PARTICIPANT DEVELOPMENT REPORT

Aish DEV Assess English

ORGANIZATION	Korn Ferry
SUCCESS PROFILE	Accommodation Manager I
ASSESSED	April 1, 2025
CREATED	April 1, 2025

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.
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
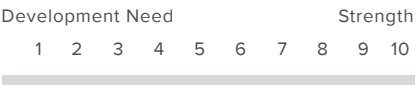
ASSESSMENT RESULTS
Bars are used to illustrate assessment results for behavioral competencies, traits, and drivers.

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.
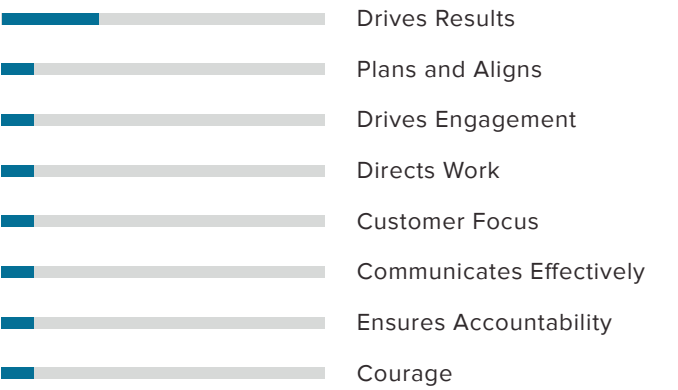
SUMMARY

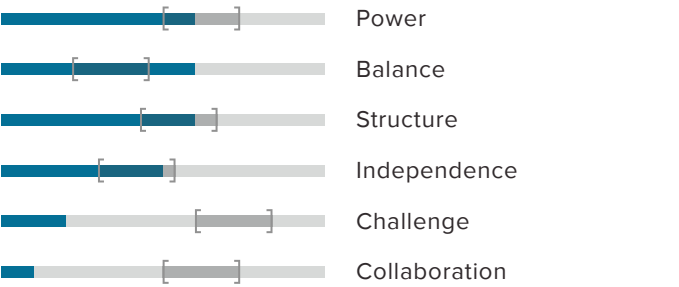**SUCCESS PROFILE:** ACCOMMODATION MANAGER I

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.
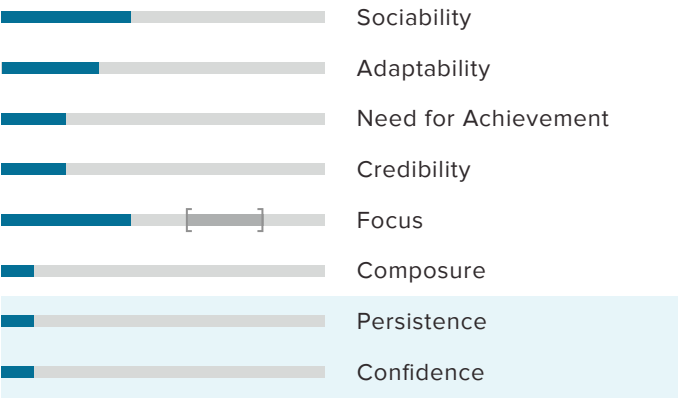
BEHAVIORAL COMPETENCIES

Drives Results

Plans and Aligns

Drives Engagement

Directs Work

Customer Focus

Communicates Effectively

Ensures Accountability

Courage

DRIVERS

Power

Balance

Structure

Independence

Challenge

Collaboration

TRAITS

Sociability

Adaptability

Need for Achievement

Credibility

Focus

Composure

Persistence

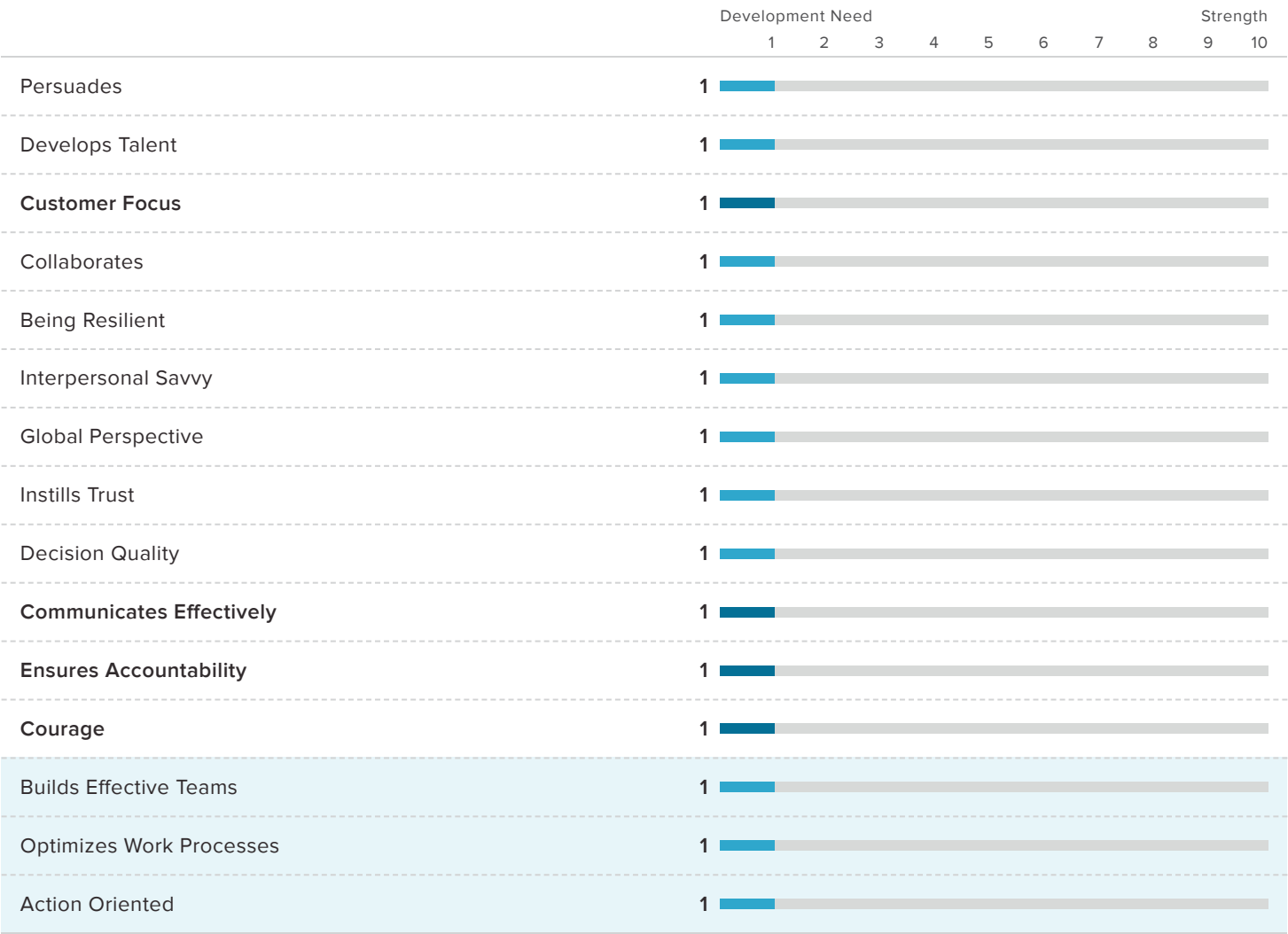Confidence

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.
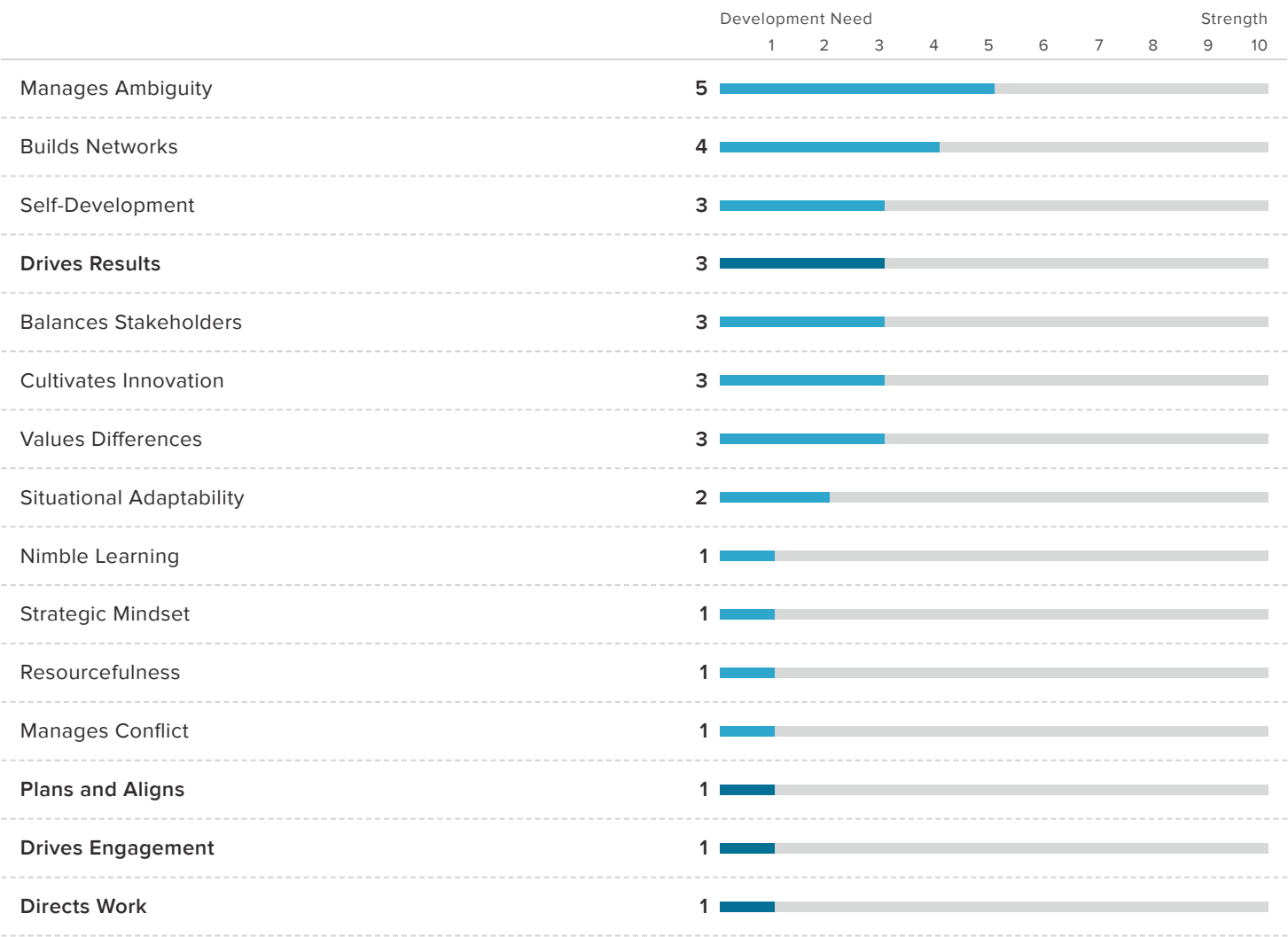
		Development Need								Strength	
		1	2	3	4	5	6	7	8	9	10
Manages Ambiguity	5										
Builds Networks	4										
Self-Development	3										
Drives Results	3										
Balances Stakeholders	3										
Cultivates Innovation	3										
Values Differences	3										
Situational Adaptability	2										
Nimble Learning	1										
Strategic Mindset	1										
Resourcefulness	1										
Manages Conflict	1										
Plans and Aligns	1										
Drives Engagement	1										
Directs Work	1										

LEGEND

■ In Success Profile ■ Supports Broader Development ■ Key Development Opportunity

	Development Need								Strength	
	1	2	3	4	5	6	7	8	9	10
Persuades	1									
Develops Talent	1									
Customer Focus	1									
Collaborates	1									
Being Resilient	1									
Interpersonal Savvy	1									
Global Perspective	1									
Instills Trust	1									
Decision Quality	1									
Communicates Effectively	1									
Ensures Accountability	1									
Courage	1									
Builds Effective Teams	1									
Optimizes Work Processes	1									
Action Oriented	1									

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.

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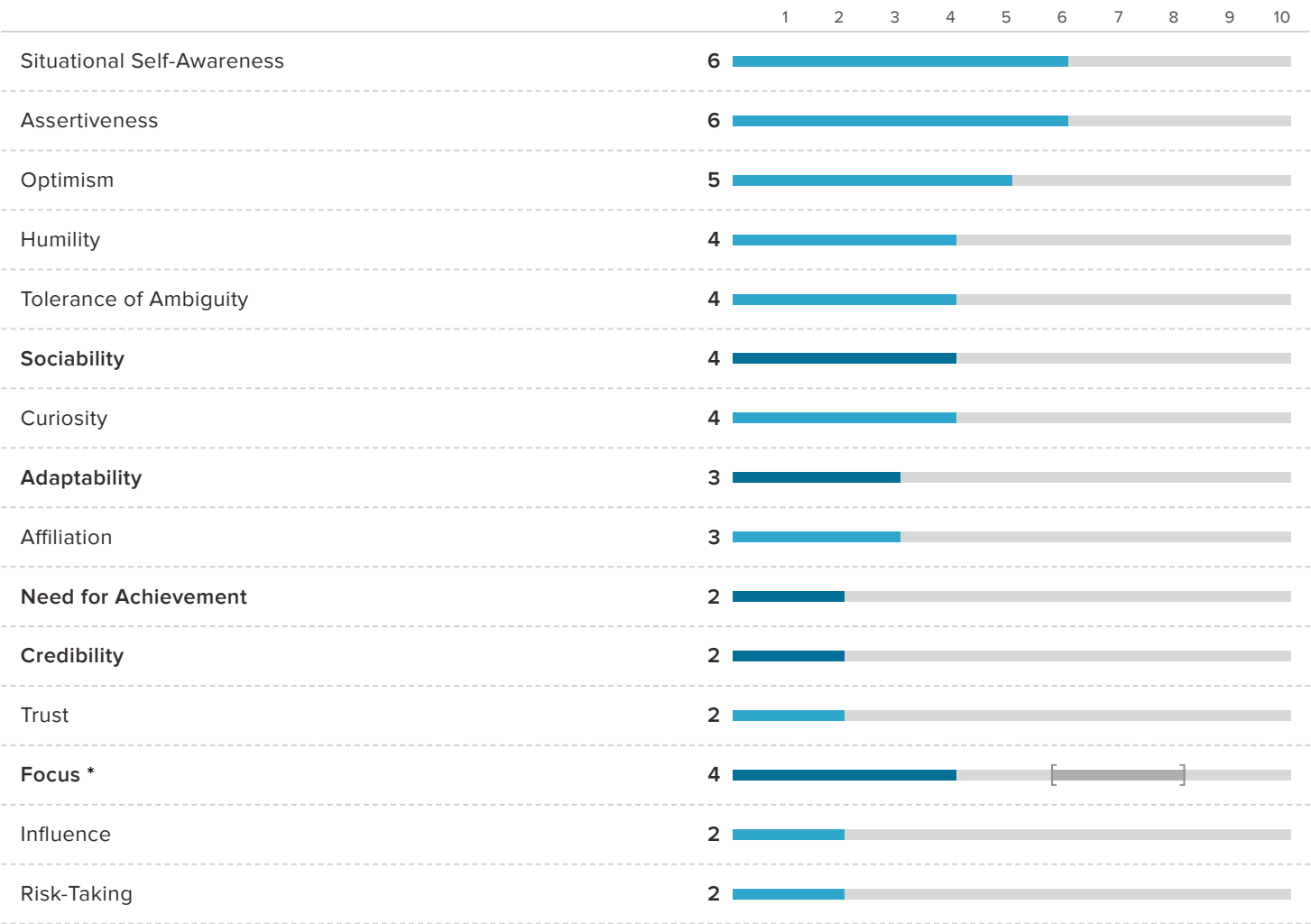
*The closer a score is to the ideal range, the less likely it is to be a development need.

LEGEND

■ In Success Profile   ■ Supports Broader Development   ■ Key Development Opportunity   ▭ Ideal Range

	1	2	3	4	5	6	7	8	9	10

Openness to Differences	2	
Composure	1	
Empathy	1	
Persistence	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
Power	6										
Balance	6										
Structure	6										
Independence	5										
Challenge	2										
Collaboration	1										
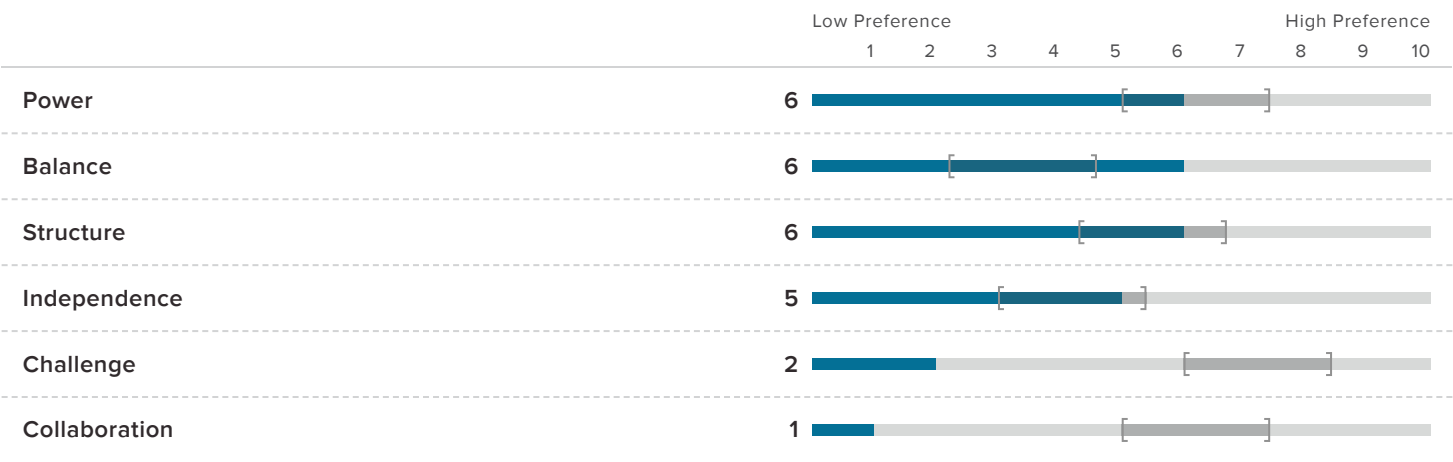
DEVELOPMENT PLANNING

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.

MANAGES AMBIGUITY | BEHAVIORAL COMPETENCY   Supports Broader Development

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

5

Your assessment indicates you deal comfortably with uncertainty and change.

- **Manages Ambiguity** is one of the hardest skills to develop and most people are average in this area. It is among the top skills related to performance for entry level employees, and it is associated with promotion for individual contributors.

BUILDS NETWORKS | BEHAVIORAL COMPETENCY   Supports Broader Development

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.

KEY DEVELOPMENT OPPORTUNITIES

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.

Get your priorities right. Some people take action but on the wrong things. Effective leaders typically spend about half their time on two or three key priorities. Think about what you should spend half your time on. Name five things that you have to do that are less critical. If you can't, you're not differentiating well. People without priorities see their jobs as just a long list of things that need to be done right now—that will actually slow you down. Pick a few mission-critical things and get them done. Don't get diverted by trivia. Clear the clutter.

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.

OPTIMIZES WORK PROCESSES | BEHAVIORAL COMPETENCY   Supports Broader Development

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

1 ▬▬▬▬▬▬

Your scores suggest that you may find it difficult to figure out the most efficient and effective process for getting something done. Maybe you are content with the way things are currently done, or maybe efficiency is not one of your top values. Improving systems and processes can increase productivity and leave more time and resources for other pursuits.

Use process to focus on what's important. Great processes enable creative thinking. They provide a way to take care of the mundane and free you up for the fun stuff. If you're action oriented, don't ignore or resist process, find out how it can make your life better. Learn about some of the tools of business analysis. Meet with some engineers for a creative thinking session. Ask how your competitors are using process tools. Turn on your competitive juices to figure out how you can do it even better.

Always look to be improving, never be satisfied. Don't expect to get it right the first time—this leads to safe and stale solutions. If you have trouble going back the second or third time to get something done, then switch approaches. Sometimes people get stuck in a repeating groove that's not working. Do something different next time. Think about multiple ways to get the same outcome. To increase learning, shorten the process, and get more feedback. Check with your boss, customers, and coworkers and ask what's working and what's not. How would they approach the problem you're facing? The more feedback you get, the more opportunities you'll have to learn and make improvements.

BUILDS EFFECTIVE TEAMS | BEHAVIORAL COMPETENCY   Supports Broader Development

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

1 ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬

Your scores suggest that you may not always find the right people to play the right roles on a team. You may struggle to build team morale or a cohesive identity, which are important for a team to be effective. You may inadvertently reward individual effort and achievement at the expense of team recognition. Whether you're a team leader or a team member, it pays to be smart about how to structure things and contribute so your team performs at its best.

Shift the focus from "me" to "we." Understand the benefits of teamwork: different perspectives on old issues, creativity, an expanded network, a better outcome. Celebrate team successes. Recall examples of how people on your team have worked together to solve problems, improve performance, or achieve results. Remember that you're all on the same side, so share the credit. People accomplish almost nothing on their own. Everyone relies on a support system—whether it's the people who turn on the lights or a mentor who gives you a great tip. Praise the efforts of your teammates. Promote a sense of belonging by saying: "Our objectives," "Our challenges," "Our solutions," "We did it."

Stay committed. Sometimes teams falter. Important members leave or the leader is distracted or goals seem vague or unachievable. You may wonder if you're the only one committed to making things work. Sometimes all that is needed is one person who renews their focus and commitment. Their willingness to speak up and step up can make a big difference in the group. If teamwork is starting to wane, take your concerns to other members. Ask if they've noticed the same thing. Invite their thoughts on what is needed to get back on track. Maybe the commitment is still there but busy schedules make it difficult for everyone to get together regularly. You can't fix everything, but perhaps you can spark some momentum and help figure out if and how to get things back on track.

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.

PERSISTENCE | **TRAIT**

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

1 ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬

Your scores suggest that you prefer to take on problems that can be solved in a reasonable time frame. You may prefer to set short-term achievable goals or shift gears when obstacles prove challenging to work around. Even the most tenacious among us can struggle to keep pushing on a project when the enthusiasm is gone or there are too many obstacles. But persistence is a quality that will help improve your performance when things get tough, when conditions are uncertain and ambiguous.

Anticipate setbacks. Sometimes setbacks are temporary, but sometimes they can be so discouraging that it's easy to lose momentum. Before starting work on a challenging initiative, be realistic about what setbacks you will likely encounter. If you anticipate these issues, you will be more able to put them in perspective and press onward when you encounter them.

Set long-range goals. It's easier to set and achieve short-term goals. But ultimately, it's the short-term goals that can add up to a long-term goal. Start by setting a long-range goal. If it seems unachievable or ambitious, that's a good sign that it's a long-term goal. Then, break that long-term goal into mid- and short-range objectives. Set about making progress on those stepping-stone goals and, eventually, the long-term goal that once seemed unreachable will come into range.

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

Action Oriented

Optimizes Work Processes

Builds Effective Teams

TRAITS

Confidence

Persistence

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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Success Profile: Accommodation Manager I v8.0.0