

## Relationship with Leader(s)

Before we proceed, please describe your relationship(s) with the leader(s) you are rating.

D1	D2	D3	D4	D5
___	___	___	___	___

1. How long have you known this leader?

2. I am aware of this leader's expertise.

3. I seek information from this leader.

4. This leader seeks information from me.

5. This leader and I disclose personal things to each other.

6. This leader and I help each other for work.

# Instructions

1. There are 5 sections in this survey:

- A. In-Situ Map
- B. Unit Culture Map
- C. Stakeholder Management Map
- D. Self-Management Map
- E. General

2. Read each statement and decide how best it describes the leader(s) you are rating.

3. Use the full range of rating options from 1 to 10. No one is average or good at everything. We expect that you will have some 1's and 10's in your responses.

4. If you cannot observe certain behaviors, select the option 'Don't Know' (U). Use this option sparingly as it affects the quality of information that the leader(s) will receive.

5. Your honest response is important to the leader(s) and to DSO. Your individual responses will be anonymous and strictly confidential.

## Section A:

### In-Situ Map

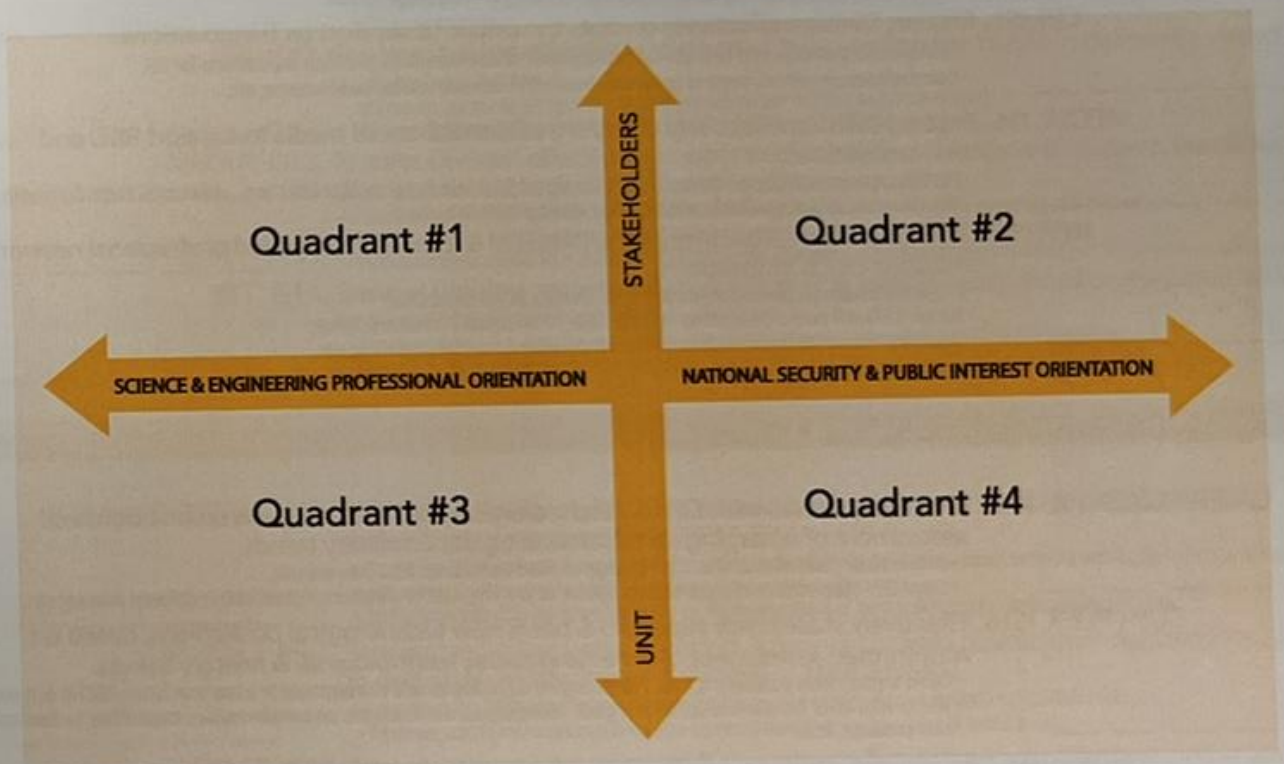
# Legend

POH	Political Office Holders
MINDEF / SAF	Ministry of Defence / Singapore Armed Forces
WOG	Whole-of-Government
R&D Ecosystem	DSO's Research Partners (e.g., industries, research institutes, and IHLs)
CBI	Citizens, Businesses, and Special Interest Groups
MEDIA	Traditional (print, TV, radio) and Social Media
INT	International
CHIEF EXECUTIVE	DSO's Chief Executive
SUP	Director's superiors
PEER	Director's peers within the agency
STAFF	Director's subordinates
SYSTEM	The Division's systems, processes, and routines
DIGITAL CAPABILITIES	The Division's digital capabilities

## Section A: In-Situ Map

In-Situ leadership competencies are role-based and reflect the leader's specific job as a Director in DSO.

These competencies highlight 2 polarities that compete for the leader's attention in day-to-day leadership:





As a Director in DSO, he/she ...

**POH IS1.** Ensures Division effectively shares with POH new tech possibilities, based on an informed assessment of emerging social, technological, & military trends.  
• Translates new technological trends & explains implications on SG's future technology capabilities and long-term development plans;  
• Seeds ideas on infancy tech and research capabilities to invest in; etc.

**MINDEF/SAF IS2.** Ensures Division effectively shares with MINDEF new tech possibilities, based on an informed assessment of emerging social, technological, & military trends.  
• Translates new technological trends & explains implications on SAF's future technology capabilities and long-term development plans;  
• Drives experimentation or research on emerging tech with MINDEF/SAF to maintain SG's secret-edge in defence science and technology; etc.

**WOG IS3.** Ensures Division proactively drives cross-agency technological research & innovations that adhere to professional ethos and standards.  
• Initiates future-focused strategic conversations on tech capabilities (e.g., seeds ideas for national R&D agenda);  
• Works with WOG to develop SG's technological capabilities & technical competencies (e.g., through cross-postings, ops-tech workshops/experimentations);  
• Drives WOG collaborations on dual-use tech innovations; etc.

**R&D ECOSYSTEM IS4.** Ensures Division effectively works with partners in the R&D ecosystem (e.g., industries, research institutes, IHLs) for disruptive tech innovations.  
• Partners with experts for R&D and new product development;  
• Builds R&D capabilities in DSO & partners through long-term partnerships; etc.

**CBI IS5.** Ensures Division effectively co-opts the public to support tech innovations.  
• Educates the public on new tech trends/professional values/standards and their implications for SG;  
• Gains mindshare with students to grow their interest in defence-related tech/science; etc.

**MEDIA IS6.** Ensures Division effectively co-opts traditional & social media to support R&D and tech innovations.  
• Partners media to create mindshare for DSO to attract R&D talent and collaborators (e.g., showcases depth & breadth of innovations in defence technology while ensuring ops-security); etc.

**INT IS7.** Ensures Division proactively contributes to & leverages on global professional networks to support tech innovations.  
• Forges international collaborations to stay at frontier of the tech curve;  
• Sustains SG soft power by profiling leading-edge innovations in defence science;  
• Leads & participates in global communities-of-practice & standards-setting; etc.

## SCIENCE & ENGINEERING PROFESSIONAL ORIENTATION

**CHIEF EXECUTIVE IS15.** Effectively shares with CE new technological possibilities, based on an informed assessment of emerging social, technological, & military trends.  
• Understands political priorities and strategic context from CE for R&D innovations;  
• Gains CE's support for emerging technologies that can augment or transform future R&D in defence science; etc.

**SUP+PEER IS16.** Effectively shares with superiors & peers new technological possibilities, based on an informed assessment of emerging social, technological, & military trends.  
• Gains support from superiors & peers for emerging technologies that can augment or transform future R&D in defence science;  
• Works with other Divisions to build synergistic technologies and leverages on complementary capabilities to develop new products; etc.

**STAFF IS17.** Effectively attracts & retains top profession-ready talent to drive R&D innovations in specialized areas.  
• Fills headcount with profession-ready 'bodies' (e.g., sets up a system to identify future talent; actively sources for talent through org initiatives and personal networks);  
• Grows staff's capabilities and prevents professional/technological obsolescence; etc.

**SYSTEM IS18.** Ensures Division effectively builds systems & culture to foster innovation.  
• Creates & maintains systems, structures, & roles to promote professionally-sound technological innovations (e.g., knowledge mgt systems to curate, retain, and share knowledge);  
• Drives norms of innovation – i) crowdsources ideas; ii) connects ideas to solutions; iii) design thinking with end-users; & iv) masters idea execution (e.g., think big, start small and fast);  
• Builds processes to test ideas in a highly disciplined way (i.e., designs experiments to uncover flaws in ideas; sets clear criteria whether to proceed with, revise, or 'kill' an idea; sustains routines to learn from failures); etc.

**DIGITAL CAPABILITIES IS19.** Ensures Division effectively uses digital & other technologies to drive disruptive innovations.  
• Explores tech megatrends for R&D innovations (digital tech – e.g., data analytics, IoT, and blockchain; physical tech – e.g., 3D printing, advanced robotics, and new materials; biological tech – e.g., synthetic biology, bioprinting, and neurotechnology);  
• Guards against ethical risks associated with use of technology;  
• Equips staff with requisite skills, methodology, processes, and tools in emerging areas for R&D innovations (e.g., AI stack, DevSecOps Stack); etc.



POH IS8. Ensures Division effectively aligns with POH's strategic intent in the delivery of technological solutions for SG's national security and public interest.

- Presents viable options & recommendations of tech solutions to meet national security needs, based on professional assessments of tradeoffs, risks, & unintended consequences.
- Staffs & updates POH on delivery or implementation of tech solutions for national security; etc.

MINDEF/SAF IS9. Ensures Division effectively aligns with MINDEF's national security policy intent.

- Aligns Division's tech & system roadmaps with MINDEF/SAF's strategies and plans;
- Facilitates ops-tech engagements at all levels between Division and MINDEF/SAF to identify, deliver, and assess effectiveness of end-to-end solutions; etc.

WOG IS10. Ensures Division effectively works with other agencies to deliver sound professional services as One Trusted Public Service.

- Educates and learns from other agencies on professional standards/ methodologies to create viable and socially responsible solutions for SG;
- Drives cross-agency projects to deliver customized solutions that are not available commercially, based on Division's professional expertise and a "do-no-harm" ethos; etc.

R&D ECOSYSTEM IS11. Ensures Division effectively works with partners in the R&D ecosystem (e.g., industries, research institutes, IHLs) to deliver end-to-end solutions for national security.

- Implements robust systems for partner identification & selection and oversight of quality of products/services, while ensuring ops-security;
- Builds long-term relationships with vendors to ensure a robust supply chain;
- Ensures Division's professional competencies are not eroded by co-designing & co-delivering technological solutions with partners; etc.

CBI IS12. Ensures Division effectively instils trust by co-opting the public in delivering sound professional services.

- Addresses concerns on how tech solutions will affect citizens and businesses;
- Manages national crises involving DSO professionally and with authority; etc.

MEDIA IS13. Ensures Division effectively co-opts traditional & social media to support the delivery of sound technological solutions for national security.

- Partners with media to showcase defence technology for deterrence, while ensuring ops-security;
- Profiles DSO as trusted partner & tech leader in solutioning for national priorities; etc.
- Works with the media to ensure timely & accurate reporting of crises/lapses in delivery of technological solutions; etc.

INT IS14. Ensures Division proactively contributes to & leverages on global professional networks to support national security.

- Monitors defence technological solutions in other nations and benchmarks DSO's technology;
- Gains access to technology, infrastructure, talent, and materials to meet SAF's operational needs; etc.

## NATIONAL SECURITY & PUBLIC INTEREST ORIENTATION

CHIEF EXECUTIVE IS20. Strategizes & aligns with CE to uphold professional standards in delivering technological solutions to MINDEF/SAF.

- Presents viable options & recommendations of tech solutions to meet national security needs, based on professional assessments of tradeoffs, risks, & unintended consequences;
- Staffs & updates CE on timely delivery or implementation of tech solutions for national security; etc.

SUP+PEER IS21. Strategizes & aligns with superiors & peers to uphold professional standards/quality in delivering technological solutions to MINDEF/SAF.

- Leverages on DSO-wide technical expertise to deliver cutting-edge solutions to MINDEF/SAF;
- Reviews programs/solutions & course-corrects based on rapid cycles of testing; etc.

STAFF IS22. Secures resources, empowers & supports staff to deliver sound technological solutions for national security.

- Socializes staff to the SAF & defence community culture to deliver viable and sound technological services (e.g., encourages ops-tech integration to understand and anticipate SAF's needs).
- Provides operational oversight and guides staff to meet the complex demands of the SAF and related stakeholders (e.g., manages competing demands of quality, speed, & stewardship of taxpayers' money); etc.

SYSTEM IS23. Ensures Division effectively builds systems & culture to deliver sound technological solutions for MINDEF/SAF.

- Weeds out legacy systems & processes that impede efficiency & innovation without compromising safety and security;
- Builds high-performance culture & systems (e.g., risk mgt, quality monitoring, knowledge mgt);
- Creates & maintains routines for program reviews to ensure projects are on track and on target; etc.

DIGITAL CAPABILITIES IS24. Ensures Division effectively uses digital and other technologies to enhance delivery of solutions to MINDEF/SAF.

- Exploits tech megatrends to enhance delivery of solutions (digital tech – e.g., data analytics, IoT, and blockchain; physical tech – e.g., 3D printing, advanced robotics, and new materials; biological tech – e.g., synthetic biology, bioprinting, and neurotechnology);
- Equips staff with requisite skills, methodology, processes, and tools in emerging areas to deliver solutions more efficiently and effectively;
- Contributes to DSO digital infrastructure-building projects to support digital-technology enhanced solutions; etc.



## Section A: In-Situ Map

Items IS25 - IS34

are negative behaviors that may derail a leader's effectiveness in managing external stakeholders and Unit to uphold professional interest and public interest orientation.

Please note that higher ratings indicate more negative behaviors.

As a Director in DSO, he/she ...

- IS25. Tends to second-guess superiors, rather than check with them directly.
- IS26. Is a 'yes-man' - does what the boss wants (e.g., backs down easily when challenged; is unwilling to push for alternative ideas).
- IS27. Prioritises pet projects over collaborative projects (e.g., directs attention to own projects; says, "not my problem" to others' projects).
- IS28. Is overly guarded in sharing information and R&D due to security concerns.
- IS29. Fails to prioritize, resulting in over-commitment of manpower.
- IS30. Pays little attention to operational details (e.g., does not keep pulse on ops; knows little of the ground situation and constraints faced by staff).
- IS31. Acts too fast before understanding the context and organizational goal.
- IS32. Lacks appreciation of complexities of projects in other Divisions (e.g., "What is so difficult about this?").
- IS33. Turf-guards (e.g., keeps resources within one's Division; operates in silos instead of adopting a whole-of-DSO approach).
- IS34. Cultivates a 'not-invented-here' syndrome (e.g., prefers building own capabilities than leveraging on solutions or capabilities from elsewhere).



## Section B:

### Unit Culture Map

## Section B: Unit Culture Map

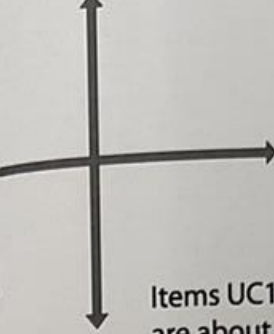
Items UC1 - UC12

are about the Director's effectiveness in managing staff and systems in his/her Division for performance and development.

As a Director in DSO, he/she ...

- UC1. Creates a shared vision for the Division and translates to staff the strategic intent of senior management so that all agree on what success looks like.
- UC2. Finds the right mix of people and empowers them to achieve Division success.
- UC3. Upholds morale and inspires commitment and dedication, especially in stressful situations.
- UC4. Upholds the reputation of being results-oriented – i.e., manages others' actions to get things done.
- UC5. Develops deep digital and technical expertise in staff.
- UC6. Gives a lot more constructive and timely feedback than negative feedback to staff.
- UC7. Mentors staff in their careers (e.g., provides stretch assignments; identifies postings for career advancement or better job fit; etc.).
- UC8. Grooms staff for leadership and raises their visibility to senior management.
- UC9. Removes outdated practices and simplifies work processes in the Division.
- UC10. Leverages new tools and technologies to increase the Division's productivity (e.g., uses process tools for process re-engineering; augment with technology).
- UC11. Consistently improves work space and design for productivity (e.g., reduces crowding and noise level; ensures thermal comfort, good lighting and air flow; etc.).
- UC12. Upholds both ethical and technical standards of excellence (e.g., monitors Division performance; conducts spot checks; enforces cyber hygiene and data/systems security; etc.).





## Section B: Unit Culture Map

Items UC13 - UC16

are about the Director's effectiveness in managing staff and systems in his/her Division for performance and development.

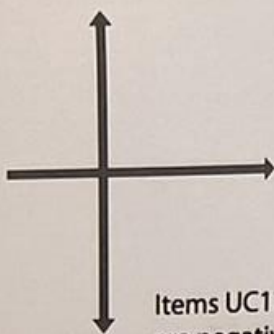
As a Director in DSO, he/she ...

UC13. Manages transitions and leadership succession really well.

UC14. Builds a 'psychologically safe' learning culture that supports seeking and giving feedback.

UC15. Builds a culture that embraces creative tension, innovation, and change.

UC16. Enforces sound knowledge management practices – i.e., to capture, store, and share the Division's information.



## Section B: Unit Culture Map

Items UC17 - UC24

are negative behaviors that may derail a leader's effectiveness in managing staff and system for performance and development.

Please note that higher ratings indicate more negative behaviors.

As a Director in DSO, he/she ...

UC17. Micromanages staff instead of empowering them.

UC18. Fails to delegate effectively (e.g., does not give clear instructions; keeps shifting objectives and directions).

UC19. Tends to be rough to staff (e.g., throws staff under the bus when things go wrong; is impatient with staff; places unreasonable demands on staff; insists on outdated & inefficient processes for the sake of familiarity).

UC20. Does not provide staff with feedback on their performance.

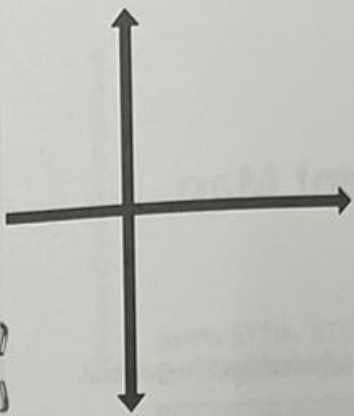
UC21. Scolds staff when things go wrong rather than guides them to solve problems.

UC22. Takes credit for staff's work and undermines their contributions.

UC23. Shows favoritism and/or judgment towards certain staff (e.g., favors 'star' players; marks down staff due to poor past performance).

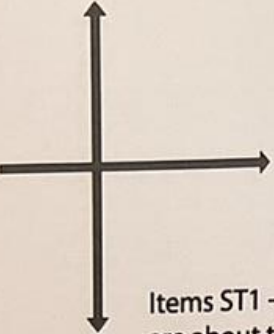
UC24. 'Talent hogs' – is unwilling to release staff for development or deployment.





## Section C:

# Stakeholder Management Map



## Section C: Stakeholder Management Map

Items ST1 - ST9

are about the Director's effectiveness in building social capital and managing stakeholders in general.

As a Director in DSO, he/she ...

ST1. Maintains wide social networks – i.e., knows many and diverse stakeholders.

ST2. Invests in strong social capital – i.e., can count on his/her networks when help is needed.

ST3. Shows cultural intelligence when working with different agencies – i.e., is aware of values, norms, practices, and resources that can impede or facilitate working together.

ST4. Negotiates well and manages conflict with tact.

ST5. Collaborates proactively (i.e., jointly owns shared goals), rather than just cooperates (i.e., does only his/her share).

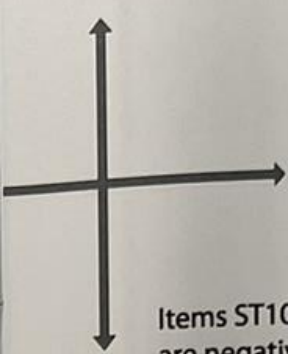
ST6. Understands audience and builds rapport.

ST7. Persuades and convinces others by appealing to reason and emotions.

ST8. Actively profiles the Division to relevant stakeholders (e.g., shares the Division's strategic purpose, directions, and projects to key stakeholders).

ST9. Upholds the reputation of DSO and the Public Service.





## Section C: Stakeholder Management Map

Items ST10 - ST13

are negative behaviors that may derail a leader's effectiveness in communicating with and managing stakeholders in general.

Please note that higher ratings indicate more negative behaviors.

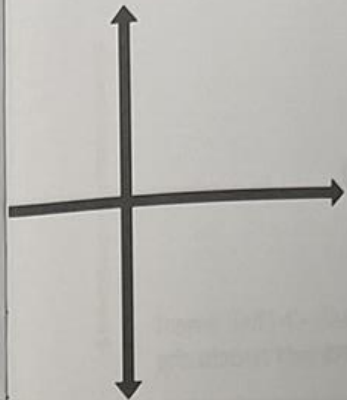
As a Director in DSO, he/she ...

ST10. Finds it difficult to influence without formal authority.

ST11. Is unable to articulate his/her meaning, especially on complex or difficult issues.

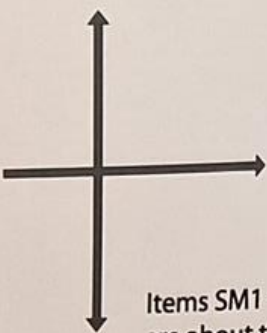
ST12. Shies away from difficult conversations – does not want to be seen as the bad guy.

ST13. Argues for the sake of winning, rather than embracing alternative viewpoints.



## Section D: Self-Management Map





## Section D: Self-Management Map

Items SM1 - SM13

are about the Director's effectiveness in managing oneself for peak performance.

As a Director in DSO, he/she ...

- SM1. Displays moral courage – i.e., voices a clear professional opinion, even if it is unpopular.
- SM2. Has the mindset that 'the buck stops here' in getting problems solved – i.e., owns the problem.
- SM3. Takes initiative to solve problems rather than simply says, "It is beyond my pay or job grade".
- SM4. Steps up to lead when no one wants to.
- SM5. Feels a sense of gratitude to be a DSO/public sector leader, rather than a sense of entitlement.
- SM6. Upholds, through actions, the core values of DSO and the Public Service.
- SM7. Undertakes novel and difficult assignments where he/she can learn new skills.
- SM8. Chooses challenging assignments that he/she can learn from.
- SM9. Shows personal mastery – i.e., sets goals and works towards achieving them.
- SM10. Is self-aware – i.e., knows and works with his/her strengths and weaknesses.
- SM11. Engages in continuous updating to prevent professional/technological obsolescence in digital and other megatrends.
- SM12. Undertakes assignments that can prove his/her leadership abilities to others.
- SM13. Goes for assignments that can profile his/her leadership strengths.



## Section D: Self-Management Map

Items SM14 - SM25

are about the Director's effectiveness in managing oneself for peak performance.

As a Director in DSO, he/she ...

- SM14. Sustains clear, rational, and ethical judgment and decision-making, even under pressure.
- SM15. Applies systems thinking – i.e., grasps complex relationships amongst systems in the larger context.
- SM16. Uses both head and heart to analyze and solve problems – i.e., uses both critical thinking and empathic thinking.
- SM17. Completes his/her leadership assignments well.
- SM18. Ensures he/she accomplishes his/her leadership roles and responsibilities consistently.
- SM19. Puts people at ease (e.g., shows empathy and care).
- SM20. Remains calm when things go wrong – i.e., focuses on solving the problem rather than getting angry.
- SM21. Sees his/her own contribution to conflicts or misunderstandings, rather than just blaming others.
- SM22. Exercises regularly, despite a heavy workload.
- SM23. Eats healthily even if it is inconvenient to make or find healthy food.
- SM24. Engages in deliberate rest (e.g., meditation, hobbies).
- SM25. Sleeps well, despite stressful work demands.

## Section D: Self-Management Map

Items SM26 - SM37

are negative behaviors that may derail a leader's effectiveness in managing oneself for peak performance.

Please note that higher ratings indicate more negative behaviors.

As a Director in DSO, he/she ...

SM26. Avoids situations at work where he/she might perform poorly as a leader.

SM27. Avoids taking on new leadership roles if there is a chance that he/she would appear incompetent.

SM28. Is indecisive.

SM29. Displays 'not strategic' thinking (e.g., no big picture, unable to plan long-term for changes and sticks to status quo).

SM30. Acts a 'knows-it-all' - self-opiniated; dismisses people's ideas & contributions rather than pauses to check on potential blind spots.

SM31. Relies on tried-and-tested ways.

SM32. Lacks action and follow-through (e.g., complains instead of finding solutions; says "I will look into it" but does not follow up).

SM33. Fire-fights daily and procrastinates on deep and important work.

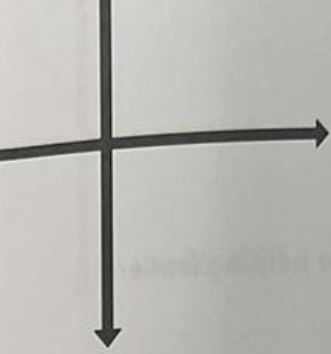
SM34. Withholds the truth for fear of repercussions.

SM35. 'Ticks the box' - make-do to satisfy minimum requirement or expectations.

SM36. Is not bold enough (e.g., relies on tried-and-tested ways; skewed towards ideas that one is confident in executing rather than game-changing ideas for fear of failure ).

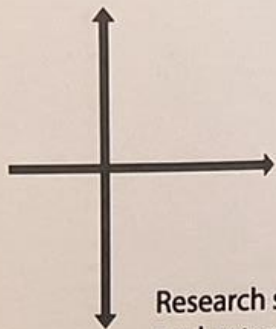
SM37. Kicks the can down the road - i.e., puts off dealing with difficult issues or is not willing to make decisions without complete information.





## Section E:

### General



## Section E: General

Research shows that sharing qualitative observations is a Best Practice for helping leaders understand their leadership strengths.

In the spaces below, pen comments or words of appreciation that you would like to share with the leader(s). Sharing should be specific to be useful.

Your response in this section will also be anonymous.

Leader (D1)

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Leader (D2)

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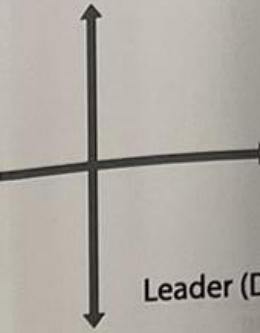
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## Section E: General

Leader (D3)

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Leader (D4)

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Leader (D5)

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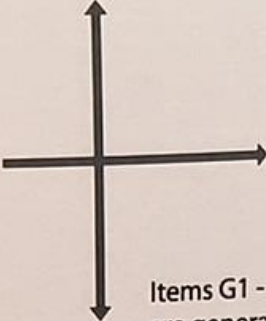
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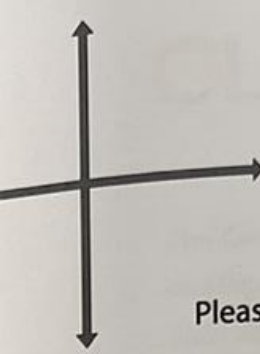
## Section E: General

Items G1 - G10

are general aspects of leadership. Responses to these items will not be shared with the Director(s) you are rating.

As a Director in DSO, he/she ...

- G1. Aligns well with and has full support of supervisors.
- G2. Proactively learns and shares new knowledge, even with supervisors and the Chief Executive.
- G3. Makes the work of the Division visible to key stakeholders.
- G4. Sustains high levels of employee engagement.
- G5. Inspires a strong sense of belonging and pride in the Division.
- G6. Promotes a strong feedback and development culture.
- G7. Is a leader whom people trust and respect.
- G8. Makes staff realize they have power to effect change, by giving them control over resources for their work and the right to make decisions.
- G9. Is a master influencer within and beyond DSO, both in face-to-face and in virtual communication.
- G10. Is an effective leader overall.



Please describe yourself by filling in the blanks

1. Today's Date (dd/mm): \_\_\_\_\_ / \_\_\_\_\_ / 2022
2. Gender: \_\_\_\_ Male \_\_\_\_ Female
3. Race: \_\_\_\_ Chinese \_\_\_\_ Malay \_\_\_\_ Indian \_\_\_\_ Others (please specify) \_\_\_\_\_
4. Age (as of 1<sup>st</sup> Jan 2022): \_\_\_\_\_ Years
5. Years in DSO: \_\_\_\_\_ Years
6. Years in Current Appointment: \_\_\_\_\_ Years
7. Educational Qualifications: Discipline of Study  
(Tick all that apply) (e.g., Biomedical Sciences, Computer & Information Systems, Engineering, etc.)
  - \_\_\_\_ Doctor of Philosophy \_\_\_\_\_
  - \_\_\_\_ Master's degree \_\_\_\_\_
  - \_\_\_\_ Bachelor's degree \_\_\_\_\_
  - \_\_\_\_ Diploma \_\_\_\_\_
  - \_\_\_\_ Others \_\_\_\_\_