



## Want the Keys to the Corner Office? Korn Ferry Reveals Top Competencies of C-Suite Executives

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- "Courage" One of the Top Competencies that Differentiates Top Leaders from Mid-Level Leaders -

- Highly Engaged Executives Score Dramatically Higher in Several Competencies than Their Peers -

LOS ANGELES--(BUSINESS WIRE)--Feb. 9, 2017-- An analysis by Korn Ferry Institute scientists of assessment data from more than 1,100 professionals shows that courage is one of the top competencies needed to ascend to the C-suite. The analysis also points to stark variances in how professionals score in a host of competencies depending on their engagement and job level.

When looking at data across five major industries – professional services, technology, consumer goods, financial services and government – Korn Ferry's analysis definitively shows that those in the C-suite are 2.5 times more likely to have high levels of courage compared to mid-level leaders.

In addition, C-suite leaders are much more likely than mid-level leaders to score highly on several key competencies. For example, when compared against mid-level leaders, C-suite members are:

- 14.6 times more likely to score high on *Being Resilient* in the government sector
- 4.6 times more likely to score high on *Communicating Effectively* in the consumer goods sector
- 2.8 times more likely to score high on *Balancing Stakeholders* in the technology sector
- 2.7 times more likely to score high on *Building Effective Teams* in the professional services sector
- 2.3 times more likely to score high on *Being Action Oriented* in the financial services sector

"For many people, certain competencies such as courage or being resilient don't come naturally," said Stu Crandell, senior vice president, Korn Ferry Institute. "And while it's not easy for someone who does not innately possess a specific competency to start exhibiting those behaviors, with proper development and practice, people can improve."

### ***The Competencies of Highly Engaged Executives***

Even if leaders do make it to the C-suite, they may still need to change behaviors to stay there. Korn Ferry Institute scientists looked at the differences in competencies between highly engaged leaders vs. those with low engagement levels. The variance is stark. For example, compared to executives with low engagement, highly engaged executives:

- In government are at least **25 times more likely** to rank high in the self-development competency
- In consumer goods are at least **25 times more likely** to instill trust
- In advanced technology are at least **25 times more likely** to have the planning and alignment competency
- In financial services are **25 times more likely** to be persuasive
- In professional services are **17 times more likely** to be able to manage ambiguity

"There is a direct correlation between high rankings of certain competencies, such as 'instilling trust' in the consumer goods industry, and highly engaged leaders," said Crandell. "There's a reason this matters. High engagement usually means high performance, so organizations that develop or select leaders with increased levels of these competencies will likely see better results."

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Korn Ferry  
Tracy Kurschner  
612.309.3957  
[Tracy.Kurschner@kornferry.com](mailto:Tracy.Kurschner@kornferry.com)