



NBO Centre for Leadership Assessment Report

Atma Suria Binti Mokhtar

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NBOLeadership
Transforming Organisations through People

INTRODUCTION

In May 2023, EPF initiated the Talent Assessment Centre (TAC) 2.0, involving 120 Senior Managers (Grade D) and above. This was part of a strategic effort to build leadership bench strength and identify potential successors for critical roles. The continuation of this initiative, TAC 2.1, focuses on succession planning. A total of 27 Senior Managers have participated.

TAC2.1 has 3 components:

1. NBO Insight360° Feedback for Leaders
2. Thomas International's DISC
3. NBO Centre for Leadership Assessment (NBO.CLASS)

The NBO.CLASS is essentially a set of multiple review processes, where the participants took part in a variety of exercises, observed by a team of trained assessors. The exercises and activities were all conducted at the EPF HQ in Kwasa Damansara. Participants were evaluated against the EPF leadership competencies. This report details the strengths and areas of development that were noted during NBO.CLASS and recommendations for development are made by consolidating the results of the various exercises.

Participants were reviewed against the nine EPF competencies during the development centre and measured at the **Advanced** level. A brief description of each is listed below.

EPF Behavioural and Leadership Competency Model

Cluster	Competency	Competency Definition
Envision	Holistic Thinking	Identify, understand and use the right information from various perspectives to analyse situations logically and holistically in making decisions or resolving issues .
	Agile Mindset	Be open-minded , having a growth mindset and adapt to changing work environment to remain relevant.
	Know Your Customer	Demonstrate understanding of internal and external customers' needs and wants to develop and deliver quality products, services, solutions and experience which meet their expectations.
Engage	Engage with Empathy	Appreciate and understand the perspective of others by putting oneself in others' shoes in order to connect and respond appropriately.
	Purposeful Partnership	Create and maintain collaborative and productive relationships to achieve organisation purpose and goals.
	Speak Up	Be confident to speak up, share opinions and exchange ideas effectively.
Execute	Courage to Act	Courageous to experiment , be proactive and persistent in taking action, based on calculated risks.
	Keep Up-to-date	Be in touch with the latest development in the industry and recognise opportunities to support the organisations' objectives.
	Lifelong Learning	Be curious , invest time in the personal and professional development of self and others through continuous learning , reskilling and upskilling .

The detailed description of each of the nine competencies measured at the Advanced level follows:

ENVISION at ADVANCED Level		
Holistic Thinking	Agile Mindset	Know Your Customer
<ol style="list-style-type: none"> 1. Manage teams resources to collate information from multiple sources. 2. Examine issues and ideas, considering the pros and cons for decision making. 3. Consider multiple scenarios in analysing and addressing an opportunity/ issue. 4. Leverage on own and others' relevant experience and insights to make decisions. 5. Identify new possibilities to address current business issues. 	<ol style="list-style-type: none"> 1. Willing and able to learn from past experiences , and actively apply / adapt the learnings to current work situation. 2. Assess effectiveness and constantly update plans to adapt to different situations. 3. Ensure change plans are executed effectively in a timely manner. 4. Provide coaching to help others adapt and be more versatile. 	<ol style="list-style-type: none"> 1. Analyse trends and broader Customers' needs and wants to generate insights on their behavior and continuously improve on products, services, solutions and/or experience. 2. Review and determine cross functional initiatives in sync with Customers' needs and wants. 3. Assess effectiveness of initiatives and provide feedback and recommendations to Management.

ENGAGE at ADVANCED Level		
Engage with Empathy	Purposeful Partnership	Speak Up
<ol style="list-style-type: none"> 1. Empathise in a way that motivates one to take action to help others in the work environment. 2. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space. 3. Share similar experiences that may be adapted to their work circumstances. 	<ol style="list-style-type: none"> 1. Nurture high priority relationships with internal and external stakeholders within own area of expertise. 2. Leverage network to gather market data. 3. Effectively manage and resolve conflict to achieve mutually agreeable outcomes. 4. Demonstrate commitment to team success by being inclusive and facilitating team collaboration. 	<ol style="list-style-type: none"> 1. aAdjust communication style based on situation or audience (small group) to appeal to their interest. 2. Facilitate open dialogues that are honest and objective by encouraging others to express their viewpoints. 3. Facilitate discussions with various views to converge and achieve a common objective. 4. Encourage constructive feedback and be objective in addressing disagreements.

EXECUTE at ADVANCED Level		
Courage to Act	Keep Up-to-Date	Lifelong Learning
<ol style="list-style-type: none"> 1. Explore and adopt innovative approaches to increase team's performance through changing work policies, model and structure. 2. Drive implementation with persistence to deliver results despite obstacles. 3. Encourage and value innovative ideas and suggestions from others. 4. Tolerate failures and give space for self and team members to take risks and learn from mistakes. 	<ol style="list-style-type: none"> 1. Keep up to date with relevant best practices and industry trends. 2. Leverage on best practices and industry trends and turn it into an action plan. 3. Offer guidance to others on how to understand relevant trends. 4. Create opportunities for the team to be in touch by having external exposure from related industries. 5. Share and align others to the business objectives and industry advancements. 	<ol style="list-style-type: none"> 1. Invest resources to continuously enhance skillsets that can be applied to one's function. 2. Known as an internal expert for their knowledge and experience. 3. Purposefully manage career development and professional growth of team members. 4. Inspire others to learn by regularly pursuing new knowledge and/or skills. 5. Make effort to teach / coach / mentor team members. 6. Nurtures an environment that supports coaching and honest performance feedback.

A summary of the activities conducted during NBO.CLASS are as follows:

No.	Activity	Description
1	Role Play	Role play activity between the participant and a subordinate on differences of approach to a marketing campaign.
2	Think	Think on your feet activity where participant delivers a talk to new team on the importance of a strong talent pool.
3	Business Case	Presentation of a strategic plan to launch and operate an independent chain of coffee shops in Malaysia.
4	Group	Group discussion involving stakeholder management and execution of a plan to build a BKK-KUL high speed train.
5	Leadership Q	Written responses on a Leadership Questionnaire to highlight competency based responses by the participant.

SCORING STANDARD USED

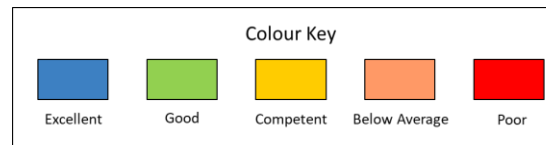
Score	Rating	Description
1	Poor	The participant's performance falls significantly below expectations. They demonstrate a lack of understanding, competence, or skill in the assessed area. Improvement is required in multiple aspects, and their performance is deemed unsatisfactory.
2	Below Average	The participant's performance is below the expected level. They show some understanding, competence, or skill but with notable gaps or inconsistencies. Areas requiring improvement are evident, and their performance is considered below satisfactory.
3	Competent	The participant's performance meets the expected level. They demonstrate a satisfactory level of understanding, competence, or skill in the assessed area. While there may be room for improvement in certain aspects, overall, they perform adequately and meet the minimum requirements.
4	Good	The participant's performance exceeds the expected level. They display a strong understanding, competence, or skill in the assessed area. Their performance showcases notable strengths and effectiveness, with only minor areas for improvement identified.
5	Excellent	The participant's performance significantly surpasses expectations. They exhibit an exceptional level of understanding, competence, or skill in the assessed area. Their performance is consistently high, with outstanding qualities, creative problem-solving abilities, and exemplary execution.

SUMMARY OF SCORES

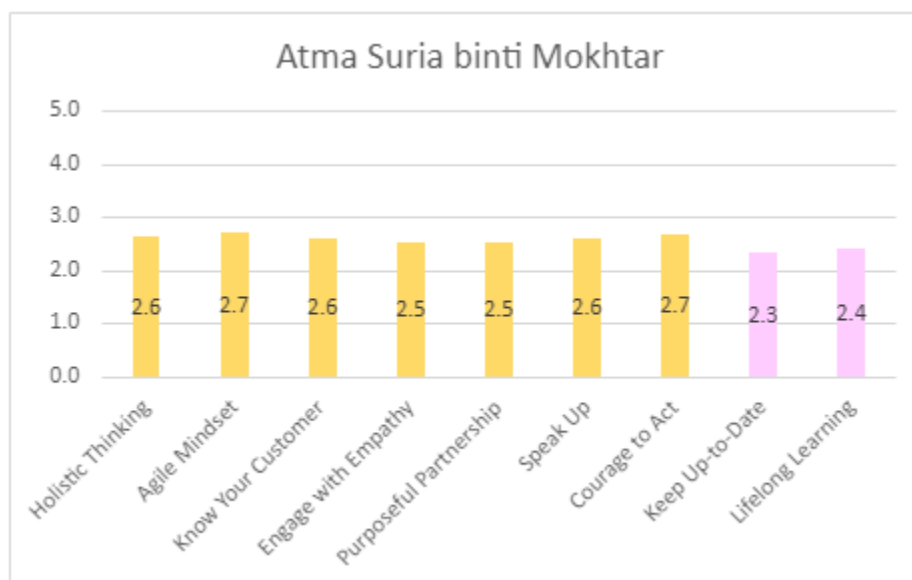
Participant Name	Atma Suria Binti Mokhtar
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NBO.CLASS Assessment Results

NBO.CLASS	Holistic Thinking	Agile Mindset	Know Your Customer	Engage with Empathy	Purposeful Partnership	Speak Up	Courage to Act	Keep Up-to-Date	Lifelong Learning	OVERALL AVE
1. ROLE PLAY	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.0	2.0	2.4
2. THINK	2.5	2.5	2.5	2.5	3.0	2.5	2.5	2.5	3.0	2.6
3. BUSINESS CASE	3.0	2.5	2.5	2.0	2.0	2.5	2.5	2.5	2.5	2.4
4. GROUP ACTIVITY	2.5	3.0	2.5	2.5	2.5	2.5	3.0	2.0	2.0	2.5
5. LEADERSHIP Q	2.5	3.0	3.0	3.0	2.5	3.0	3.0	2.5	2.5	2.8
OVERALL WTD SCORE	2.6	2.7	2.6	2.5	2.5	2.6	2.7	2.3	2.4	2.6



SUMMARY OBSERVATIONS AND RECOMMENDATIONS



Summary

Atma Suria Binti Mokhtar's (Atma) displayed a mixed performance across the competencies assessed. Her strongest performance is in the Envision cluster where she demonstrated goal-focused thinking and a solid understanding of the strategic aspects of her role, particularly in maintaining business direction. However, she showed resistance to changes in group settings and did not explore alternative ideas or perspectives deeply enough. While she understands her target audience, her ability to, for example, appreciate or analyse customer needs and incorporate financial insights in presentations requires further development. In the Engage cluster, in one-on-one interactions, Atma showed empathy and care for individual team members. However, her group engagement was less effective as she was often reserved and hesitant to share ideas, missing opportunities to fully collaborate and lead. Her communication lacked the energy and persuasiveness needed to inspire her team members, indicating a need for improvement in public speaking, interpersonal understanding and influence. Finally, in the Execute cluster, Atma showed courageous decision-making and persistence, particularly in setting timelines and staying firm in her actions. She showed awareness of industry trends but struggled to integrate this knowledge into her decision-making. Additionally, while Atma values her own continuous learning and development, she has limited engagement in coaching or mentoring others.

Strengths

1. **Holistic Thinking:** Atma's ability to lead with strategic planning and evaluate long-term goals showed significant strength as shared in the Leadership Q.
2. **Agility in Adaptation:** In the Leadership Q, she indicated resilience and adaptability by managing the challenges of transitioning roles and managing diverse teams.
3. **Empathy in One-on-One Engagement:** In the Role Play, her empathetic approach, though inconsistent, showed promise when addressing individual team member's concerns.

Areas for Development

1. Holistic Analysis: Needs to enhance her ability to critically assess ideas from different perspectives before making decisions, rather than solely focusing on immediate goals based on her own understanding.
2. Communication and Energy: Speaking up with more energy, confidence, and persuasiveness will help her influence others more effectively. Understanding tasks fully before embarking on delivery is recommended to help clarify her thoughts with a degree of certainty.
3. Collaboration and Support: Encouraging collaboration by offering concrete solutions and providing stronger support to team members when faced with challenges will strengthen her partnerships.

Recommendations

1. Training in Emotional Intelligence: Developing empathy and emotional intelligence, especially in group settings, to foster stronger connections with team members.
2. Executive Coaching on Public Speaking: Coaching to help improve her influence with specific audiences and communication particularly to larger groups will be beneficial.
3. Strategic Learning Initiatives: Regularly updating herself and her team on industry trends and incorporating new knowledge into organizational strategies will enhance her execution capabilities.

STRENGTHS AND AREAS OF IMPROVEMENT BY COMPETENCY

HOLISTIC THINKING

STRENGTHS

1. Atma remains focused on her goals and objectives, ensuring that she stays on course with the overall vision of a project, as seen in the Leadership Q, where she was persistent in resubmitting proposals to achieve the best outcome.

AREAS OF IMPROVEMENT

1. She tends to agree with subordinates' ideas without fully exploring or understanding the details. During the Role Play, she did not sufficiently investigate her subordinate's proposal, which limited her ability to make well-rounded decisions.

AGILE MINDSET

STRENGTHS

1. In the Leadership Q, Atma highlighted adaptability when transitioning from managing a smaller team to overseeing a larger unit, showing commitment to understanding the processes and prioritizing tasks.

AREAS OF IMPROVEMENT

1. She showed resistance to proposed changes in the Role Play, appearing frustrated when challenged by her subordinate's new ideas, which suggests a need for greater openness to differing perspectives.

KNOW YOUR CUSTOMER

STRENGTHS

1. She displayed awareness of generational differences eg., Millennials, Gen Z and their needs, particularly in the Business Case where she discussed target demographics for her coffee shop concept.

AREAS OF IMPROVEMENT

1. Atma struggled to provide detailed financial or customer analysis in several activities, such as in the Business Case and Group Activity, where she did not express her understanding of stakeholder needs and/or customer dynamics effectively.

ENGAGE WITH EMPATHY

STRENGTHS

1. In one-on-one settings, Atma showed empathy, such as during the Role Play where she reassured her stressed subordinate about his workload and offered encouragement for his development.

AREAS OF IMPROVEMENT

1. In group settings, her empathy was less evident. During the Group discussion, she was hesitant and reserved in contributing her thoughts, limiting her ability to fully connect with the team and contribute to the overall objective.

PURPOSEFUL PARTNERSHIP

STRENGTHS

1. Atma encouraged her team to develop proposals and work collaboratively, as seen when she tasked her subordinate to revise a proposal while being aware of potential challenges from management during the Role Play.

AREAS OF IMPROVEMENT

1. Although She warned her subordinate about challenges, she did not offer enough practical support or collaborative solutions during the Role Play interaction. During the Group Activity, she appeared reluctant to engage fully with her colleagues on key issues and decisions needed. In this context, improving her agility, increasing her assertiveness in communication, and aggressively seeking to collaborate more effectively with her peers and subordinates will unlock potential opportunities for learning and growth.

SPEAK UP

STRENGTHS

1. In some scenarios, such as during the Business Case, Atma gave candid responses and shared her thoughts, showing that she can communicate openly when needed.

AREAS OF IMPROVEMENT

1. She needs to be more energetic and persuasive in public speaking. During the Role Play and Group Activity, her communication lacked enthusiasm and influence, resulting in less impactful leadership presence.

COURAGE TO ACT

STRENGTHS

1. Atma showed strong action orientation and persistence, as seen in the Role Play, where she firmly handled timelines and task completions.

AREAS OF IMPROVEMENT

1. In collaborative environments, she sometimes lacked assertiveness. For example, in the Group Activity, her courage waned as she hesitated to fully participate in the discussion and engage her peers when encouragement was not forthcoming.

KEEP UP-TO-DATE

STRENGTHS

1. Atma displayed awareness of trends like sustainability and ESG, as well as social media use, which she mentioned in the Business Case.

AREAS OF IMPROVEMENT

1. She needs to integrate this knowledge more effectively into her actions and decisions, as there was little evidence of proactive application of these insights in her overall leadership performance.

LIFELONG LEARNING

STRENGTHS

1. Atma is committed to personal development and frequently participates in new projects to gain experience. This was highlighted as an ongoing ambition in the Leadership Q.

AREAS OF IMPROVEMENT

1. She needs to focus more on the continuous development of others. While she is open to learning, there was limited evidence of her proactively coaching or mentoring her team members or sharing her knowledge in most of the activities.