

Driving Growth Through Agility

How the Most Admired Companies Make Size an Advantage

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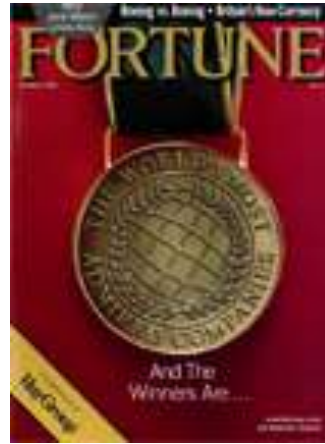


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World's Most Admired Companies (WMAC)



FORTUNE survey of World's Most Admired Companies

What is it?

- Annual rankings of reputation conducted by FORTUNE magazine and Korn Ferry since 1997
- Candidate companies:

FORTUNE 1,000
companies

Non-US Global 500
companies with revenues of
\$10 billion or more

- Companies rated both overall and relative to their industry peers by executives, directors, and analysts

680 companies
from **29** countries included

Industry rankings generated for
52 industries



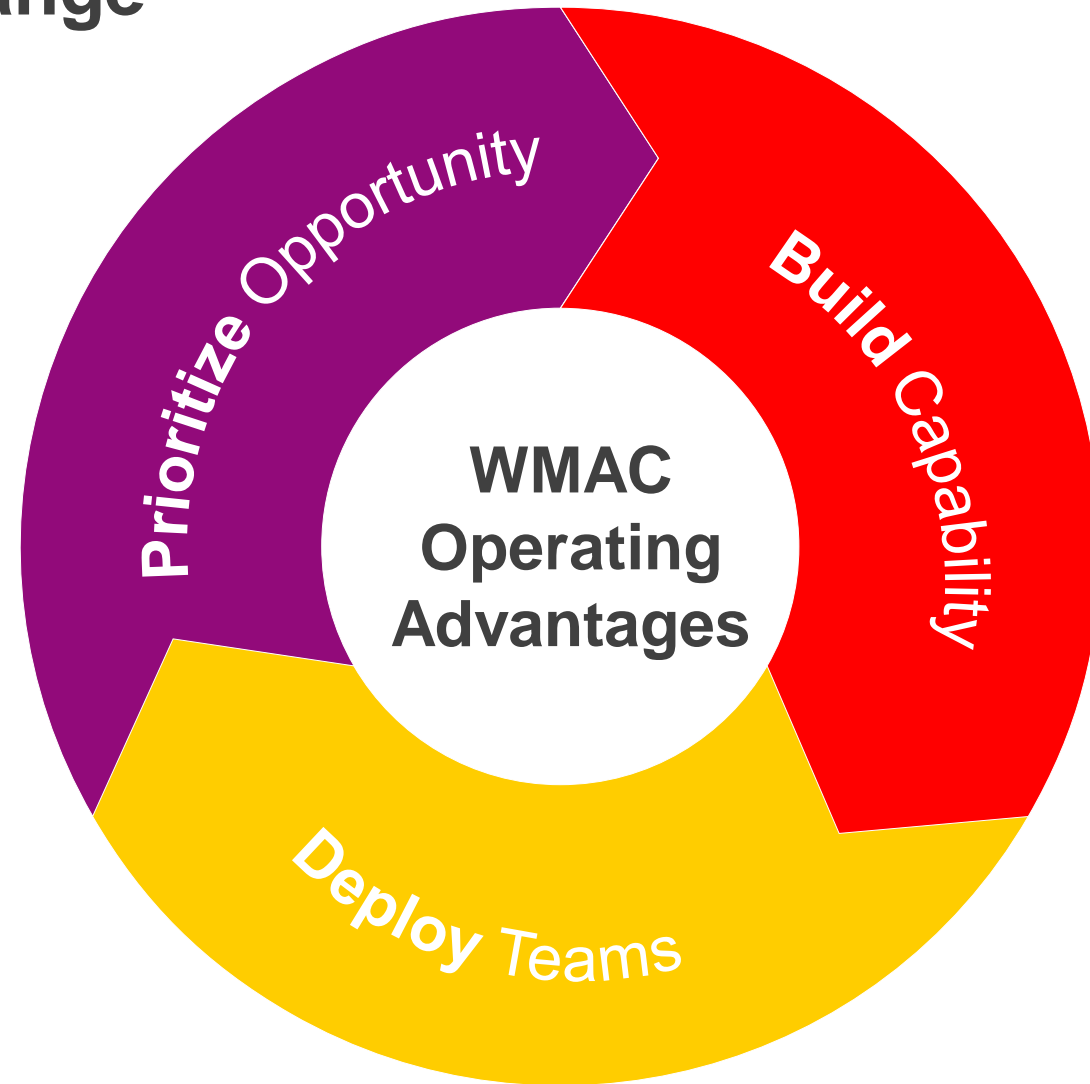
Strong Agreement on What Should Be Done

“What will be most critical to help your company become more agile?”



WMACs Are Built for Change

Employees at the World's Most Admired Companies report differentiated organizational capability in three areas that are critically important for managing change



WMACs Prioritize Opportunity

WMACs are better able to sense and sort opportunity



+12

Anticipate
Change

+15

Expect Priorities
to Shift

+18

Focus on
Reasonable Number
of Priorities

+18

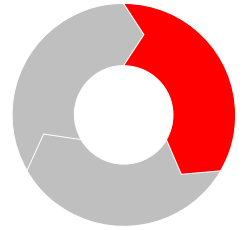
Consistently
Capture Next
Opportunity

*Percentage gap between the responses from WMAC firms and their peer companies.



WMACs Build Capability

WMACs are much more focused on identifying the skills they need to respond to market opportunities



+14

Understand Future
Capability Requirements

+19

Quick to Fill People
Capability Gaps

+9

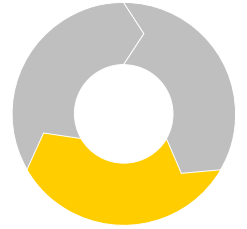
Shift Resourcing Toward
Promising Opportunity

*Percentage gap between the responses from WMAC firms and their peer companies.



WMACs Deploy Teams

WMACs work across silos much more effectively to assemble the right mix of skills for a particular assignment



+9

Leaders Sacrifice
Local Initiatives for
Enterprise Priorities

+11

Make Use of Cross
Functional Teams

+14

Value Expertise in
Team Formation

+9

Reward Team
Performance

*Percentage gap between the responses from WMAC firms and their peer companies.



Thank you

