transform their businesses and execute their strategies.
- Deep understanding of people and work and the link to organization performance, based on 70 years of research and experience.
- Proven method to clarify business strategy that helps clients turn their vision into something that can be implemented successfully through people and organization enablers.
- Unique methodology to establish fit-for-purpose operating model and organization structure.
- Deep knowledge of work design and rewards that helps clients optimize workforce and cost.
- Robust culture tool and analytical model that provides insights on organizational sociology, anthropology, and psychology.
- Deep understanding of how to affect change at the individual, team, culture, and organization levels.

## Solutions

- Board effectiveness
- Vision, purpose and top team alignment
- Issue-based, business transformation
- Organization alignment
- Organization design and effectiveness
- Culture

## Products



# Talent Strategy and Work Design

Organizations could achieve a 60% increase in value if they were to realize their strategy's full potential.

**We map talent strategy to business strategy and help organizations put their plan into action. We make sure they have the right people, in the right roles, engaged and enabled to do the right things – both now and in the future.**

The best companies at **ENGAGING AND ENABLING** their people achieve **x4.5** times the **revenue growth** of those at the other end of the spectrum

## Differentiators

- Market leader in work measurement with the world's most comprehensive and widely used job evaluation methodology.
- Unmatched understanding of the link between people, work, and organization performance, based on 70 years of research and experience.
- Ability to translate business strategy into talent strategy and critical roles.
- Proprietary approach to building a diversity and inclusion infrastructure to engage the entire workforce and create conditions for all talent to thrive and perform.
- Unique scenario planning approach and software that models a company's future workforce.
- Innovative employee survey tools that enable leaders to make smarter decisions and drive higher levels of engagement and performance.
- One of the world's largest databases of employee opinion, enabling leaders to benchmark against industry peers and high performing companies.

## Solutions

- Talent strategy and management
- Employer brand and value proposition
- Strategic workforce planning
- Job evaluation / work measurement
- Performance management
- Engagement and enablement
- HR organization and effectiveness

## Products

Job Evaluation Manager	Activate Grade a Job	Job Mapping	Activate Job Description
Engaged Performance Survey	Pulse Survey	Job Family Modeling	



# Rewards and Benefits

Reward can account for up to 70% of organization spend. Getting reward right can inspire your people to perform better, meaning you'll see better results.

**We help organizations align reward with strategy. We help them pay their people fairly for doing the right things – with rewards they value – at a cost the organization can afford.**

FORTUNE's **Most Admired Companies** get a better return from their **reward investment**, paying 5% less for talent than their peers

5%

## Differentiators

- Unmatched understanding of executive and employee motivation and behavior and the link between work, people, and organization performance.
- The world's most comprehensive reward databases covering 20 million professionals in 24,000 organizations across 114 countries.
- A truly global consultancy with a diverse group of reward experts.
- Expertise to develop performance management systems that enable organizations to effectively reward high performance.
- Equal pay audits to help organizations foster diversity and inclusion in the leadership ranks and across the workforce, enhancing organization capacity for change and innovation.
- Continuous research to develop new thinking and best practice, partnering for 14 years with WorldatWork and Loyola University Chicago.

## Solutions

- Rewards strategy
- Executive rewards
- Rewards definition
- Reward and benefits benchmarking
- Benefits
- Competitive pay data

## Products

PayNet	Activate Price a Job	Reward Snapshot	Reward Pinpoint
Proxy peer group development	Sales incentive design benchmarking	Reward effectiveness audit	Reward preferences diagnostic
Proxy analysis . benchmarking	Compensation structure design	Incentive plan design	Executive pay governance
Custom reward benchmarking survey			



# Assessment and Succession

Half of organizations do not have a solid pipeline of ready-now leaders.

**We provide actionable, research-backed insight that allows organizations to understand the talent they have, benchmarked against the talent they need to deliver on the business strategy.**

**Our assessments allow leaders to make the right decisions about their people for today, and to ensure that the right leaders are ready – when and where they are needed – in the future.**

**8x** Candidates who are **'STRONGLY RECOMMENDED'** based on their Korn Ferry assessment scores are **8 times more likely to be in the top tier of performers than the bottom tier**

\*Korn Ferry Institute study, 2015

## Differentiators

- Deep understanding of the competencies required to deliver outstanding performance in different roles, functions, and for different business challenges.
- Global competency framework based on decades of performance data and best-in-class success profiles from Korn Ferry's Four Dimensions of Leadership and Talent.
- Scientifically validated assessment methods for individuals, teams, and the workforce that accurately predict the leadership capabilities, readiness, and fit of internal and external leaders.
- Predictive assessments that indicate CEO tenure and organization financial performance.
- Analytical tools that provide a macro-level view of the talent supply against organizational needs.
- Evidence-based management practices for building ready-now leadership pipelines.
- Culture audits and diagnostics on factors that drive high performance, inclusion, development, and engagement.

## Solutions

- CEO and board succession
- Succession management
- Success profiling
- High potential leader assessment
- Capability assessment
- Talent tools and products

## Products

Korn Ferry Leadership Architect	Talent Q suite of assessments	Four Dimensional Executive Assessment	Korn Ferry Readiness Assessment
360 Assessments: Voices	Korn Ferry Assessment of Leadership Potential	Leadership Styles and Climate	Korn Ferry Talent Review



# Executive Search and Recruitment

Proven top people are a powerful strategic asset, and there is no room for error.

**We integrate scientific research with our practical experience and industry-specific expertise to recruit professionals of all levels and functions at organizations across every sector.**



In fiscal 2016 we executed **8,375 executive search assignments** around the globe

## Differentiators

- Hundreds of thousands of professionals successfully placed.
- The industry's largest global footprint.
- Unique approach that seamlessly integrates vast practical experience with in-depth scientific research.
- Science-based assessments that are statistically proven to generate better results.
- Use of proprietary web-based technologies and candidate sourcing tools.
- Worldwide talent database spanning all major industries and functions.
- Flexible, scalable access to expertise through a combination of onsite and off-site resources.
- Depth of experience advising boards, leadership teams, and HR leaders on objective diversity and inclusion recruitment practices.

## Solutions

- Board director recruiting
- Executive search
- Professional search
- Recruitment process outsourcing (RPO)
- Project recruitment

## Products

Interview Architect® Express

Four Dimensional Assessment for Executives and KF4D Enterprise Assessment

Talent Q suite of assessments

Foresight





# Leadership Development

Only 17% of executives are confident their organization has the leadership capabilities it needs.

**We activate purpose, vision, and strategy through leaders at all levels of society and organizations.**

**We combine expertise, science, and proven techniques with forward thinking and creativity to build leadership experiences that help entry- to senior-level leaders grow and deliver superior results.**

Less than **1/3**  
of companies say they are  
**EFFECTIVE**  
at building the next generation  
of leadership capabilities



## Differentiators

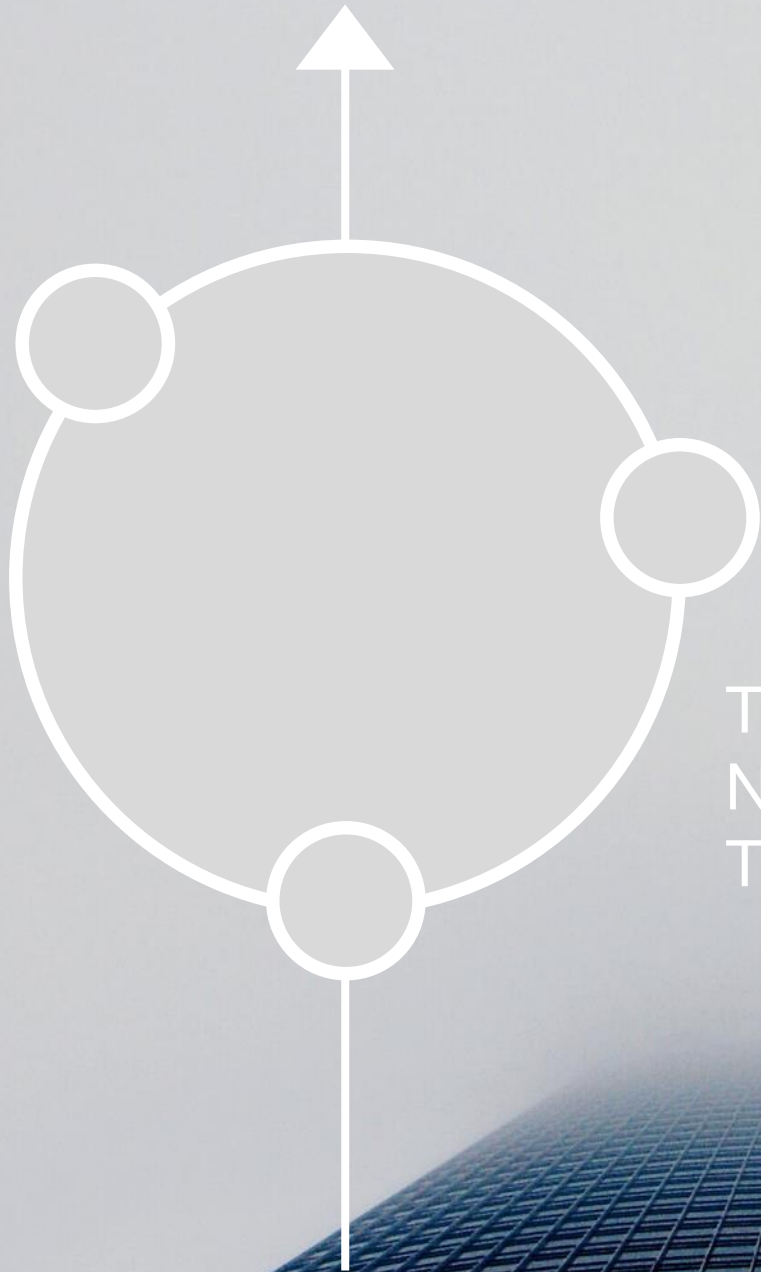
- Deep understanding of who leaders need to be and what they need to do to deliver superior performance through others.
- Unmatched experience developing leaders across the talent continuum – from Boards, CEOs, top teams, and executives to high potentials and the vital many.
- Global ability to design and deliver custom and scalable development solutions in support of culture change, innovation, and strategy implementation.
- Multiple learning experiences that improve bottom line performance, including action learning, simulation, immersion, and technology-based development.
- Global competency framework based on decades of performance data, and best-in-class success profiles for Korn Ferry’s Four Dimensions of Leadership and Talent.
- Leadership team effectiveness model based on empirical research on 120 high-performing teams, in collaboration with Harvard and Dartmouth.
- Worldwide database of national, international, and global executive leadership team profiles.

## Solutions

- Top team, vital few and vital many development
- Diversity and inclusion
- Executive coaching

## Products

Korn Ferry Assessment of Leadership Potential	Korn Ferry Leadership Architect	Leadership Styles and Climate	Emotional and Social Competencies
360 Assessment: Voices / PROFILOR	viaEDGE: Learning Agility	Motives and Values	Activate Journey Apps
Talent Q Suite of Assessments	Diversity and Inclusion Survey	Four Stages of Contribution development framework	Your Leadership Journey



THE SMARTEST STRATEGY WILL  
NEVER ACHIEVE THE GOAL WITHOUT  
THE PEOPLE TO EXECUTE IT.



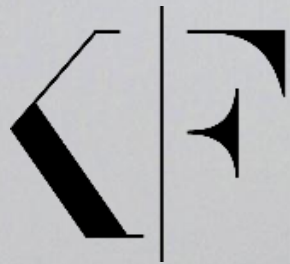


WITHOUT A STRATEGIC PLAYBOOK,  
EVEN THE MOST TALENTED PEOPLE  
CAN'T REACH THEIR FULL POTENTIAL.





UNCOMMON SUCCESS OCCURS  
WHEN STRATEGY ALIGNS TO PEOPLE.



KORN FERRY®

Executive Search | HayGroup | Futurestep