



Agile.  
Transformative.  
Impactful and rare.

MEET THE ENTERPRISE LEADER







# New leadership for a new world

Organizations need a new type of leader.  
Why? Because as the world changes,  
the role has changed.

These leaders need to perform and transform, at the same time. Think about new outcomes other than profit. Respond to multiple stakeholders and deliver social and business value. Their influence needs to spread beyond the organization. They are catalysts, disrupting, reinventing across and beyond the whole ecosystem.

We call these people Enterprise Leaders, and they are extremely rare.

OUR RESEARCH SHOWS THAT LESS THAN  
**14% OF EXECUTIVES**  
COULD BE CONSIDERED ENTERPRISE LEADERS.

But they can be developed.

Executive Leaders can evolve into Enterprise Leaders with sophisticated assessment, development, coaching, mentoring, and stretch experiences. And there is no more challenging, critical, and strategic investment for organizations than accelerating that development.

This is where a development framework is vital.

# Our Enterprise Leadership framework

## How Enterprise Leaders are made

Grounded in science and rich, practical experience, Korn Ferry has developed a holistic approach to understanding, assessing, and developing Enterprise Leaders.

The framework stresses the growth and development of the whole person, focusing on what mindsets and strategic capabilities a leader needs to become an Enterprise Leader. And the extent to which they bring their humanity into the mix.



### IMPACT “THE WHAT”

**The starting point.** What are the strategic priorities to run the business and change the business? What sustainable value do leaders seek to create across all stakeholders within the ecosystem?

### MINDSETS “THE WHO”

The beliefs that can multiply or diminish the leader’s **capacity to grow** into an Enterprise Leader, and to pivot between perform and transform dynamics.

### CAPABILITIES “THE HOW”

The perform and transform capabilities drive **sustainable results** and create followership.

### PURPOSE “THE WHY”

The commitment the leader has to applying and growing their gifts to make a difference to the world and elevate performance for the enterprise and the ecosystem.

# The starting point

## What Enterprise Leaders set out to achieve

If the pandemic taught us anything, it's that societal and community needs cannot be ignored. We have torn down the traditional idea that profits and people don't mix in favor of more altruistic, empathetic approaches to business goals. This approach is delivering better outcomes for people and the bottom line.

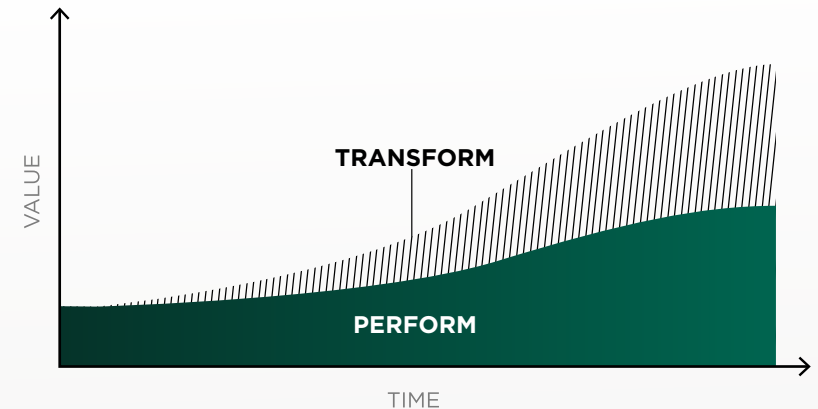
In the past, the spotlight for CEOs has often been more on financial performance and metrics. Enterprise Leaders start from a different perspective. They consider the type of impact they want to make, not just across the business but across the whole ecosystem. They think far and broadly and drive a purpose-fueled vision that goes beyond customers and competitors. Instead, they focus on what drives collective success.

Impact is viewed through the lens of perform and transform. It is not an either-or: perform now or build a sustainable vision for the future. For the Enterprise Leader, these must happen simultaneously.

The business needs to be optimal now while transforming the existing model to respond to evolving changes and disruptions in the marketplace. And this is also a delicate balance.

And it's worth it.

**ORGANIZATIONS RUN  
BY ENTERPRISE LEADERS  
GROW 6.7% FASTER  
THAN THE AVERAGE OF  
OTHER COMPANIES IN  
EBITDA GROWTH.**



Enterprise Leaders perform and transform simultaneously to create greater impact

### PERFORM

- Will a focus on this alone create the foundation for future success?
- Will the curve trend downward over time?
- What are the risks of staying the course?

### TRANSFORM

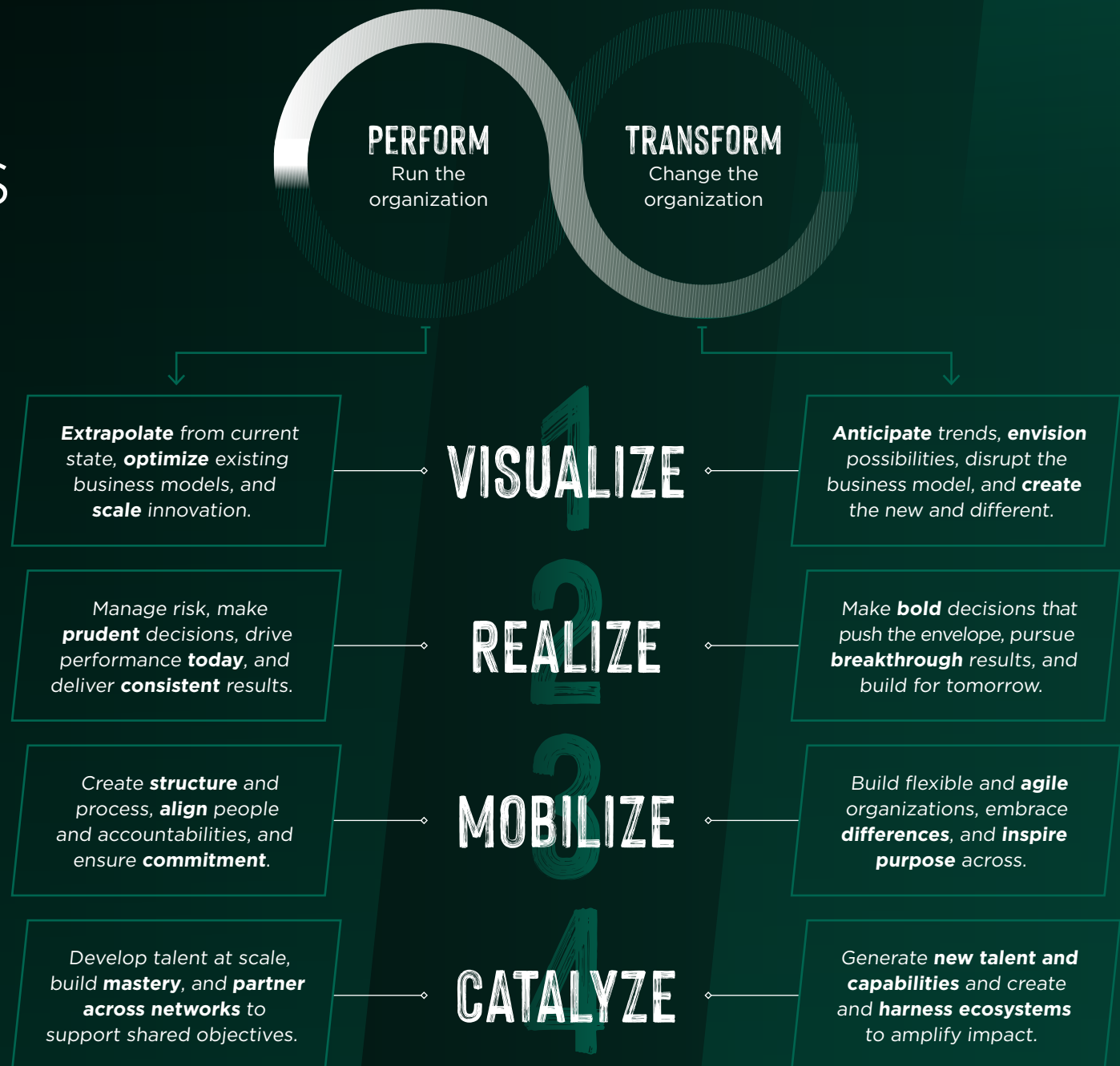
- What are the transform opportunities?
- What are the timings and pace?
- What are the risks?

# The four capabilities

## How Enterprise Leaders do it

Too often, definitions of Enterprise Leadership are simplistic and narrow.

Our research identifies capabilities that span all aspects of leadership. These help Enterprise Leaders to perform and transform with agility, creating new and innovative solutions. Solutions that the business needs to succeed now and in the future.





# The five mindsets

## How Enterprise Leaders think

Mindsets are foundational to a leader's capacity to grow as an Enterprise Leader and agility to pivot across the perform and transform capabilities.

# 1

### Purpose

The belief that Enterprise Leaders have a responsibility to transcend self to apply and grow their gifts to more powerfully give to others, the enterprise, and beyond.

# 2

### Courage across and beyond

The belief in the ability and responsibility to identify and address enterprise problems and opportunities, even when unpopular, fear-provoking, challenging, or outside a person's direct control.

# 3

### Awareness of self and impact

The belief that an Enterprise Leader's deep understanding of, and continuous learning about, themselves and their impact across the enterprise and ecosystem is foundational to maximize their impact across the enterprise.

# 4

### Inclusion that multiplies

The belief that an Enterprise Leader can multiply impact through connection and inclusion.

# 5

### Integrative thinking

The belief that situations and people need to be interpreted in their dynamic relationship to the enterprise and beyond, balancing the interaction of multiple tensions and generating creative resolutions that are more than the sum of parts.



# The transformative power of the Enterprise Leader

We believe Enterprise Leaders can help build better organizations and a better world. Organizations can't survive without them. Society needs them. It is they who must lead in a world emerging from crisis, a world of disruption and uncertainty. Where there are no clear pathways, no clear solutions, the Enterprise Leader visualizes, realizes, catalyzes, then mobilizes. They unite the entire ecosystem under a bold and inspiring purpose. Change hearts and minds to deliver on the promise of this purpose.

They do this by driving and empowering the organization to perform and transform simultaneously. Optimizing the business now and preparing it to respond to the evolving needs of customers, employees, and society.

So, are you ready to start developing your Enterprise Leaders?

“

We [will] need CEOs that are creative, transformative, and adaptive. We'll need CEOs that are capable not only to actually think but to execute.

#### **CEO AND FOUNDER**

Global digital staffing agency

”



## GET IN TOUCH

TO LEARN HOW WE CAN HELP YOU DEVELOP A PIPELINE OF ENTERPRISE LEADERS.

Contact us



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. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development, and Total Rewards.