

Korn/Ferry's 38 Lominger Competencies

Competency	Description
Ensures Accountability	Follows through on commitments and makes sure others do the same; Acts with a clear sense of ownership; Takes personal responsibility for decisions, actions and failures; Establishes clear responsibilities and processes for monitoring work and measuring results; Designs feedback loops into work.
Action Oriented	Readily takes action on challenges, without unnecessary planning; Identifies and seizes new opportunities; displays a can-do attitude in good and bad time; Steps up to handle tough issues
Manages Ambiguity	Deals comfortable with the uncertainty of change; Effectively handles risk; Can decide and act without the total picture; Is calm and productive, even when things are up in the air; Deals constructively with problems that do not have clear solutions or outcomes
Attracts Top Talent	Attracts and selects diverse and high caliber talent; Finds the right talent to meet the groups' needs; Closes talent gaps with the right balance of internal and external candidates; Is a good judge of talent
Business Insight	Knows how businesses work and how organizations make money; Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace; Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.
Collaborates	Works cooperatively with others across the organization to achieve shared objectives; Represents own interests while being fair to others and their areas; Partners with others to get work done; Credits others for their contributions and accomplishments; Gains trust and support of others
Communicates Effectively	Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels; Attentively listens to others; Adjusts to fit the audience and the message; Provides timely and helpful information to others across the organization; Encourages the open expression of diverse ideas and opinions
Manages Complexity	Asks the right questions to accurately analyze situations; Acquires data from multiple and diverse sources when solving problems; Uncovers root causes to difficult problems; Evaluates pros and cons, risks and benefits of different solution options
Manages Conflict	Steps up to conflicts, seeing them as opportunities; Works out tough agreements and settles disputes equitably; Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives; Settles differences in productive ways with minimum noise.
Courage	Readily tackles tough assignments; Faces difficult issues and supports others who do the same; Provides direct and actionable feedback; Is willing to champion an idea or position despite dissent or political risk.
Customer Focus	Gains insight into customer needs; Identifies opportunities that benefit the customer; Builds and delivers solutions that meet customer expectations; Establishes and maintains effective customer relationships.
Decision Quality	Makes sound decisions, even in the absence of complete information; Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions; Considers all relevant factors and uses appropriate decision-making criteria and principles; Recognizes when a quick 80% solution will suffice.

Develops Talent	Places high priority on developing others; Develops others through coaching, feedback, exposure, and stretch assignments; Aligns employee career development goals with organizational objectives; Encourages people to accept developmental moves.
Values Differences	Seeks to understand different perspectives and cultures; Contributes to a work climate where differences are valued and supported; Applies others' diverse experiences, styles, backgrounds, and perspectives to get results; Is sensitive to cultural norms, expectations, and ways of communicating.
Directs Work	Provides clear directions and accountabilities; Delegates and distributes assignments and decisions appropriately; Monitors progress by maintaining dialogue on work and results; Provides appropriate guidance and direction based on people's capabilities; Intervenes as needed to remove obstacles.
Drives Engagement	Structures the work so it aligns with people's goals; Empowers others; Makes each person feel his/her contributions are important; Invites input and shares ownership and visibility; Shows a clear connection between people's motivators and the organizational goals
Financial Acumen	Understands the meaning and implications of key financial indicators; Uses financial analysis to generate, evaluate, and act on strategic options and opportunities; Integrates quantitative and qualitative information to draw accurate conclusions
Global Perspective	Looks toward the broadest possible view of an issue or challenge; Thinks and talks in global terms; Understands the position of the organization within a global context; Knows the impact of global trends on the organization
Cultivates Innovation	Comes up with useful ideas that are new, better, or unique; Introduces new ways of looking at problems; Can take a creative idea and put it into practice; Encourages diverse thinking to promote and nurture innovation.
Interpersonal Savvy	Relates comfortably with people across levels, functions, culture, and geography, Acts with diplomacy and tact; Builds rapport in an open, friendly, and accepting way; Builds constructive relationships with people both similar and different to self; Picks up on interpersonal and group dynamics
Builds Networks	Builds strong formal and informal networks; Maintains relationships across a variety of functions and locations; Draws upon multiple relationships to exchange ideas, resources, and know-how.
Nimble Learning	Learns quickly when facing new situations; Experiments to find new solutions; Takes on the challenge of unfamiliar tasks; Extracts lessons learned from failures and mistakes.
Organizational Savvy	Is sensitive to how people and organizations function Anticipates land mines and plans approach accordingly; Deals comfortably with organizational politics; Knows who has power, respect, and influence; Steers through the organizational maze to get things done.
Persuades	Positons views and arguments appropriately to win support; Convinces others to take action; Negotiates skillfully in tough situations; Winds concessions without damaging relationships; Responds effectively to the reactions and positions of others
Plans and Aligns	Sets objectives to align with broader organizational goals; Breaks down objectives into appropriate initiatives and actions; Stages activities with relevant milestones and schedules; Anticipates and adjusts effective contingency plans
Being Resilient	Is confident under pressure; Handles and manages crises effectively; Maintains a positive attitude despite adversity; Bounces back from setbacks; Grows from hardships and negative experiences
Resourcefulness	Marshals resources (people, funding, material, support) to get things done; Orchestrates multiple activities simultaneously to accomplish a goal; Gets the most out of limited resources; Applies knowledge of internal structures, processes, and culture to resourcing efforts

Drives Results	Has a strong bottom-line orientation; Persists in accomplishing objectives despite obstacles and setbacks; Has a track record of exceeding goals successfully; Pushes self and helps others achieve results
Demonstrates Self-Awareness	Reflects on activities and impact on others; Proactively seeks feedback without being defensive; Is open to criticism and talking about shortcomings; Admits mistakes and gains insight from experiences; Knows strengths, weaknesses, opportunities, and limits
Self-Development	Shows personal commitment and takes action to continuously improve; Accepts assignments that broaden capabilities; Learns from new experiences, from others, and from structured learning; Makes the most of available development resources
Situational Adaptability	Picks up on situational cues and adjusts in the moment; Readily adapts personal, interpersonal, and leadership behavior; Understands that different situations may call for different approaches; Can act differently depending on the circumstances.
Balances Stakeholders	Understands internal and external stakeholder requirements, expectations, and needs; Balances the interests of multiple stakeholders; Considers cultural and ethical factors in the decision-making process; Acts fairly despite conflicting demands of stakeholders
Strategic Mindset	Anticipates future trends and implications accurately; Readily poses future scenarios; Articulates credible pictures and visions of possibilities that will create sustainable value; Creates competitive and breakthrough strategies that show a clear connection between vision and action
Builds Effective Teams	Forms teams with appropriate and diverse mix of styles, perspectives, and experience; Establishes common objectives and a shared mindset; Creates a feeling of belonging and strong team morale; Shares wins and rewards team efforts; Fosters open dialogue and collaboration among the team
Tech Savvy	Anticipates the impact of emerging technologies and makes adjustments; Scans the environment for new technical skills, knowledge, or capabilities that can benefit business or personal performance; Rejects low-impact or fad technologies; Readily learns and adopts new technologies.
Instills Trust	Follows through on commitments; Is seen as direct and truthful; Keeps confidences; Practices what he/she preaches; Shows consistency between words and actions
Drives Vision and Purpose	Talks about future possibilities in a positive way; Creates milestones and symbols to rally support behind the vision; Articulates the vision in a way everyone can relate to; Creates organization-wide energy and optimism for the future; Shows personal commitment to the vision
Optimizes Work Processes	Identifies and creates the processes necessary to get work done; Separates and combines activities into efficient workflow; Designs processes and procedures that allow managing from a distance; Seeks ways to improve processes, from small tweaks to complete reengineering