Korn Ferry 38 Competencies Definition

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Understanding the Korn Ferry 38 competencies is essential for organizations aiming to develop effective leadership, enhance employee performance, and facilitate talent management. These competencies serve as a comprehensive framework that identifies the key skills, behaviors, and attributes necessary for individuals to succeed in various roles within an organization. By defining and assessing these competencies, companies can align their workforce capabilities with strategic goals, foster a culture of continuous improvement, and ensure that talent development initiatives are targeted and impactful.

This article provides an in-depth exploration of the Korn Ferry 38 competencies, including their origins, structure, and practical applications. We will examine each competency in detail, discuss how they are used in talent management processes, and highlight the benefits of integrating this framework into organizational development strategies.

Origins and Purpose of the Korn Ferry 38 Competencies

Background of Korn Ferry

Korn Ferry is a global organizational consulting firm specializing in talent acquisition, leadership development, and organizational strategy. Founded in 1969, the firm has built a reputation for its extensive research and innovative approaches to human capital management.

Development of the Competency Framework

The Korn Ferry 38 competencies emerged from decades of research and empirical data analysis aimed at identifying the most critical behaviors and skills that influence individual and organizational success. The framework consolidates various competencies into a standardized set that can be adapted across industries and organizational levels.

Purpose and Application

The competencies serve multiple purposes:

1. Selection and Recruitment: To assess candidate suitability.
2. Leadership Development: To identify areas for growth.
3. Performance Management: To set clear expectations.
4. Succession Planning: To prepare high-potential employees.

5. Organizational Culture: To reinforce desired behaviors.

Structure of the Korn Ferry 38 Competencies

Categorization of Competencies

The 38 competencies are typically grouped into broader categories or clusters that reflect different dimensions of effective performance. These categories include:

1. Thought Leadership and Business Acumen
2. Interpersonal Skills and Relationship Management
3. Drive and Resilience
4. Technical and Functional Expertise
5. Leadership and Influence

Classification Approach

Each competency is defined with specific behavioral indicators, enabling objective assessment and development. The framework emphasizes both technical skills and soft skills, recognizing that success depends on a combination of knowledge, attitude, and behavior.

Detailed Overview of the 38 Competencies

Below is an overview of the key competencies within the Korn Ferry framework, grouped into categories for clarity.

Thought Leadership and Business Acumen

1. Analytical Thinking: Ability to interpret complex data and

derive insights.
2. Business Insight: Understanding of broader industry and organizational context.
3. Creativity and Innovation: Generating new ideas and approaches.
4. Decision Quality: Making sound decisions based on analysis.
5. Strategic Agility: Ability to pivot and adapt strategies as needed.

Interpersonal Skills and Relationship Management

1. Active Listening: Truly understanding others' perspectives.
2. Collaboration: Working effectively with others toward common goals.
3. Influence and Negotiation: Persuading others and reaching mutually beneficial agreements.
4. Empathy: Demonstrating understanding and consideration for others.
5. Conflict Management: Navigating disagreements constructively.

Drive and Resilience

1. Achievement Orientation: Focused on setting and attaining goals.
2. Resilience: Maintaining performance under pressure.

3. Self-Development: Continually seeking growth opportunities.
4. Motivation and Initiative: Taking proactive steps without prompting.
5. Accountability: Taking responsibility for outcomes.

Technical and Functional Expertise

1. Technical Proficiency: Mastery of role-specific skills.
2. Quality Orientation: Ensuring high standards and attention to detail.
3. Process Improvement: Identifying and implementing efficiencies.
4. Project Management: Planning and executing projects effectively.
5. Compliance and Ethics: Upholding standards and integrity.

Leadership and Influence

1. Inspiring Others: Motivating teams to excel.
2. Change Leadership: Managing organizational change effectively.
3. Coaching and Development: Supporting others' growth.
4. Decision-Making under Uncertainty: Making choices with incomplete information.
5. Visionary Thinking: Envisioning future possibilities.

Additional Competencies

1. Customer Orientation: Prioritizing customer needs.
2. Organizational Awareness: Understanding internal dynamics.
3. Delegation: Assigning tasks effectively.
4. Time Management: Managing one's workload efficiently.
5. Adaptability: Adjusting to changing circumstances.

Personal Attributes and Values

1. Integrity: Upholding honesty and ethical standards.
2. Humility: Demonstrating modesty and openness.
3. Creativity: Thinking outside the box.
4. Cultural Competency: Navigating diverse environments.
5. Emotional Intelligence: Recognizing and managing one's emotions and those of others.
6. Resilience: Bouncing back from setbacks.
7. Flexibility: Being open to new ideas and approaches.
8. Perseverance: Persisting despite obstacles.

Practical Applications of the Korn Ferry 38 Competencies

Talent Acquisition and Selection

Organizations utilize these competencies to develop behavioral interview questions, assessment centers, and psychometric tests that predict candidate success. The framework helps in identifying candidates who demonstrate the desired behaviors aligned with organizational values.

Leadership Development Programs

By assessing current competency levels, organizations can design targeted development initiatives. For example, a leader struggling with influence skills can participate in coaching or training focused on persuasion and negotiation.

Performance Management

The competencies provide clear behavioral benchmarks for evaluating employee performance. Managers can set specific goals related to these competencies, facilitating objective feedback and development planning.

Succession Planning

Identifying high-potential employees involves assessing their current competency profiles against future role requirements. The framework supports selecting and nurturing future leaders.

Organizational Culture and Change Management

Embedding these competencies into organizational culture reinforces desired behaviors. During change initiatives, emphasizing certain competencies (e.g., adaptability, resilience) can ease transitions.

Benefits of Using the Korn Ferry 38 Competencies Framework

Standardization and Clarity

Having a common language and clear definitions helps

reduce ambiguity in talent processes.

Enhanced Objectivity

Behavioral indicators enable more objective assessments of skills and attributes.

Alignment with Strategic Goals

Competencies are linked to organizational priorities, ensuring talent development supports business objectives.

Facilitating Continuous Development

Regular assessment encourages ongoing growth and adaptability among employees.

Improved Organizational Performance

A workforce aligned with the desired competencies tends to perform better, innovate more, and adapt swiftly to market changes.

Implementing the Korn Ferry 38 Competencies

Step 1: Organizational Alignment

Ensure that the competency framework reflects the organization's strategic priorities and cultural values.

Step 2: Communication and Training

Educate HR professionals and managers on the competencies and their behavioral indicators.

Step 3: Integration into HR Processes

Embed competencies into recruitment, onboarding, performance reviews, and leadership development programs.

Step 4: Assessment and Feedback

Use tools such as 360-degree feedback, self-assessments, and behavioral interviews to evaluate competencies.

Step 5: Continuous Review and Refinement

Update the competency framework as needed to reflect evolving organizational needs and industry trends.

Challenges and Considerations

While the Korn Ferry 38 competencies offer a robust framework, organizations should be aware of potential challenges:

1. Overcomplexity: Managing 38 competencies can be overwhelming; prioritization may be necessary.
2. Context Specificity: Some competencies may need adaptation to fit specific roles or industries.
3. Assessment Accuracy: Ensuring assessments accurately reflect actual behaviors requires trained evaluators and reliable tools.
4. Cultural Relevance: Competencies should be contextualized to respect cultural differences within

global organizations.

Conclusion

The Korn Ferry 38 competencies define a comprehensive set of behaviors, skills, and attributes that are critical for individual and organizational success. By understanding and leveraging this framework, organizations can enhance their talent management practices, foster leadership development, and build a resilient, high-performing workforce. Implementing these competencies thoughtfully and systematically can lead to sustained competitive advantage, improved organizational culture, and a clear pathway for employee growth.

Embracing the Korn Ferry 38 competencies as a strategic tool positions organizations to navigate the complexities of today's dynamic business environment with agility, confidence, and a clear focus on talent excellence.

Korn Ferry 38 Competencies Definition: An In-Depth Exploration of a Leadership and Talent Framework

Understanding the Korn Ferry 38 Competencies Definition is fundamental for organizations aiming to develop effective leadership pipelines, enhance talent management, and foster organizational excellence. These competencies serve as a comprehensive blueprint for evaluating, developing, and aligning individual capabilities with organizational goals.

Korn Ferry, a global organizational consulting firm, has crafted this set of competencies to guide companies in identifying high-potential employees, designing targeted development programs, and ensuring that leadership qualities are consistently nurtured across all levels. In this article, we delve into the detailed structure of the Korn Ferry 38 Competencies, explore their significance in organizational development, analyze their practical applications, and assess their strengths and limitations.

Understanding the Korn Ferry 38 Competencies

The Korn Ferry 38 Competencies are a curated set of behavioral attributes and skills that define effective performance and leadership within organizations. These competencies are categorized into clusters that reflect core capabilities, leadership traits, and functional skills. The comprehensive nature of these competencies allows organizations to holistically evaluate an individual's potential and performance. The competencies are derived from extensive research into leadership behaviors across industries and cultures, ensuring they are relevant and adaptable worldwide. They serve as both a diagnostic tool and a developmental framework, enabling organizations to pinpoint strengths and identify areas for improvement.

Structure and Categorization of the Competencies

The 38 competencies are typically grouped into several key categories, each focusing on different aspects of individual and organizational effectiveness:

1. Thought Leadership and Business Strategy

These competencies relate to strategic thinking, innovation, and the ability to drive organizational success.

2. Results Orientation

Focusing on achievement, accountability, and execution, these competencies ensure that individuals deliver tangible outcomes.

3. Leadership and People Management

These traits highlight the capacity to lead teams, develop talent, and foster effective collaboration.

4. Self-Management and Personal

Effectiveness

Centering on self-awareness, resilience, and adaptability, these competencies support personal growth and stability.

5. Interpersonal and Communication Skills

Effective communication, relationship-building, and influencing are embodied in these competencies. This structured approach ensures a holistic view of an individual’s capabilities, covering strategic, operational, and interpersonal dimensions.

Key Competencies Explained

Let's explore some of the most prominent competencies included in the Korn Ferry framework, illustrating their definitions, importance, and practical implications.

1. Analytical Thinking

Definition: The ability to examine complex problems, interpret data, and develop logical solutions. Importance: Critical for decision-making, problem-solving, and strategic planning. Features: - Data-driven approach - Critical evaluation of options - Identifying root causes Pros: - Enhances problem-solving efficiency - Supports evidence-based decision-making Cons: - Over-reliance on data may

delay intuition-based decisions - Can be challenging to develop without proper training

2. Driving for Results

Definition: The persistent pursuit of goals and the ability to overcome obstacles to achieve outcomes. Importance: Ensures organizational objectives are met consistently. Features: - Goal orientation - Accountability - Initiative Pros: - Promotes high performance culture - Encourages proactive behavior Cons: - May lead to neglect of team dynamics if overemphasized - Risk of burnout if not balanced

3. Building Effective Teams

Definition: The capacity to assemble, motivate, and develop high-performing teams. Importance: Critical for organizational cohesion and productivity. Features: - Delegating appropriately - Fostering collaboration - Recognizing team contributions Pros: - Improves team engagement - Accelerates goal achievement Cons: - Difficult to measure team-building skills objectively - Requires sustained effort and emotional intelligence

4. Self-Awareness

Definition: Understanding one’s strengths, weaknesses, emotions, and their impact on others. Importance:

Foundation for personal development and effective leadership. Features: - Reflective practices - Openness to feedback - Emotional intelligence Pros: - Enhances interpersonal relationships - Facilitates growth and adaptability Cons: - Self-awareness can be challenging to cultivate - May lead to over-analysis or self-doubt

5. Influencing Others

Definition: The ability to persuade and motivate stakeholders to support initiatives or change. Importance: Vital for change management and stakeholder engagement. Features: - Communication skills - Building trust - Negotiation abilities Pros: - Facilitates buy-in for initiatives - Enhances leadership impact Cons: - Can be misused for manipulative purposes - May require significant interpersonal skills development

Practical Applications of the Korn Ferry Competencies

Organizations leverage the Korn Ferry 38 Competencies in various talent management processes:

1. Talent Assessment and Selection

Using competency-based interviews and assessments,

organizations identify candidates whose behaviors align with success profiles.

2. Leadership Development

Targeted development programs focus on strengthening specific competencies, such as strategic thinking or emotional intelligence.

3. Performance Management

Competencies serve as benchmarks for evaluating employee performance, providing clear expectations and feedback.

4. Succession Planning

Identifying high-potential individuals based on competency profiles ensures readiness for future leadership roles.

5. Organizational Culture Alignment

Embedding core competencies into HR policies reinforces desired behaviors and cultural values.

Strengths of the Korn Ferry 38 Competencies Framework

- Comprehensive Coverage: The extensive set of

competencies addresses a wide spectrum of behaviors essential for leadership and organizational success. - Research-Backed: Developed from extensive empirical research, ensuring relevance and applicability. - Customization: Organizations can prioritize or modify competencies based on their strategic needs. - Alignment: Facilitates consistent messaging across recruitment, development, and evaluation processes. - Global Relevance: Designed to be adaptable across different cultures and industries.

Limitations and Challenges

- Complexity: The sheer number of competencies can be overwhelming, requiring significant effort to implement effectively. - Subjectivity: Assessing behavioral competencies can be subjective, potentially affecting reliability. - Resource Intensive: Training and assessment processes demand time and investment. - Potential for Rigidness: Over-focus on competencies might stifle flexibility or creativity if not balanced properly. - Evolution Needs: Competencies may need regular updates to stay aligned with evolving organizational and industry trends.

Conclusion

The Korn Ferry 38 Competencies Definition provides a

robust, research-driven framework for understanding and developing leadership and organizational capabilities. Its detailed categorization and clear behavioral indicators enable organizations to make informed decisions in talent acquisition, development, and succession planning. While there are challenges related to complexity and implementation, the benefits of aligning individual behaviors with strategic objectives often outweigh the limitations. Ultimately, organizations that effectively leverage these competencies can cultivate a high-performance culture, foster leadership excellence, and achieve sustainable growth. As organizational landscapes continue to evolve, so too must the application and refinement of these competencies, ensuring they remain relevant and impactful. Note: For organizations considering the adoption or integration of the Korn Ferry 38 Competencies, it is advisable to complement this framework with tailored HR practices and ongoing training to maximize effectiveness and ensure alignment with organizational values and goals.

For many readers, encountering Korn Ferry 38 Competencies Definition is not always a planned event. Sometimes it begins with a question, a task, or a moment of curiosity that appears unexpectedly. Having the ability to access the material immediately changes how that curiosity is handled.

Instead of postponing learning, readers can respond in the moment. A single chapter may answer a pressing question, while another section sparks ideas that unfold gradually. This immediacy strengthens the connection between curiosity and understanding.

Reading no longer feels like a formal activity that requires preparation. It blends naturally into daily life—during quiet mornings, between responsibilities, or at the end of a long day. This flexibility encourages consistency without forcing rigid routines.

The structure of PDF books supports this rhythm well. Pages remain familiar each time they are opened. Headings guide attention, and visual elements help anchor ideas. Over time, readers develop an intuitive sense of where information is located.

Annotation tools turn reading into dialogue. Notes capture reactions, disagreements, and insights that emerge during reflection. These personal markers make returning to the text more meaningful, as the reader encounters their own evolving perspective.

Search functions simplify complex exploration. Instead of rereading entire sections, readers can locate specific ideas

efficiently. This practical advantage makes the book useful beyond initial reading, especially for reference and revision.

Trustworthy sources matter. Platforms that prioritize legality and accuracy create confidence in the material. Readers can focus fully on understanding without questioning reliability or safety.

Access without excessive cost opens doors. When financial pressure is removed, exploration becomes more adventurous. Readers feel free to explore unfamiliar topics, knowing that curiosity does not come with unnecessary risk.

Students benefit from this freedom. Learning extends beyond classrooms and deadlines. Concepts can be revisited calmly, reinforced through repetition, and connected across subjects without urgency.

Professionals approach Korn Ferry 38 Competencies Definition with a different lens. They seek relevance, clarity, and applicability. Being able to return to specific sections when challenges arise turns reading into a practical resource rather than a one-time activity.

Personal growth often happens quietly. Reading becomes a companion rather than an obligation. Ideas settle gradually,

influencing thinking and decision-making over time.

Accessibility features ensure broader participation. Adjustable displays and supportive reading tools help accommodate different needs, allowing more readers to engage comfortably.

Organization enhances continuity. Files remain available, categorized, and easy to retrieve. Progress is never lost, even when reading is paused for weeks or months.

The global nature of access adds another layer. Readers across different cultures encounter the same material, often interpreting it through unique experiences. This shared access strengthens collective understanding.

Revisiting familiar passages often reveals new insights. What once felt complex may later feel clear. Growth becomes visible through repeated engagement rather than rushed completion.

With Korn Ferry 38 Competencies Definition readily available, learning becomes less about finishing and more about returning. The book remains present, patient, and ready whenever attention shifts back.

This steady availability encourages a calmer relationship with knowledge. There is no pressure to absorb everything at once. Understanding unfolds naturally, shaped by time and reflection.

In this way, reading becomes less transactional and more personal. The value lies not only in information gained, but in the habit of thoughtful engagement that develops along the way.

Questions & Answers About korn ferry 38 competencies definition

No	Question	Answer
1	What is the Korn Ferry 38 Competencies framework?	The Korn Ferry 38 Competencies framework is a comprehensive set of behavioral skills and attributes used to assess and develop leadership and professional capabilities within organizations.
2	How are the Korn Ferry 38 Competencies used in talent management?	They are used to identify, measure, and develop key skills among employees, supporting recruitment, performance management, leadership development, and succession planning.

3	What are some examples of competencies included in the Korn Ferry 38 model?	Examples include strategic thinking, interpersonal skills, adaptability, influence, and results orientation.
4	How does understanding the Korn Ferry 38 Competencies benefit organizations?	It helps organizations align talent strategies with business goals, improve employee performance, and foster leadership development by focusing on critical behavioral skills.
5	Are the Korn Ferry 38 Competencies applicable across industries?	Yes, they are designed to be versatile and relevant across various industries and organizational levels, providing a standardized approach to competency assessment.
6	How can organizations implement the Korn Ferry 38 Competencies effectively?	Implementation involves integrating the competencies into HR processes such as hiring, training, coaching, and performance evaluations, along with providing clarity and consistent communication.
7	What distinguishes the Korn Ferry 38 Competencies from other competency models?	They are specifically developed based on extensive research of leadership behaviors and are tailored to align with Korn Ferry's talent management solutions, ensuring relevance and practicality.

8	Can the Korn Ferry 38 Competencies be customized for specific organizational needs?	Yes, organizations can adapt or emphasize certain competencies within the framework to better fit their unique culture, strategic priorities, and role requirements.

Korn Ferry, 38 competencies, leadership competencies, talent management, organizational effectiveness, competency framework, HR assessment, leadership development, talent acquisition, performance management, competency modeling

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Korn Ferry 38 Competencies Definition eBooks provide structured digital knowledge.

Core Discussion

Digital books help readers maintain productivity.

Practical Use

Korn Ferry 38 Competencies Definition eBooks support consistent study routines.

Conclusion

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Korn Ferry 38 Competencies Definition eBooks align with modern digital productivity systems.

Sharing and Collaboration

Sharing and collaboration are increasingly important aspects of how Korn Ferry 38 Competencies Definition is used in

modern digital environments. Whether for academic study, professional projects, or group learning, the ability to share content responsibly and collaborate effectively enhances understanding and productivity. However, it is essential that sharing practices always comply with legal and ethical standards, particularly regarding copyright and licensing.

When sharing Korn Ferry 38 Competencies Definition with peers, users should ensure that the copy being shared is legally permitted for distribution. Public domain works, open-access materials, or files explicitly licensed for sharing can be distributed freely. For paid or copyrighted editions, sharing should be limited to official links, publisher platforms, or access methods allowed by the license. Respecting copyright protects creators and ensures the continued availability of high-quality content.

Collaborative annotation is one of the most valuable features of digital documents. Using cloud-based PDF readers or note-sharing applications, multiple users can highlight text, add comments, and discuss specific sections of Korn Ferry 38 Competencies Definition in real time or asynchronously. This approach is particularly effective for study groups, research teams, and classroom environments, where shared insights deepen comprehension and encourage critical discussion.

Cloud platforms enable version consistency across collaborators. When everyone accesses the same file stored online, updates and annotations remain synchronized, reducing confusion and duplication. Clear communication about annotation conventions—such as color coding or labeling comments—further improves collaboration and keeps discussions organized.

Best practices for collaborative use

To ensure smooth collaboration, users should define roles and expectations in advance. Establishing guidelines for who can edit, comment, or view the document prevents accidental changes or conflicts. Regular reviews of shared annotations help maintain clarity and ensure that discussions remain focused and productive.

Finding Updates

Staying informed about updates to Korn Ferry 38 Competencies Definition is essential for users who rely on accurate and current information. Unlike printed books, digital editions can be revised and updated without requiring a full reprint. Publishers may release corrected versions, expanded content, or supplemental materials that enhance the value of the original work.

Checking official publisher websites is the most reliable way

to find updates. Publishers often announce new editions, revisions, or errata directly on their platforms. Subscribing to newsletters or update notifications ensures that users are alerted when new versions become available.

Digital marketplaces and eBook platforms may also provide update notifications. Some services automatically update purchased digital copies, while others allow users to download revised editions manually. Understanding how a particular platform handles updates helps users maintain the most current version of Korn Ferry 38 Competencies Definition.

In academic and professional contexts, using the latest edition is particularly important. Updated versions may include revised data, corrected errors, or new chapters that reflect recent developments. Relying on outdated information can lead to inaccuracies in research, teaching, or decision-making.

Managing multiple editions

When multiple editions of Korn Ferry 38 Competencies Definition are available, proper version management becomes crucial. Clearly labeling files with edition numbers or publication dates prevents confusion and ensures that references remain consistent. Archiving older versions

separately allows users to retain historical context without cluttering active working files.

Device Flexibility

One of the greatest advantages of digital Korn Ferry 38 Competencies Definition is device flexibility. Users can access content across a wide range of devices, including smartphones, tablets, laptops, desktops, and dedicated e-readers. This flexibility supports learning and productivity in various environments, from classrooms and offices to travel and home settings.

Mobile devices offer convenience and portability, making it easy to read Korn Ferry 38 Competencies Definition on the go. Tablets provide a larger screen for comfortable reading and annotation, while computers offer advanced tools for research, editing, and multitasking. Dedicated e-readers deliver a distraction-free experience with long battery life and eye-friendly displays.

Format compatibility plays a key role in device flexibility. PDFs are widely supported across platforms, ensuring consistent formatting. ePub formats adapt to different screen sizes and allow customizable text settings. If a device does not support a particular format, conversion tools can bridge the gap and enable access without sacrificing

usability.

Synchronizing progress across devices enhances continuity. Cloud-based reading apps often track bookmarks, highlights, and notes, allowing users to resume reading exactly where they left off. This seamless transition between devices improves efficiency and reduces friction in daily workflows.

Optimizing cross-device experiences

To maximize device flexibility, users should keep reading applications updated and ensure that files are properly synced. Testing Korn Ferry 38 Competencies Definition on multiple devices helps identify formatting or compatibility issues early, preventing disruptions during critical use.

Security and access control across devices

Accessing Korn Ferry 38 Competencies Definition on multiple devices also requires attention to security. Using secure accounts, strong passwords, and trusted networks protects files from unauthorized access. Logging out of shared or public devices prevents accidental exposure of personal or proprietary information.

Encryption and secure cloud storage further enhance protection. Many platforms offer built-in security features that safeguard files while allowing convenient access across

devices. Understanding and configuring these options helps balance accessibility with data protection.

Collaborative learning across platforms

Device flexibility supports collaboration by allowing participants to contribute using their preferred hardware. A student on a tablet, a researcher on a laptop, and a reviewer on a smartphone can all engage with Korn Ferry 38 Competencies Definition simultaneously. This inclusivity enhances participation and ensures that collaboration is not limited by device constraints.

Long-term usability and adaptability

As technology evolves, device flexibility ensures that Korn Ferry 38 Competencies Definition remains usable across new platforms and operating systems. Choosing widely supported formats and maintaining updated software extends the lifespan of digital content and protects long-term investments in learning and research materials.

Final thoughts on sharing, updates, and device flexibility of Korn Ferry 38 Competencies Definition

Effective sharing and collaboration, awareness of updates, and flexible device access significantly enhance the value of Korn Ferry 38 Competencies Definition. By sharing responsibly, collaborating thoughtfully, staying current with

revisions, and leveraging cross-device compatibility, users can fully integrate Korn Ferry 38 Competencies Definition into modern digital workflows. These practices support ethical use, accurate knowledge, and seamless access, making Korn Ferry 38 Competencies Definition a powerful resource for individual and collective growth.