PARTICIPANT DEVELOPMENT REPORT
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ORGANIZATION	KFA ACME Dev
SUCCESS PROFILE	Account Manager Commercial Banking I
ASSESSED	March 29, 2024
CREATED	March 29, 2024

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.

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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.
BEHAVIORAL COMPETENCIES	Behavioral competencies are skills and behaviors required for success that can be observed.
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 behavioral competencies, 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 behavioral competencies, traits, and drivers are reported on a 1 to 10 scale, with 10 being the more favorable, or better, end of the scale.

Development need   Strength
1   2   3   4   5   6   7   8   9   10
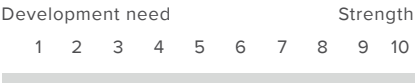
ASSESSMENT RESULTS
Bars are used to illustrate assessment results for behavioral competencies, traits, and drivers.

1   2   3   4   5   6   7   8   9   10

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.

1   2   3   4   5   6   7   8   9   10

KEY DEVELOPMENT OPPORTUNITY
The lowest scoring capabilities for behavioral competencies and traits are shown. These may benefit from some development.
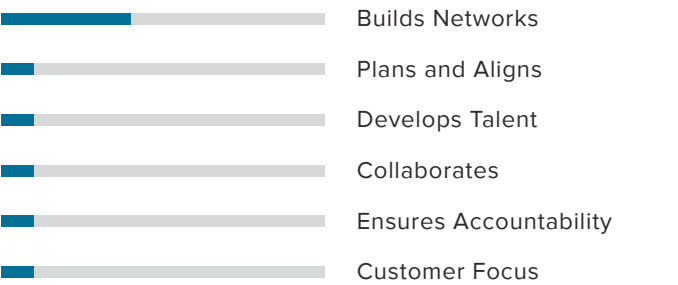
SUMMARY

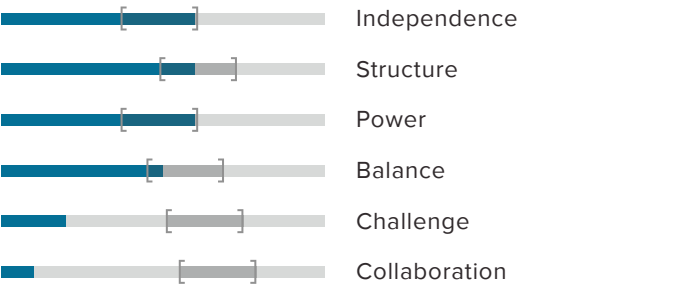**SUCCESS PROFILE: ACCOUNT MANAGER COMMERCIAL BANKING I**

This summary indicates your assessment results compared with the success profile capabilities for behavioral competencies, 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.
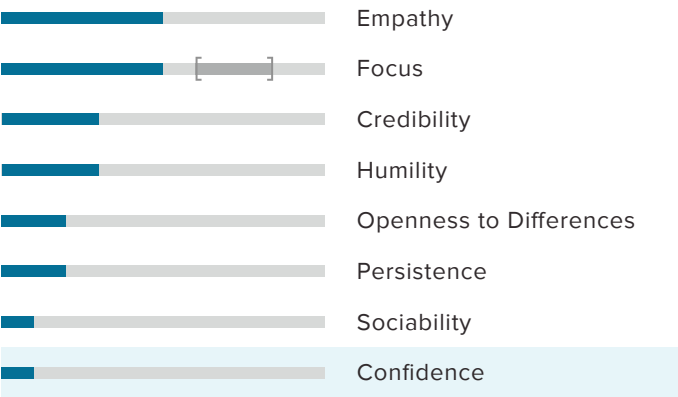
BEHAVIORAL COMPETENCIES

Builds Networks

Plans and Aligns

Develops Talent

Collaborates

Ensures Accountability

Customer Focus

DRIVERS

Independence

Structure

Power

Balance

Challenge

Collaboration

TRAITS

Empathy

Focus

Credibility

Humility

Openness to Differences

Persistence

Sociability

Confidence

LEGEND

Ideal range   Key development opportunity
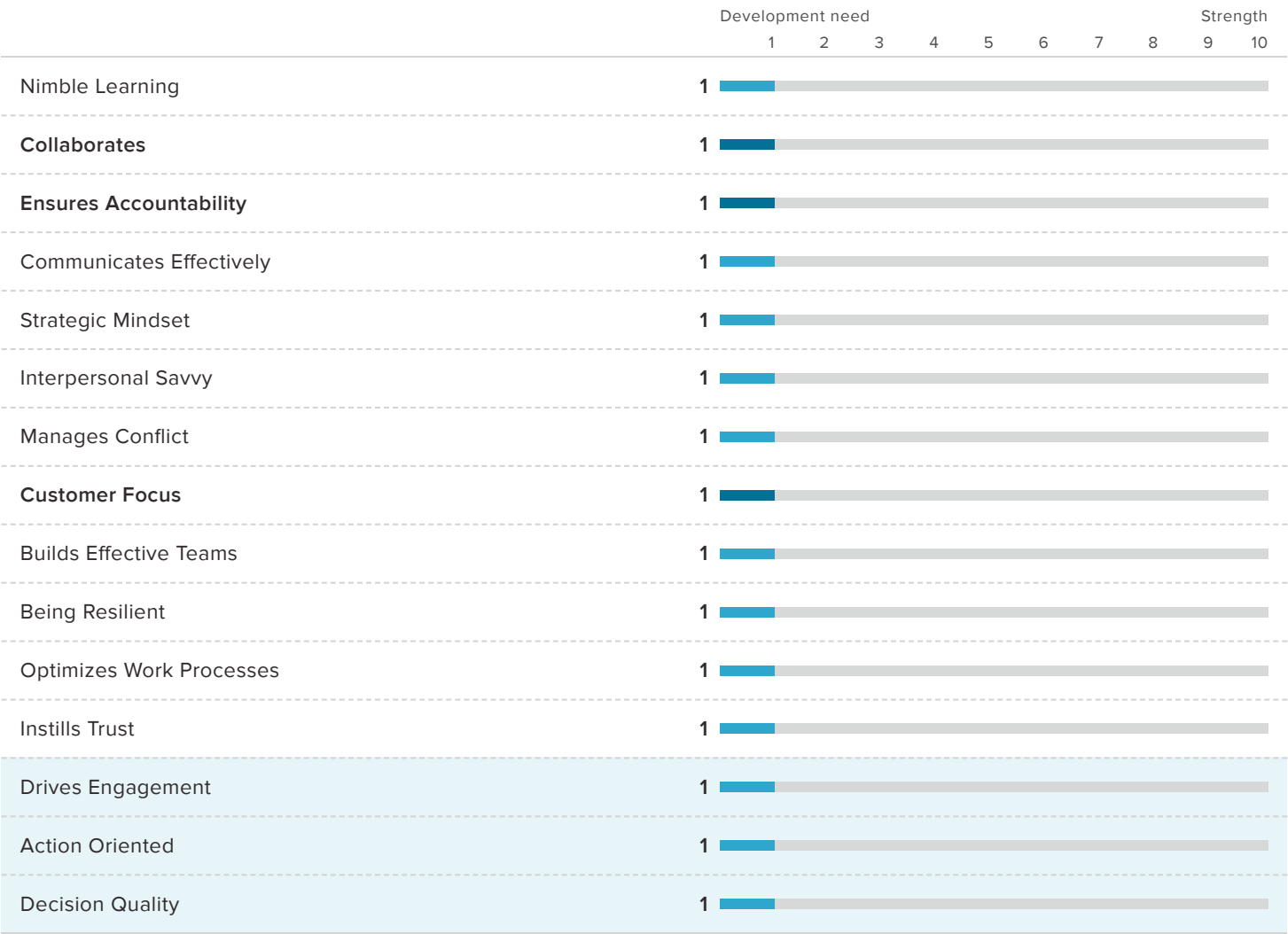
BEHAVIORAL COMPETENCIES

Behavioral competencies are skills and behaviors required for success that can be observed. They shape behavior and are critically important in determining how someone does their job and how they accomplish goals. Behavioral competencies enable individuals to make meaningful contributions to support the organization.

The assessment results show your scores for the behavioral competencies within the success profile, as well as for other behavioral competencies that may support your longer-term development.

		Development need								Strength	
		1	2	3	4	5	6	7	8	9	10
Builds Networks	4										
Resourcefulness	4										
Values Differences	3										
Directs Work	3										
Self-Development	3										
Situational Adaptability	2										
Persuades	2										
Balances Stakeholders	2										
Manages Ambiguity	2										
Drives Results	2										
Cultivates Innovation	2										
Global Perspective	1										
Plans and Aligns	1										
Develops Talent	1										
Courage	1										

LEGEND

■ In success profile   ■ Supports broader development   ■ Key development opportunity

	Development need									Strength
	1	2	3	4	5	6	7	8	9	10
Nimble Learning	**1**									
Collaborates	**1**									
Ensures Accountability	**1**									
Communicates Effectively	**1**									
Strategic Mindset	**1**									
Interpersonal Savvy	**1**									
Manages Conflict	**1**									
Customer Focus	**1**									
Builds Effective Teams	**1**									
Being Resilient	**1**									
Optimizes Work Processes	**1**									
Instills Trust	**1**									
Drives Engagement	**1**									
Action Oriented	**1**									
Decision Quality	**1**									

LEGEND

■ In success profile   ■ Supports broader development   ■ 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.
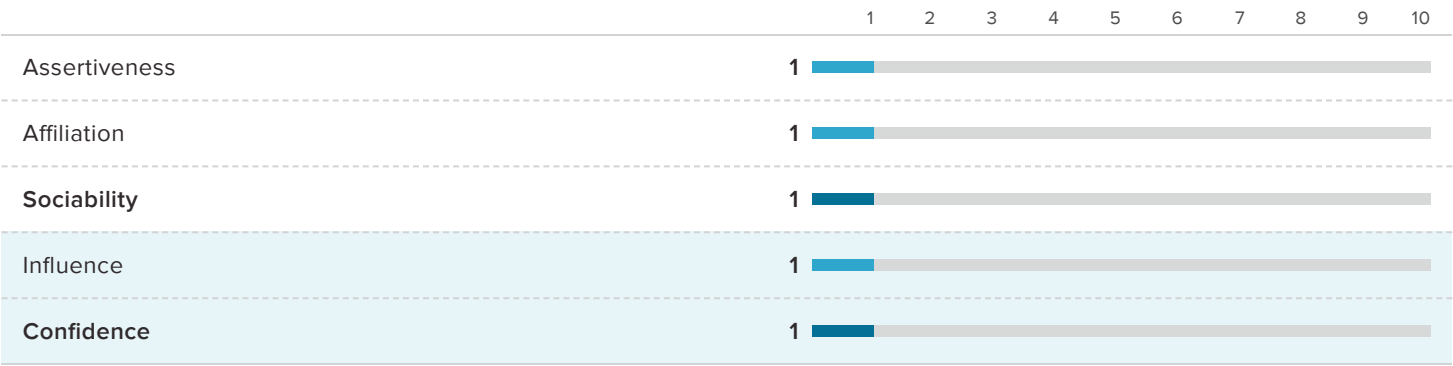
The assessment results show your scores for the traits within the success profile, as well as for other traits that may support your longer-term development.

		1	2	3	4	5	6	7	8	9	10
Empathy	5										
Optimism	5										
Focus *	5										
Curiosity	3										
Tolerance of Ambiguity	3										
Trust	3										
Risk-Taking	3										
Credibility	3										
Humility	3										
Composure	2										
Openness to Differences	2										
Persistence	2										
Need for Achievement	1										
Situational Self-Awareness	1										
Adaptability	1										
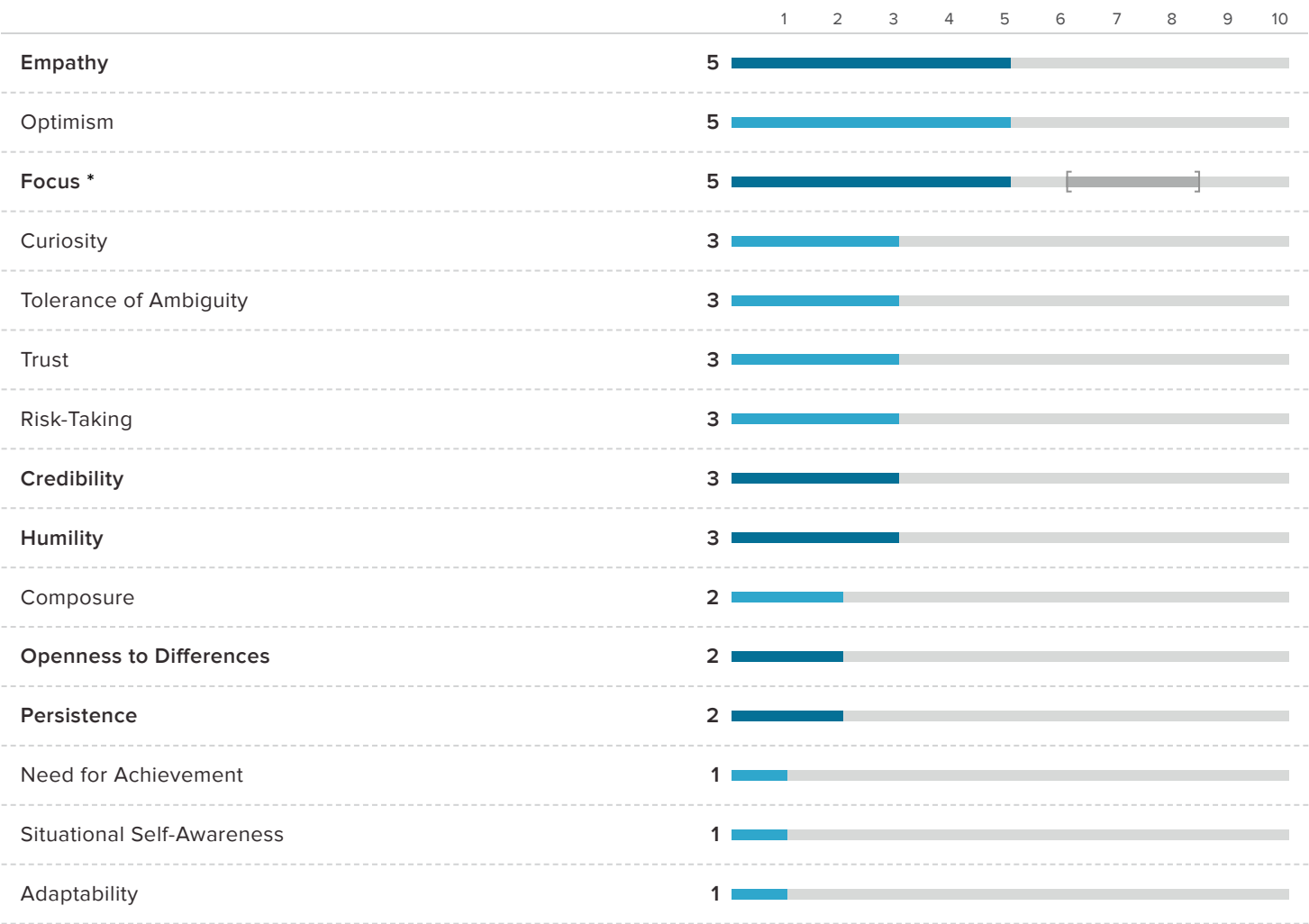
*The closer a score is to the ideal range, the less likely it is to be a development need.

LEGEND

In success profile   Supports broader development   Key development opportunity   Ideal range

	1	2	3	4	5	6	7	8	9	10

Assertiveness	1
Affiliation	1
Sociability	1
Influence	1
Confidence	1

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.

	Low preference							High preference		
	1	2	3	4	5	6	7	8	9	10
Independence	6									
Structure	6									
Power	6									
Balance	5									
Challenge	2									
Collaboration	1									
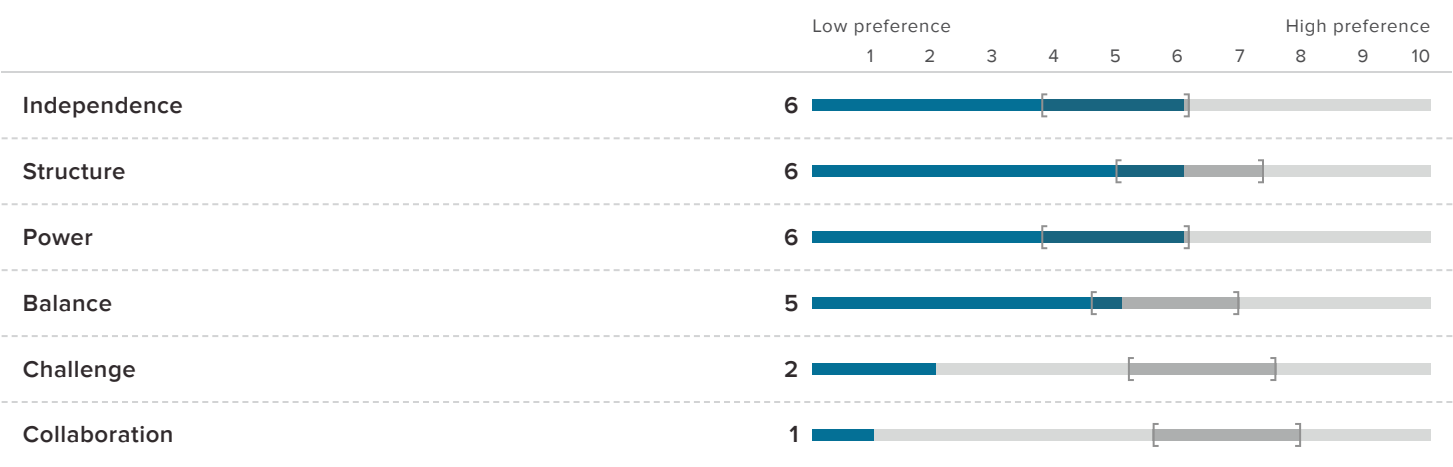
LEGEND

■ 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 behavioral competencies and traits that are likely to support your current role or your aspirations.

KEY STRENGTHS
Insights about your highest scoring behavioral competencies.

KEY DEVELOPMENT OPPORTUNITIES
Insights and development suggestions for your lowest scoring behavioral competencies and traits.

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

KEY STRENGTHS

It can be helpful to consider your strengths and reflect on how they support your ongoing development.

BUILDS NETWORKS | BEHAVIORAL COMPETENCY   In success profile

Effectively building formal and informal relationship networks inside and outside the organization.

4

Your assessment indicates you build strong networks and know how to get things done through formal and informal channels.

- **Builds Networks** is a very difficult skill to develop and one that people improve upon over the course of their career. It is less common among mid-level leaders but increasingly present among senior executives. It's most related to performance and promotion for high level executives.

RESOURCEFULNESS | BEHAVIORAL COMPETENCY   Supports broader development

Securing and deploying resources effectively and efficiently.

4

Your assessment indicates you access resources others can't, adapt quickly to changing requirements, and get the most out of limited resources.

- **Resourcefulness** is something most people are good at. Except for early career stages, it is related to top performance and promotion at all levels. Compared with other skills, it is easier to develop.

KEY DEVELOPMENT OPPORTUNITIES

DECISION QUALITY | BEHAVIORAL COMPETENCY   Supports broader development

Making good and timely decisions that keep the
organization moving forward.

1 ▬▬▬▬▬

Your scores suggest that you may overrely on your gut instinct when making decisions, rather than taking the time to gather the necessary information. This may result in your making decisions too quickly. Making good decisions can be challenging, and it's about striking a balance between speed and quality. Being correct all the time is not realistic, but considering the relevant factors will improve your judgment.

Define the issue and map out a process. Most people don't take enough time up front to define the situation—they jump to a conclusion or a solution. Work with your manager or team to establish the context, parameters, and scope. Define the intended outcome of the decision. The clearer the criteria for determining success, the better. Gather all the relevant data. Analyze it, interpret it, and test your assumptions with others. Generate alternatives and evaluate them based upon what you want to accomplish. Initiate open dialogue and healthy debate if that will help you determine the best course of action. Monitor what was intended against what actually happens so you can learn from the decision and make corrections where needed.

Listen to your own sense of timing. How do you know if it's important to decide now or if it may be better to wait? When urgency is the new normal, it can be tempting to charge ahead, even when evidence—or lack of evidence—suggests otherwise. But a deadline may not really be firm—especially in ambiguous or rapidly changing situations. Some of the most respected leaders have put quality, safety, or innovation ahead of a predetermined timetable. Pulling the plug or testing things further before making a decision may serve the best interests of your stakeholders in the long run. If you think a decision isn't ready to act on yet, let your team know. Share your concerns, listen to their input, and stress your desire to get it right before moving ahead.

ACTION ORIENTED | BEHAVIORAL COMPETENCY   Supports broader development

Taking on new opportunities and tough challenges with a
sense of urgency, high energy, and enthusiasm.

1 ▬▬▬

Your scores suggest that you may hesitate before dealing with a situation or a problem. This may be because you are methodical, preferring to plan and analyze available information in order to weigh the right move. Or you may wait for someone else to take action so that you don't have to. In this fast-moving world, everything can pass by in a flash and not being action oriented can mean you miss out on opportunities.

Curb your need for perfection. Need everything to be just so before you can progress? Perfectionism is tough to let go of, especially if you pride yourself on it. Recognize what might be at the root of your perfectionism. Recognize that you don't have to be right all the time. Remember that others are unlikely to scrutinize as much as you do. Celebrate your strengths. Each week let go of some of your need to be perfect—even just a little. Practice tolerating less-than-perfect away from work: resist ironing every wrinkle out of your shirt; live with the picture that's slightly lopsided. Make similar allowances in the work environment by letting things go. Sometimes good enough is good enough.

Get the bigger picture. Sometimes a task or a project seems pointless. You just don't see why you have to expend time and energy on it. Well, you were given this assignment for a reason. The goal you set to get the job done defines what you need to do and how you'll get there. What's sometimes missing is the why. What does your task contribute to? What difference does it make to the organization? Where does your piece of the puzzle fit in? If you don't know, chances are you'll be lacking the motivation to get it done. Find out what's going on in the organization and understand where your function fits in. Familiarize yourself with the organizational goals and learn how important the work of your team is to achieving these. Talk to colleagues in different functions. Track the path from your goal to the overall objectives of the organization. Describe the consequences if you don't move forward with a sense of urgency.

DRIVES ENGAGEMENT | BEHAVIORAL COMPETENCY   Supports broader development

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

1 ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬

Your scores indicate that you may not see the importance of your role in creating a climate in which people buy into shared goals and deliver their best. You may underestimate their need for encouragement and motivational support.Helping others to see the value of their contribution will inspire them in the achievement of objectives.

Set clear expectations for yourself and others but expect some setbacks on the way to getting results. Failures are going to occur—the very thought of failure, however, can be crippling to many people. Frame failure as an expected part of the larger picture of progress. We tend to learn more from our failures than our successes—innovation and experimentation will be best realized if people are allowed to fail. You won't feel comfortable with short-term setbacks if you do not accept that such setbacks are expected and provide long-term benefits.

Find what makes you and others unique and use those skills to help the team achieve its goals. Start by identifying key strengths. Then, ask yourself and others what you and they most want to learn. By keeping yourself and others challenged in the right ways, you'll stay personally invested. Learning is a very engaging process. Watch for opportunities to take ownership of important aspects of a project. Knowing that you are responsible for a specific contribution is very motivating. When other people feel that same sense of ownership, they will give their best effort in making a shared vision a reality.

CONFIDENCE | TRAIT   In success profile

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

1 ▬▬▬

Your scores suggest that you tend to believe that luck, fate, or external forces play a stronger hand in determining your own future than you do. You may not feel in control of whether or not outcomes will be positive or negative. This may hold you back from taking on unfamiliar challenges. Being more confident in your ability to impact your future will likely become a self-fulfilling prophecy.

Manage your state of mind. Feel out of control? Think your destiny is already determined? Think again! This internal dialogue is most likely building a self-fulfilling prophecy. If you convince yourself you can't influence what happens, then you're probably right. Negative self-talk reinforces beliefs that limit what is possible. Eliminate the negative voice in your head and replace it with something more helpful. Instead of telling yourself it's out of your hands, focus on what you can take hold of. Filter out the things that genuinely are beyond your grasp. What can you change? Who can you influence? How can you make a difference?

Be more courageous. Building confidence means taking a courageous step sometimes. Courage does not mean being fearless or anxiety free. Rather, people who are courageous manage their emotional reaction. How? By training and preparing and building their skills. Practice and repetition help overcome the emotional aspect of the challenge. Another way? Find a role model or observe a person who demonstrates courage. What do they do? What emotions do they show or not show? How can you emulate their actions? Envision yourself acting with courage before you take action. Last, do something. Often, it is the inactivity before taking action when we feel the most fear. Take action and the courage will follow.

INFLUENCE | **TRAIT**   Supports broader development

The ability to motivate and persuade others.   **1** ▬▬▬▬

Your scores indicate that you tend to view your arguments as self-evident and logical. For this reason, you may be less inclined to invest the time required to understand others' points of view, adjust your message to the audience, and use compelling arguments that win people over. At its core, persuading and influencing others is about relationships—how well you win support and even push for approaches or decisions that initially may be unpopular. But those times will be far less frequent if you've invested in building trusted relationships across your organization and with external stakeholders.

Build relationships before you try to persuade. Persuaders have a good reputation that precedes them. They find like-minded allies. They build rapport and trust. Their ideas get implemented because they know people, and people know them. Even before you have a need, make connections by reaching out across the organization and being curious. Arrive early to meetings, introduce yourself, and find common ground. Follow up on a teleconference with a personal call to someone you'd like to know better. Find out who people are, what interests them, what concerns them, and how they are motivated. Get behind their ideas and you can better persuade them to get behind yours.

Be empathetic. People get emotional about proposed changes. You might want to try to leave emotion out of it and move immediately to action. But do not underestimate the power of emotion. Until it is dealt with, it can derail any initiative. To win over groups or individuals, you must first empathize with them, see it from their point of view, and understand and acknowledge emotional objections. Allow time for conversation. Only then—when emotions have calmed—can you move to the logical side of the equation and persuade others that your proposal is sound.

DEVELOPMENT PRIORITIES

Development opportunities are behavioral competencies and 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.

BEHAVIORAL COMPETENCIES

Decision Quality

Action Oriented

Drives Engagement

TRAITS

Confidence

Influence

Which of these development opportunities (or others) do you want to focus on?

What actions do you want to take?

By when?

What will the benefits be for you and others?

Who can you approach for ongoing feedback and support?

DEFINITIONS

BEHAVIORAL COMPETENCIES

ACTION ORIENTED
Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

ATTRACTS TOP TALENT
Attracting and selecting the best talent to meet current and future business needs.

BALANCES STAKEHOLDERS
Anticipating and balancing the needs of multiple stakeholders.

BEING RESILIENT
Rebounding from setbacks and adversity when facing difficult situations.

BUILDS EFFECTIVE TEAMS
Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

BUILDS NETWORKS
Effectively building formal and informal relationship networks inside and outside the organization.

BUSINESS INSIGHT
Applying knowledge of business and the marketplace to advance the organization's goals.

COLLABORATES
Building partnerships and working collaboratively with others to meet shared objectives.

COMMUNICATES EFFECTIVELY
Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

COURAGE
Stepping up to address difficult issues, saying what needs to be said.

CULTIVATES INNOVATION
Creating new and better ways for the organization to be successful.

CUSTOMER FOCUS
Building strong customer relationships and delivering customer-centric solutions.

DECISION QUALITY
Making good and timely decisions that keep the organization moving forward.

DEMONSTRATES SELF-AWARENESS
Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

DEVELOPS TALENT
Developing people to meet both their career goals and the organization's goals.

DIRECTS WORK
Providing direction, delegating, and removing obstacles to get work done.

DRIVES ENGAGEMENT
Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

DRIVES RESULTS
Consistently achieving results, even under tough circumstances.

DRIVES VISION AND PURPOSE
Painting a compelling picture of the vision and strategy that motivates others to action.

ENSURES ACCOUNTABILITY
Holding self and others accountable to meet commitments.

FINANCIAL ACUMEN
Interpreting and applying understanding of key financial indicators to make better business decisions.

GLOBAL PERSPECTIVE
Taking a broad view when approaching issues, using a global lens.

INSTILLS TRUST
Gaining the confidence and trust of others through honesty, integrity, and authenticity.

INTERPERSONAL SAVVY
Relating openly and comfortably with diverse groups of people.

MANAGES AMBIGUITY
Operating effectively, even when things are not certain or the way forward is not clear.

MANAGES COMPLEXITY
Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

MANAGES CONFLICT
Handling conflict situations effectively, with a minimum of noise.

NIMBLE LEARNING
Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

OPTIMIZES WORK PROCESSES
Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

ORGANIZATIONAL SAVVY
Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

PERSUADES
Using compelling arguments to gain the support and commitment of others.

PLANS AND ALIGNS
Planning and prioritizing work to meet commitments aligned with organizational goals.

RESOURCEFULNESS
Securing and deploying resources effectively and efficiently.

SELF-DEVELOPMENT
Actively seeking new ways to grow and be challenged using both formal and informal development channels.

SITUATIONAL ADAPTABILITY
Adapting approach and demeanor in real time to match the shifting demands of different situations.

STRATEGIC MINDSET
Seeing ahead to future possibilities and translating them into breakthrough strategies.

TECH SAVVY
Anticipating and adopting innovations in business-building digital and technology applications.

VALUES DIFFERENCES
Recognizing the value that different perspectives and cultures bring to an organization.

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.

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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. Business Advisors. Career Makers.

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