



KORN FERRY DEVELOPMENT REPORT

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ORGANIZATION	Microsoft
SUCCESS PROFILE	Future Focused Leader
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INTRODUCTION

At Microsoft we understand that careers are personal. We want to empower you to make choices that meet your individual needs. Our philosophy is that you, as an employee, own your career, your manager helps support your needs along the way and Microsoft provides an agile set of resources to inform your choices.

The Korn Ferry development assessment is a valuable tool intended to help you build your self-awareness around your natural preferences when it comes to working with others, solving problems, or approaching different tasks and projects. It also provides an insight into the kind of environments that you are likely to find energizing over the long term.

You can use the [Interpretive Guide](#) to help you understand your report and begin translating your insights into actionable plans to support your personal growth. Following this Make it actionable. Think about the insights you have gained through the assessment process and consider incorporating those insights into the following employee toolkits available at aka.ms/careercheckins

- [Self-reflection questionnaire](#): Answer questions to reflect on what is most important to you in your career. The assessment report will help you as you complete this.
- [Career development plan template](#): This is the Microsoft-wide Career Development Plan. Use this template to outline your career goals and actions you can take to learn and grow towards your career vision.

Finally, note that this resource is for you. You can choose to share it with others who can help support your development along the way.

ABOUT THIS REPORT

The report below is based on how you responded. The environment in which you completed the assessment process, and your frame of mind at the time, may have influenced how you responded.

The report compares your responses to a success profile that shows the key capabilities that can help someone do well in a role, organization, or environment. It also shows your results for broader capabilities related to success at work. This information can help you consider how you typically approach work, reflect on your success in your current situation, and plan your longer-term development for a future role or situation.

This report has been generated automatically based on your responses. There may be other very important information about you that is not captured in this report. This information may also be taken into account when using the results.

HOW TO READ THIS REPORT

The report starts with an overview of how results are displayed.

SUMMARY

This section provides a summary of your results.

TRAITS

Traits are personality characteristics that have a strong influence on behavior.

DRIVERS

Drivers are preferences, values, and motivations that influence aspirations.

DEVELOPMENT PLANNING

Development suggestions are included here. This section provides development suggestions for specific capabilities that are likely to support your current role or your aspirations.

DEFINITIONS

Definitions for traits, and drivers are shown here.

HOW TO READ THIS REPORT

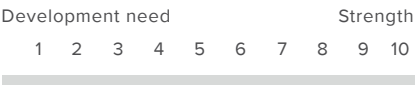
This section provides an overview of the information presented and symbols shown in the report. You may find it helpful to read this section before reviewing your results. It can also be a useful reference page to return to if you have questions as you read the report.

SUCCESS PROFILE

The success profile shows the key capabilities that can help someone do well in a role, organization, or environment.

ASSESSMENT SCALES

Assessment results for traits, and drivers are reported on a 1 to 10 scale, with 10 being the more favorable, or better, end of the scale.



ASSESSMENT RESULTS

Bars are used to illustrate assessment results for traits, and drivers.



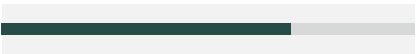
IDEAL RANGE

Different situations require capabilities to be demonstrated in different ways. Some scales show an ideal score range for the success profile. The closer a score is to the ideal range, the more it suggests alignment with the success profile.



KEY DEVELOPMENT OPPORTUNITY

The lowest scoring capabilities for traits are shown. These may benefit from some development.



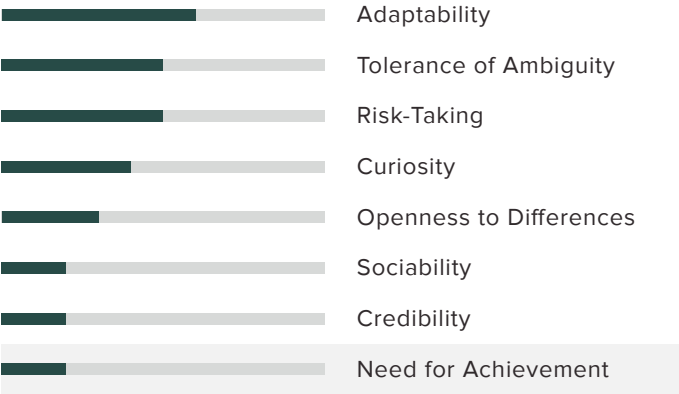
SUMMARY

SUCCESS PROFILE: FUTURE FOCUSED LEADER

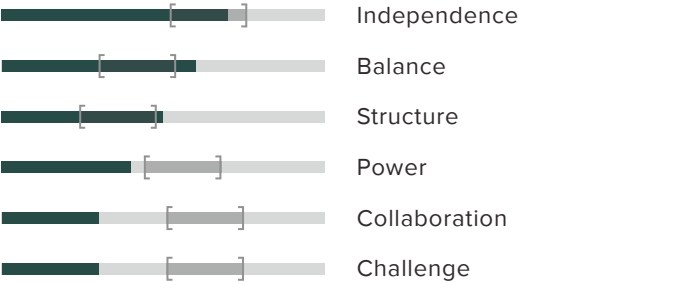
This summary indicates your assessment results compared with the success profile capabilities for traits, and drivers. It can help you reflect on how you typically approach work, and on your strengths and development needs.

The subsequent sections provide feedback on additional capabilities, not just those in the success profile. This will help you consider other capabilities that you want to develop in the longer-term.

TRAITS



DRIVERS



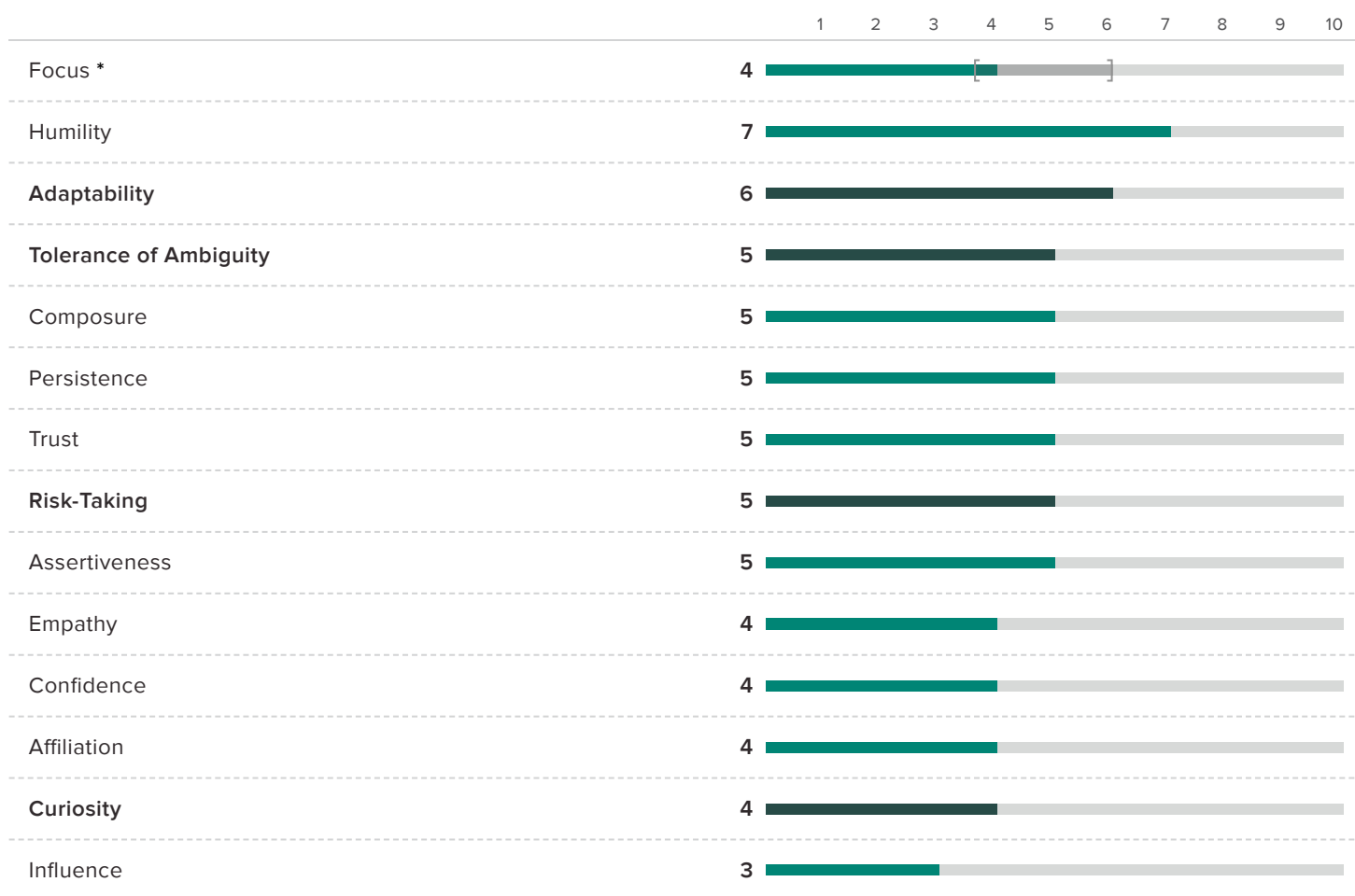
LEGEND

Ideal range Key development opportunity

TRAITS

Traits are personality characteristics that exert a strong influence on behavior. Depending on the role, and the context for that role, some traits will be more critical for success than others. Traits are core to who you are, but by becoming self-aware and seeking development opportunities, you can shape how you express your traits.

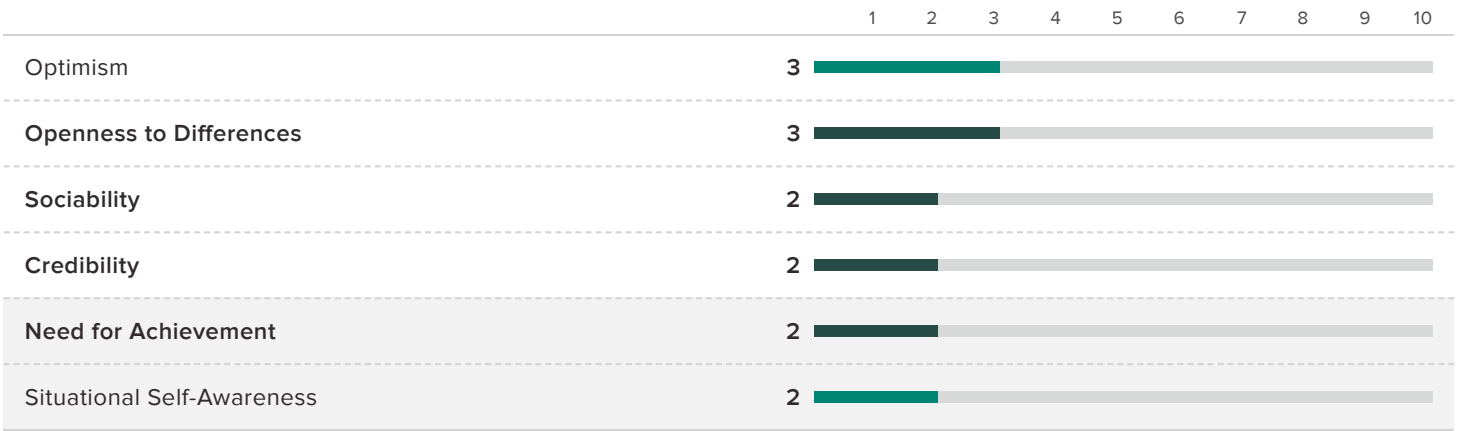
The assessment results show your scores for the traits within the success profile, as well as for other traits that may support your longer-term development. You can review how traits may influence behaviors [here](#).



* The closer a score is to the ideal range, the less likely it is to be a development need.

LEGEND

In success profile
 Supports broader development
 Key development opportunity
 Ideal range



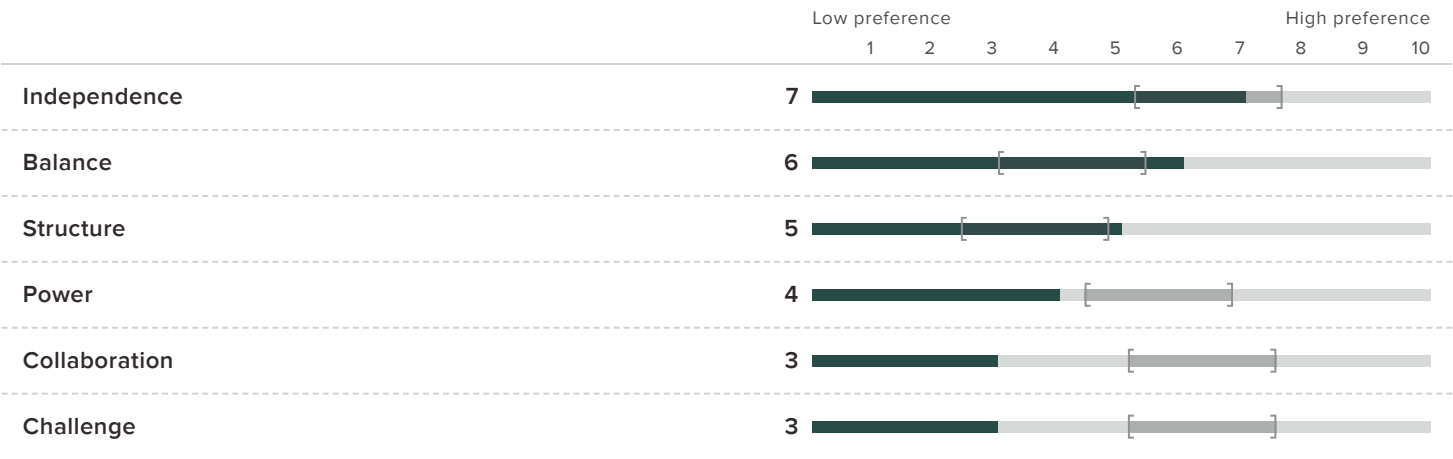
LEGEND

In success profile Supports broader development Key development opportunity Ideal range

DRIVERS

Drivers are the preferences, values, and motivations that influence a person’s career aspirations. They lie at the heart of critical questions: What is important to me? What do I find rewarding? Drivers are informed by who a person is and also by their circumstances or context at any given time. They affect the degree to which certain kinds of opportunities and environments will energize you and spark your interest.

The assessment results show your scores for each driver, and the ideal range for the success profile. The closer a score is to the ideal range, the more it suggests alignment with the success profile. You can review how drivers may influence behaviors [here](#).



LEGEND

In success profile Ideal range

DEVELOPMENT PLANNING

This information can help you consider how you typically approach work, reflect on your success in your current situation, and plan your longer-term development for a future role or situation.

This section provides development suggestions for specific traits that are likely to support your current role or your aspirations.

KEY DEVELOPMENT OPPORTUNITIES

Insights and development suggestions for your lowest scoring traits.

DEVELOPMENT PRIORITIES

Space to identify your development priorities and capture your initial plan.

In addition to your development opportunities, take the time to reflect on your top scoring traits and drivers, review the definitions for these and add these insights in the self-reflection questionnaire and career development plan.

KEY DEVELOPMENT OPPORTUNITIES

SITUATIONAL SELF-AWARENESS | TRAIT

Supports broader development

Maintaining broad, receptive, and non-judgmental attention to present experience.

2

Your scores suggest that you tend to focus on the future more than the present. Your preference for action may cause you to rush or be less in tune with how your actions affect others. People who pause and focus on self-awareness typically have stronger relationships and deal with their own reactions to stress more effectively. Self-awareness is about being tuned in to the things going on around you and understanding how they affect you. And how your reaction affects others.

Listen to your instinct. Get in touch with your intuition. If you are out of practice, give yourself time to reflect. Maybe something felt off about an interaction. Take the time to make sense of it. Once you’ve sorted out how you’re feeling about what happened, think about alternatives for how that interaction played out. The more you practice this type of reflection, the better equipped you will be to get in touch with your intuition in the moment and make quicker decisions about how to act and interact.

Ask for feedback. Asking people to share their perceptions can help you understand how you are coming across in different situations. Getting feedback is one of the best ways to increase your self-awareness. Feedback can bring any blind spots to light by contrasting your own assessment of your strengths and weaknesses against how your colleagues perceive your skills. All feedback is somewhat subjective. What’s important here is paying attention to people’s perception—that is what they are experiencing. Once you are aware of any inconsistencies, you can adjust your behavior to better reflect your intentions and abilities.

NEED FOR ACHIEVEMENT | TRAIT

In success profile

A tendency to work intensely to achieve and exceed difficult standards.

2

Your scores suggest that you prefer work that calls on your strengths, and you’re less interested in tackling “unsolvable” problems or “undoable” assignments. If you find yourself working in a job with constantly changing objectives and priorities, you will want to reframe how you are motivated by tough challenges that require new skills.

Be willing to take risks and understand that not all new ideas are successful. Research indicates that more successful people have made more mistakes than the less successful, so try new things often. Take on problems other people have yet to solve. Many problem-solving studies show that the second or third try is when we really understand the underlying dynamics of problems. Think of exploring as a series of try-learn-try again-learn some more.

Stop equating challenge with stress. If you are wary of burnout, work toward sustaining high performance by allowing time for rest and recovery. Seek support from others. Disconnect and take time to get perspective. Our brains require downtime to generate breakthrough thinking. Sometimes an approach that doesn’t seem right at first is what brings progress to the tough challenge you’re facing.

CREDIBILITY | TRAIT

In success profile

The degree of consistency between a person's words and actions.

2 

Your scores suggest that you may prefer to keep your options open. When others perceive that you have made a commitment or a promise, you may want the freedom to make adjustments without taking the time to inform others. You may unintentionally overpromise, which can lead to your letting yourself or others down. In order to be relied upon, you need to build others' confidence in you so they feel they can count on you.

Convert your idea to action. Ever get approval for a new idea, only to run out of steam, or create plans and then forget about them, or set an ambitious goal in January and lose track of it by February? Big ideas produce big results over the long haul. But for you and others to see results, you need to translate ideas into action. If you are part of something big, keep it front of mind by making it visible. Post a photo or other reminder on your screensaver so you see it every time you open your laptop. Create a visual model or time line and share it with others. Create a plan and put time on the calendar to get things moving. A vision is just a good idea until you make it happen.

Don't exaggerate or overpromise. Do you tend to commit to too many things? Do you say "yes" to requests automatically, without considering whether or not you can actually deliver on the promise? Word spreads quickly. When doubts are raised, people go on guard—not sure they'll believe the next thing you say. Reflect on when and where you tend to exaggerate. Is it under most circumstances or when the pressure is particularly intense? Were you rewarded for it in another setting? Is it serving you well now? Begin adjusting your approach. Be authentic. Don't promise something unless you can deliver. And if you're not sure, figure it out and then go back with your answer.

DEVELOPMENT PRIORITIES

Development opportunities are traits that could benefit from focused attention. They reflect the areas where assessment scores were lower relative to other capabilities.

Consider which of these are likely to support your current role or your future aspirations. It can be helpful to consider your strengths and reflect on how they support your ongoing development.

After you have considered the questions and reflections in the Korn Ferry Development interpretation report, you should take the following steps:

- Review the [Traits](#) and [Drivers](#) definitions to understand how they may influence your behavior
- Review the [self-interpretation guide](#)
- Review the recommended learning resources [here](#)
- Use the [career development plan](#) to outline your career goals and actions you can take to learn and grow
- Consider a [Career Check-in](#) with your manager, mentor or coach.

DEFINITIONS

TRAITS

ADAPTABILITY

Comfort with unanticipated changes of direction or approach.

AFFILIATION

A preference for aligning with a larger team or organization toward a common goal.

ASSERTIVENESS

The degree to which a person enjoys taking charge and directing others.

COMPOSURE

The ability to stay calm and poised in stressful, difficult, or ambiguous situations.

CONFIDENCE

The degree to which a person is convinced that they control the course of events in their life.

CREDIBILITY

The degree of consistency between a person's words and actions.

CURIOSITY

The extent to which a person is likely to tackle problems in a novel way, see patterns in complex information, and pursue deep understanding.

EMPATHY

Being attuned to others' feelings, motivations, and concerns.

FOCUS

Preference for organization, procedure, and exactitude.

HUMILITY

The degree to which a person is seen as courteous, free from self-absorption, and easy to get along with.

INFLUENCE

The ability to motivate and persuade others.

NEED FOR ACHIEVEMENT

A tendency to work intensely to achieve and exceed difficult standards.

OPENNESS TO DIFFERENCES

A desire to consider and explore differences in perspective, thought, and experience of people from a variety of backgrounds.

OPTIMISM

The degree to which a person tends to disregard disappointment, is satisfied with who they are, and expects the future to be bright.

PERSISTENCE

A tendency toward passionate and steadfast pursuit of personally valued long-term or lifetime goals, despite obstacles, discouragement, or distraction.

RISK-TAKING

A willingness to take a stand or to take chances based on limited information.

SITUATIONAL SELF-AWARENESS

Maintaining broad, receptive, and non-judgmental attention to present experience.

SOCIABILITY

The natural inclination to engage with and interact with others.

TOLERANCE OF AMBIGUITY

Comfort with uncertain, vague, or contradictory information that prevents a clear understanding or direction.

TRUST

An expectation of honesty and forthrightness on the part of oneself and others.

DRIVERS

BALANCE

Motivated to integrate work and life in a sustainable, enjoyable, and meaningful way.

CHALLENGE

Motivated by achievement in the face of tough obstacles.

COLLABORATION

A preference for work-related interdependence, group decision making, and pursuing shared goals.

INDEPENDENCE

Prefers to work freely, autonomously, and with limited involvement by others.

POWER

Motivated to seek influence, recognition, and increasing levels of responsibility.

STRUCTURE

A preference for process-oriented, structured, and stable work environments.



ABOUT KORN FERRY

Korn Ferry is a global organizational consulting firm. We work with organizations to design their organizational structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward, develop, and motivate their workforce. And, we help professionals navigate and advance their careers.

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Success profile: Future Focused Leader v1.0d