



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

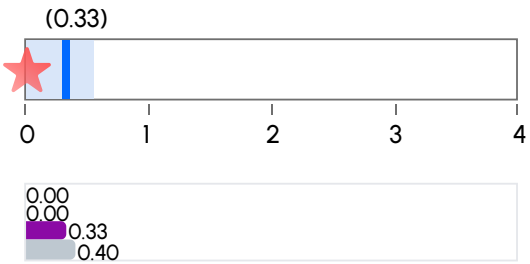
Strengths

These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.



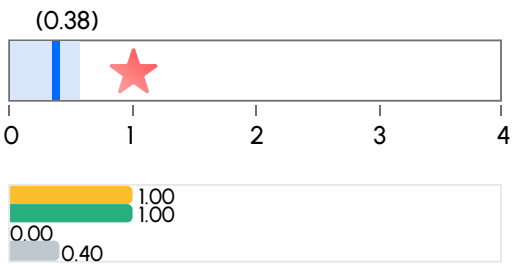
ENGAGE WITH EMPATHY

Q15. Share similar experiences that may be adapted to their work circumstances.



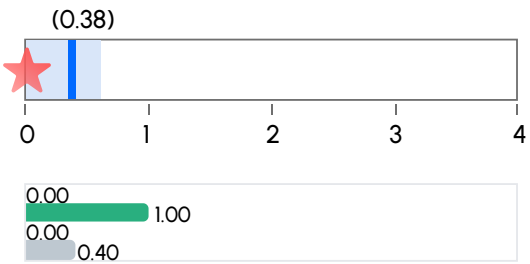
HOLISTIC THINKING

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.



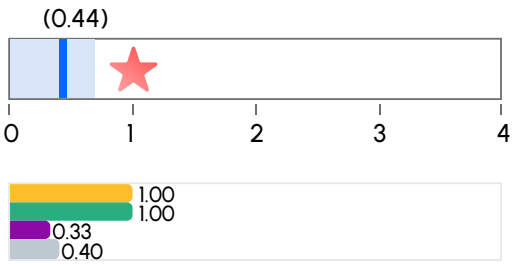
AGILE MINDSET

Q6. Ensure change plans are executed effectively and in a timely manner.



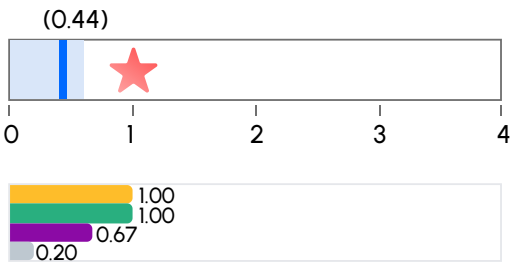
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



HOLISTIC THINKING

Q4. Manage teams' resources to collate information from multiple sources.



STRENGTHS AND DEVELOPMENT NEEDS

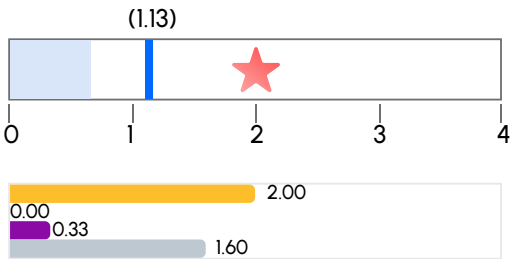
Development Needs

These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.



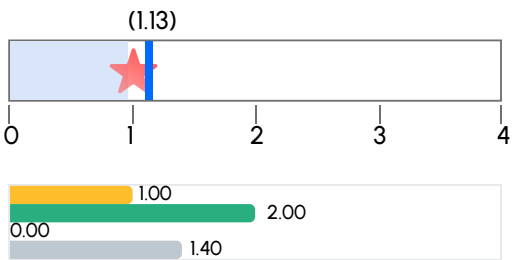
KEEP UP-TO-DATE

Q33. Create opportunities for the team to be in touch by having external exposure from related industries



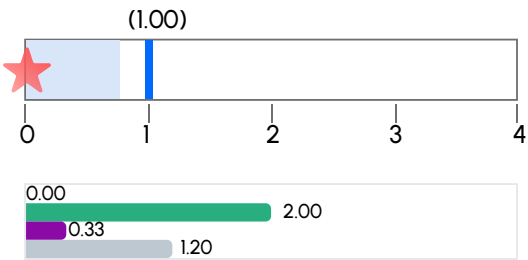
LIFELONG LEARNING

Q36. Purposefully manage career development and professional growth of team members.



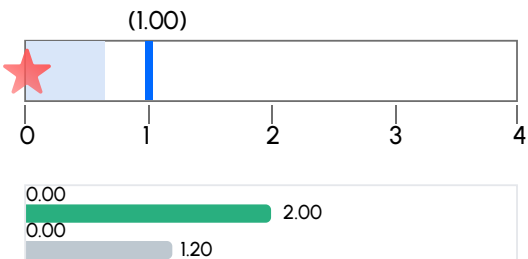
ENGAGE WITH EMPATHY

Q13. Empathise in a way that motivates one to take action to help others in the work environment.



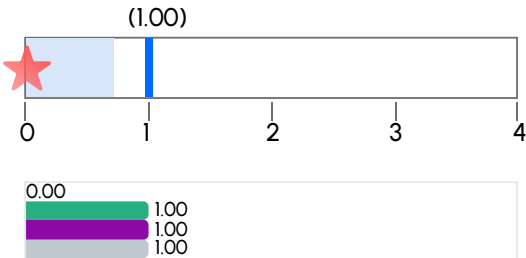
ENGAGE WITH EMPATHY

Q16. Empathise whilst balancing the need of individuals and the business.

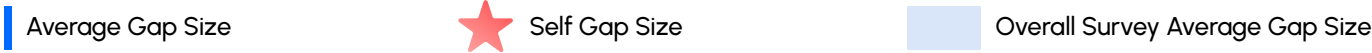


SPEAK UP

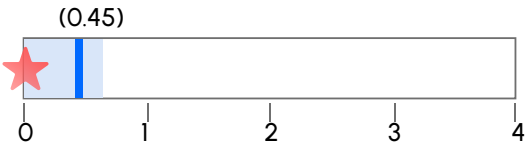
Q23. Encourage constructive feedback and be objective in addressing disagreements.



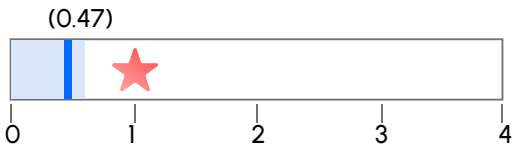
COMPETENCIES REPORT IN ASCENDING ORDER



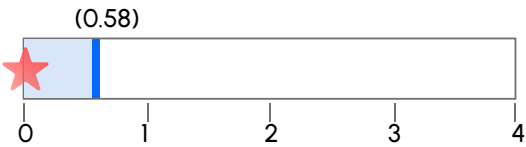
AGILE MINDSET



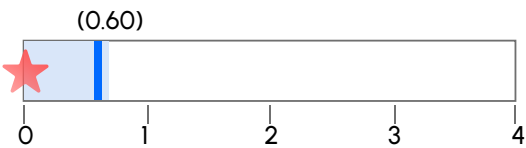
HOLISTIC THINKING



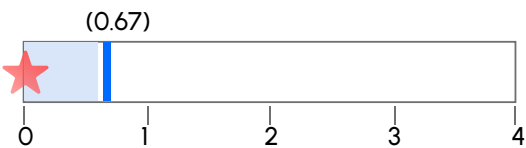
PURPOSEFUL PARTNERSHIP



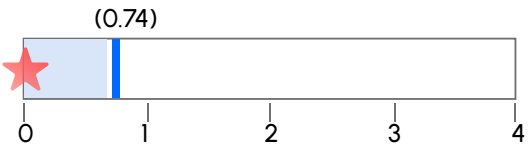
KNOW YOUR CUSTOMER



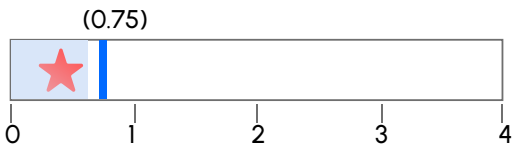
COURAGE TO ACT



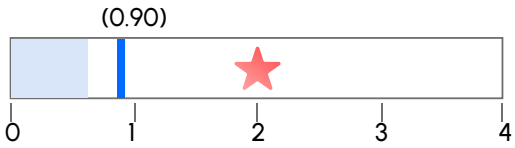
ENGAGE WITH EMPATHY



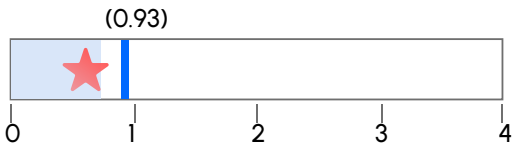
SPEAK UP



KEEP UP-TO-DATE



LIFELONG LEARNING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

Q1. Leverage on own and others' relevant experience and insights to make decisions.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.80	-	2	2	1	-	-

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.40	-	3	2	-	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

Q4. Manage teams' resources to collate information from multiple sources.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.20	-	4	1	-	-	-

Agile Mindset

Q5. Assess the effectiveness and constantly update plans to adapt to different situations.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.40	-	4	-	1	-	-

Q6. Ensure change plans are executed effectively and in a timely manner.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.40	-	4	-	1	-	-

Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.40	-	4	-	1	-	-

Q8. Provide coaching to help others adapt and be more versatile.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Know Your Customer

Q9. Analyse trends and Customers’ needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Q11. Review and determine cross-functional initiatives in sync with Customers’ needs and wants.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	0.60	-	4	-	-	1	-

Q12. Promote a Customer-centric culture by role modeling the behavior.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	1.00	-	3	1	-	-	1

Engage With Empathy

Q13. Empathise in a way that motivates one to take action to help others in the work environment.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	1.20	-	3	-	1	-	1

Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.80	-	3	1	-	1	-

Q15. Share similar experiences that may be adapted to their work circumstances.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.40	-	4	-	1	-	-

Q16. Empathise whilst balancing the need of individuals and the business.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	1.20	-	2	2	-	-	1

Purposeful Partnership

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.80	-	3	1	-	1	-

Q18. Leverage one’s network and connection to gather market data.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.60	-	4	-	-	1	-

Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.80	-	3	1	-	1	-

Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.40	-	4	-	1	-	-

Speak Up

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	1.00	-	2	2	-	1	-

Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	1.00	-	1	3	1	-	-

Q23. Encourage constructive feedback and be objective in addressing disagreements.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.00	-	1	3	1	-	-

Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Q25. Facilitate discussions with various views to converge and achieve a common objective.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Courage To Act

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	1.20	-	2	2	-	-	1

Q27. Drive implementation with persistence to deliver results despite obstacles.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Q28. Encourage and value innovative ideas and suggestions from others.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	1.00	-	2	2	-	1	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Q30. Give space for self and team members to take risks and learn from mistakes.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	1.20	-	2	1	1	1	-

Keep Up-to-date

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	1.20	-	2	2	-	-	1

Q32. Offer guidance to others on how to understand relevant trends and industry advancements.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.80	-	3	1	-	1	-

Q33. Create opportunities for the team to be in touch by having external exposure from related industries	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	2.00	-	-	-	1	-	-
	Peers	0.33	-	2	1	-	-	-
	Subordinates	1.60	-	2	-	2	-	1

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	2.00	-	-	-	1	-	-
	Peers	0.00	-	2	-	-	-	-
	Subordinates	1.20	-	3	-	1	-	1

Lifelong Learning

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	0.00	-	2	-	-	-	-
	Subordinates	1.00	-	3	1	-	-	1

Q36. Purposefully manage career development and professional growth of team members.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	0.00	-	2	-	-	-	-
	Subordinates	1.40	-	2	1	1	-	1

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Peers	0.50	-	1	1	-	-	-
	Subordinates	1.20	-	2	1	1	1	-

Q38. Make effort to teach / coach/ mentor team members.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	0.00	-	1	-	-	-	-
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	0.33	-	2	1	-	-	-
	Subordinates	0.60	-	3	1	1	-	-

Q39. Nurture an environment that supports coaching and honest performance feedback.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	0.00	-	1	-	-	-	-
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	0.33	-	2	1	-	-	-
	Subordinates	1.20	-	2	2	-	-	1

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

This list shows the practices arranged by Average Gap Size in ascending order.

Q15. Share similar experiences that may be adapted to their work circumstances.	0.33
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.38
Q6. Ensure change plans are executed effectively and in a timely manner.	0.38
Q3. Identify new possibilities to address current business issues.	0.44
Q4. Manage teams' resources to collate information from multiple sources.	0.44
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.44
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.44
Q29. Maintain focus to deliver the chosen strategy.	0.44
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.50
Q8. Provide coaching to help others adapt and be more versatile.	0.50
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.50
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.50
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.56
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.56

Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.57
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.57
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.63
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.63
Q18. Leverage one's network and connection to gather market data.	0.63
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.63
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.63
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.67
Q28. Encourage and value innovative ideas and suggestions from others.	0.67
Q38. Make effort to teach / coach/ mentor team members.	0.67
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.75
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.78
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.86
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.88
Q30. Give space for self and team members to take risks and learn from mistakes.	0.88
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.88

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.89
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.00
Q16. Empathise whilst balancing the need of individuals and the business.	1.00
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.00
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.00
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.00
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.00
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.13
Q36. Purposefully manage career development and professional growth of team members.	1.13

QUALITATIVE FEEDBACK

What do you perceive as the 2 top strengths of this participant and how has the participant demonstrated them in the workplace?

- No Comment
- i have never work with this peers and above answer is just based on observation.
- Ability to coach and guide her team members - has seen her helping out the team with her vast knowledge Considered as subject matter expert, willingness to share the knowledge
- She is knowledgeable and dedicated to her job.
- 1. KPI Oriented & 2. Close monitoring
- 1) Proactive 2) Assertive
- (1) Resourceful / facilitative person. (2) Sounds confident in verbal communication.
- 1) wants others to excel; 2) willing to coach others.

What are the 2 areas that the participant can develop to make him or her more effective in the organisation?

- No Comment.
- be more agile
- 1. Encouraged to manage her resources in a more efficient and effective manner 2. To be more open when handling / managing disagreements / conflicts
- She can improve on sharing more knowledge and information with the team members and the audit clients to assist them to work better and to explore collaboration initiatives across departments within EPF.
- 1. Enhance degree of trust to subordinates; and 2. Change cap from SAF Unit 1 to SAF
- 1) Try to be fair to everyone and reduce favoritism 2) Practice democratic style of lea

- (i) Treat (motivate) & reward all team members equally without any personal bias / prejudice to achieve business objective.
 - (ii) To sharpen leadership skill especially in managing peoples growth & exploring new way of delivering business.
-
- 1) able to negotiate better with others; 2) able to communicate better with subordinates.

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

These practices were identified by your Immediate Supervisor as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

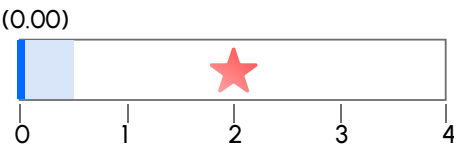
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

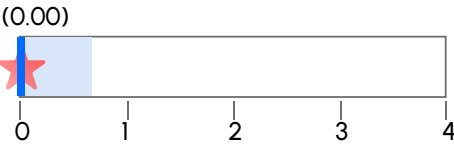
KEEP UP-TO-DATE

Q33. Create opportunities for the team to be in touch by having external exposure from related industries



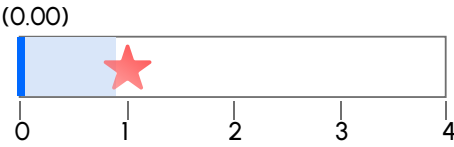
ENGAGE WITH EMPATHY

Q15. Share similar experiences that may be adapted to their work circumstances.



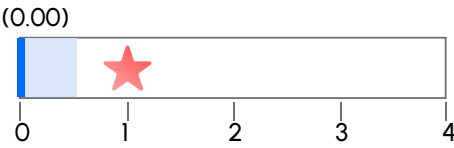
LIFELONG LEARNING

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



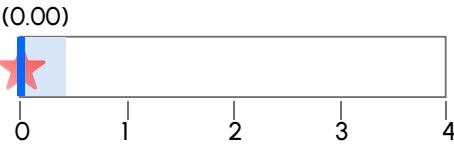
SPEAK UP

Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

These practices were identified by your Immediate Supervisor as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

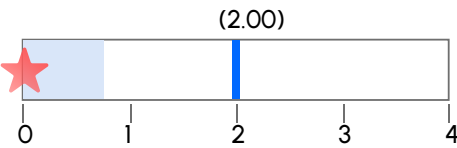
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

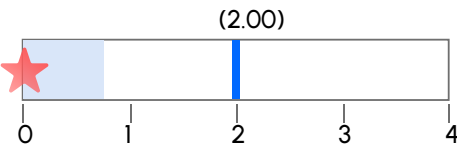
ENGAGE WITH EMPATHY

Q13. Empathise in a way that motivates one to take action to help others in the work environment.



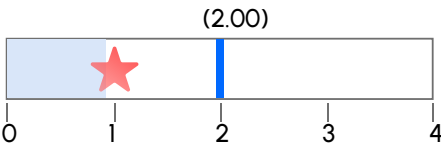
SPEAK UP

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



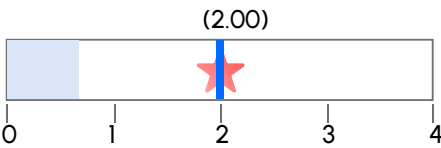
LIFELONG LEARNING

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



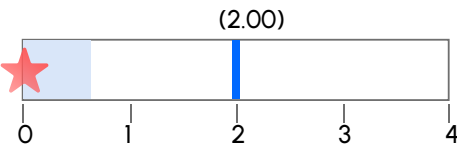
KEEP UP-TO-DATE

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



AGILE MINDSET

Q5. Assess the effectiveness and constantly update plans to adapt to different situations.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

These practices were identified by your Peers as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

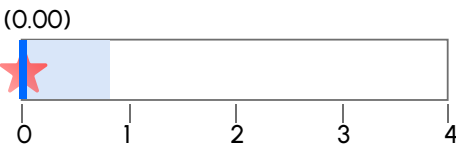
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

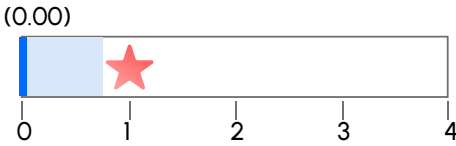
KNOW YOUR CUSTOMER

Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



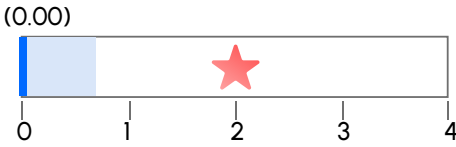
LIFELONG LEARNING

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



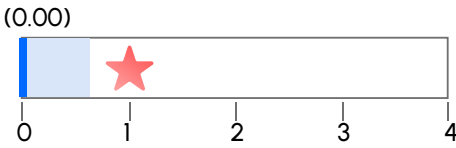
KEEP UP-TO-DATE

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



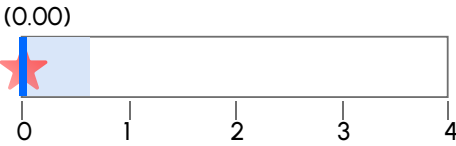
HOLISTIC THINKING

Q1. Leverage on own and others' relevant experience and insights to make decisions.



PURPOSEFUL PARTNERSHIP

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Development Needs

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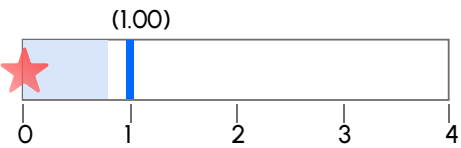
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

SPEAK UP

Q23. Encourage constructive feedback and be objective in addressing disagreements.



SPEAK UP

Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



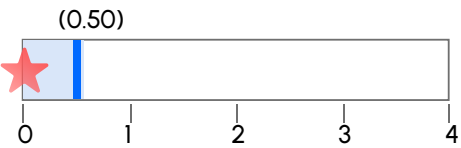
HOLISTIC THINKING

Q4. Manage teams' resources to collate information from multiple sources.



PURPOSEFUL PARTNERSHIP

Q18. Leverage one's network and connection to gather market data.



LIFELONG LEARNING

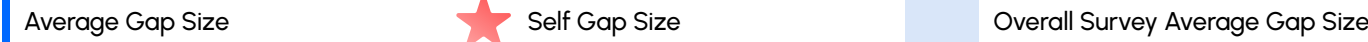
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

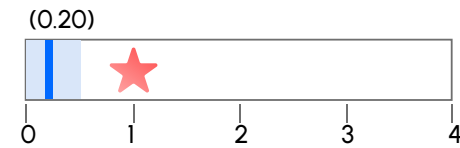
Strengths

These practices were identified by your Subordinates as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.



HOLISTIC THINKING

Q4. Manage teams’ resources to collate information from multiple sources.



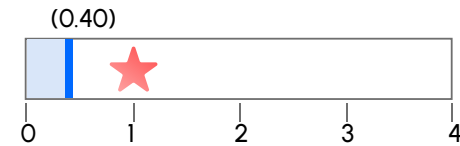
AGILE MINDSET

Q5. Assess the effectiveness and constantly update plans to adapt to different situations.



HOLISTIC THINKING

Q2. Examine issues and ideas, considering multiple scenarios and their’ pros and con in decision-making.



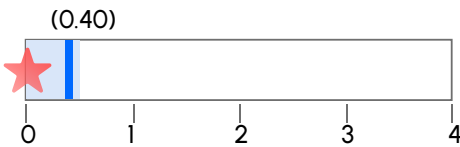
AGILE MINDSET

Q6. Ensure change plans are executed effectively and in a timely manner.



ENGAGE WITH EMPATHY

Q15. Share similar experiences that may be adapted to their work circumstances.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

These practices were identified by your Subordinates as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

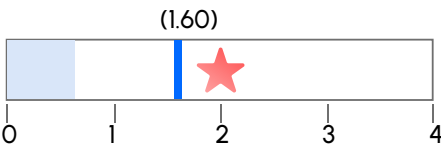
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

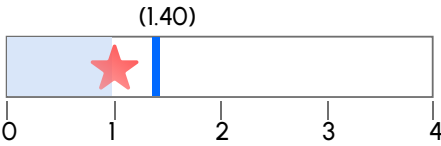
KEEP UP-TO-DATE

Q33. Create opportunities for the team to be in touch by having external exposure from related industries



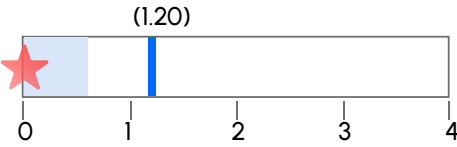
LIFELONG LEARNING

Q36. Purposefully manage career development and professional growth of team members.



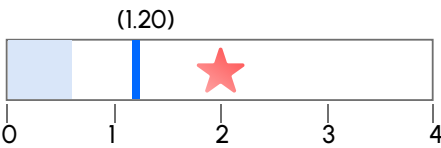
ENGAGE WITH EMPATHY

Q13. Empathise in a way that motivates one to take action to help others in the work environment.



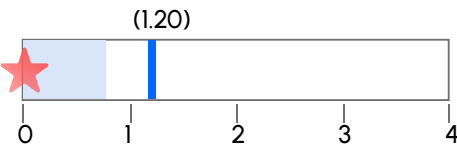
KEEP UP-TO-DATE

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



COURAGE TO ACT

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

Q1. Leverage on own and others' relevant experience and insights to make decisions.



Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.



Q3. Identify new possibilities to address current business issues.



Q4. Manage teams' resources to collate information from multiple sources.



AGILE MINDSET

Self Gap Size Average Gap Size

Q5. Assess the effectiveness and constantly update plans to adapt to different situations.



Q6. Ensure change plans are executed effectively and in a timely manner.



Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.



Q8. Provide coaching to help others adapt and be more versatile.



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

Q9. Analyse trends and Customers’ needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.



Q11. Review and determine cross-functional initiatives in sync with Customers’ needs and wants.



Q12. Promote a Customer-centric culture by role modeling the behavior.



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

Q13. Empathise in a way that motivates one to take action to help others in the work environment.



Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.



Q15. Share similar experiences that may be adapted to their work circumstances.



Q16. Empathise whilst balancing the need of individuals and the business.



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



Q18. Leverage one's network and connection to gather market data.



Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.



Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



SPEAK UP

Self Gap Size Average Gap Size

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



Q23. Encourage constructive feedback and be objective in addressing disagreements.



Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



Q25. Facilitate discussions with various views to converge and achieve a common objective.



COURAGE TO ACT

Self Gap Size Average Gap Size

Q26. Explore and adopt innovative approaches to increase the team’s performance through changing work policies, modeling, and structure.



Q27. Drive implementation with persistence to deliver results despite obstacles.



Q28. Encourage and value innovative ideas and suggestions from others.



Q29. Maintain focus to deliver the chosen strategy.



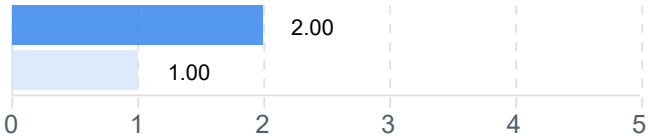
Q30. Give space for self and team members to take risks and learn from mistakes.



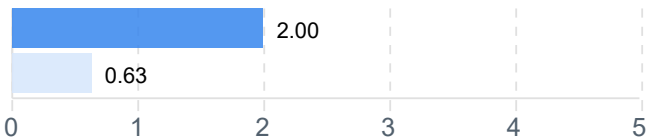
KEEP UP-TO-DATE

Self Gap Size Average Gap Size

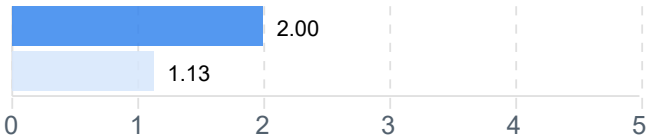
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



Q33. Create opportunities for the team to be in touch by having external exposure from related industries



Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



LIFELONG LEARNING

Self Gap Size Average Gap Size

Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.



Q36. Purposefully manage career development and professional growth of team members.



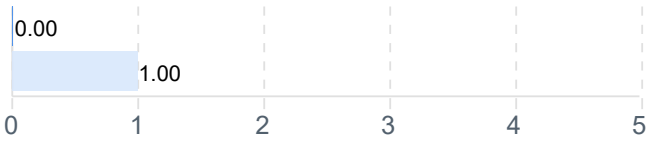
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



Q38. Make effort to teach / coach/ mentor team members.



Q39. Nurture an environment that supports coaching and honest performance feedback.



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

ENGAGE WITH EMPATHY

Q13. Empathise in a way that motivates one to take action to help others in the work environment.



SPEAK UP

Q23. Encourage constructive feedback and be objective in addressing disagreements.



ENGAGE WITH EMPATHY

Q16. Empathise whilst balancing the need of individuals and the business.



LIFELONG LEARNING

Q39. Nurture an environment that supports coaching and honest performance feedback.



SPEAK UP

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



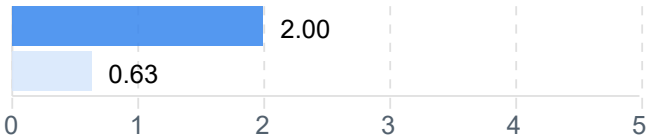
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

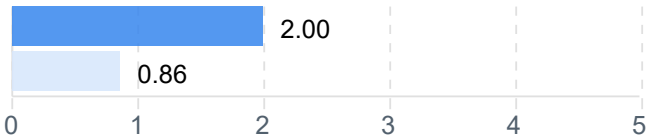
KEEP UP-TO-DATE

Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



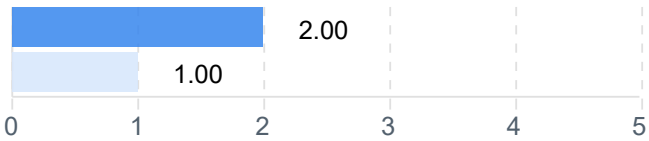
KEEP UP-TO-DATE

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



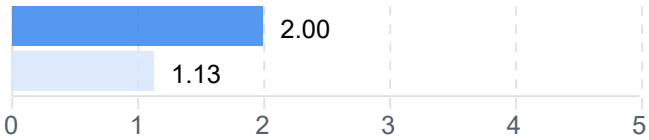
KEEP UP-TO-DATE

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



KEEP UP-TO-DATE

Q33. Create opportunities for the team to be in touch by having external exposure from related industries

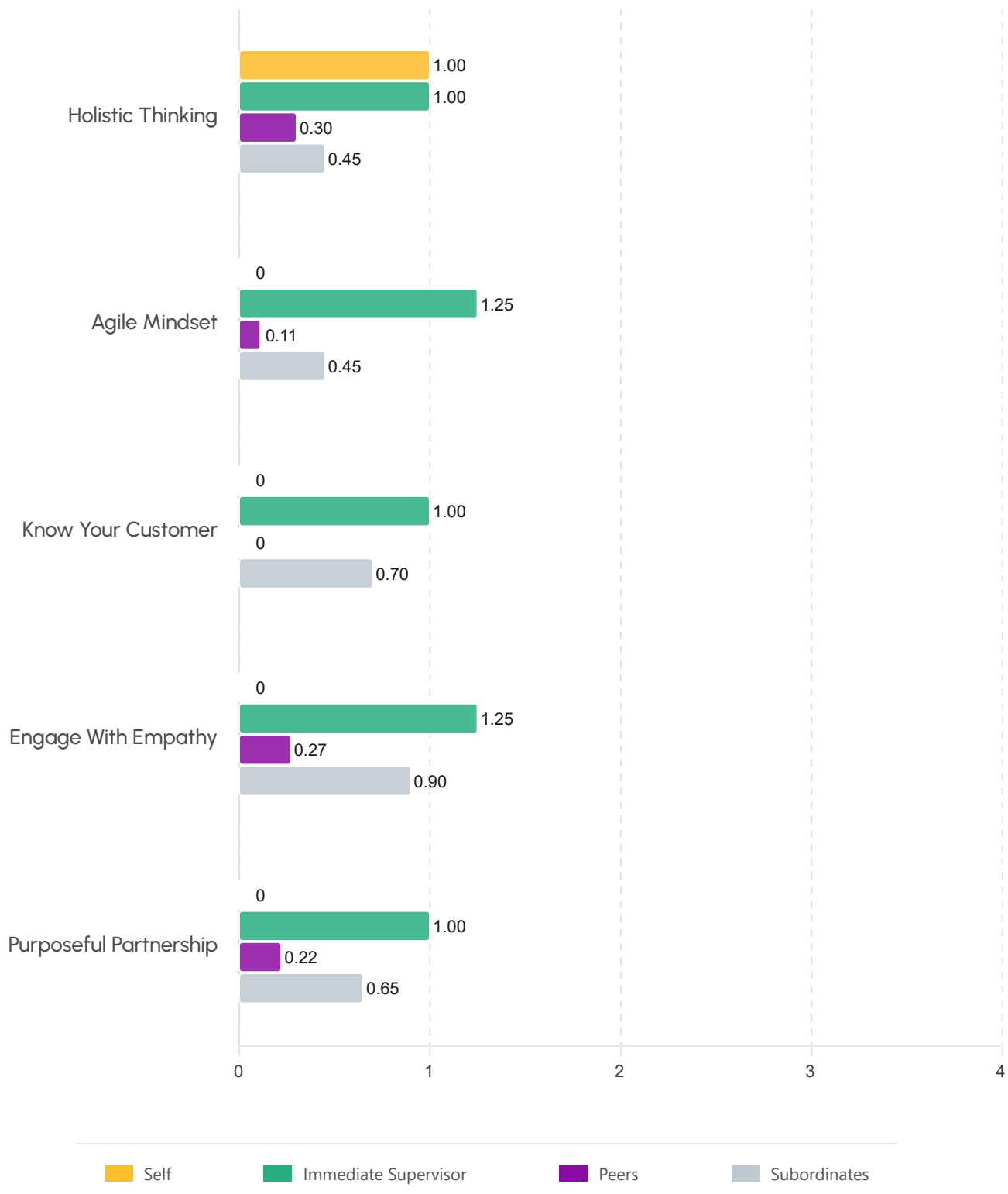


HOLISTIC THINKING

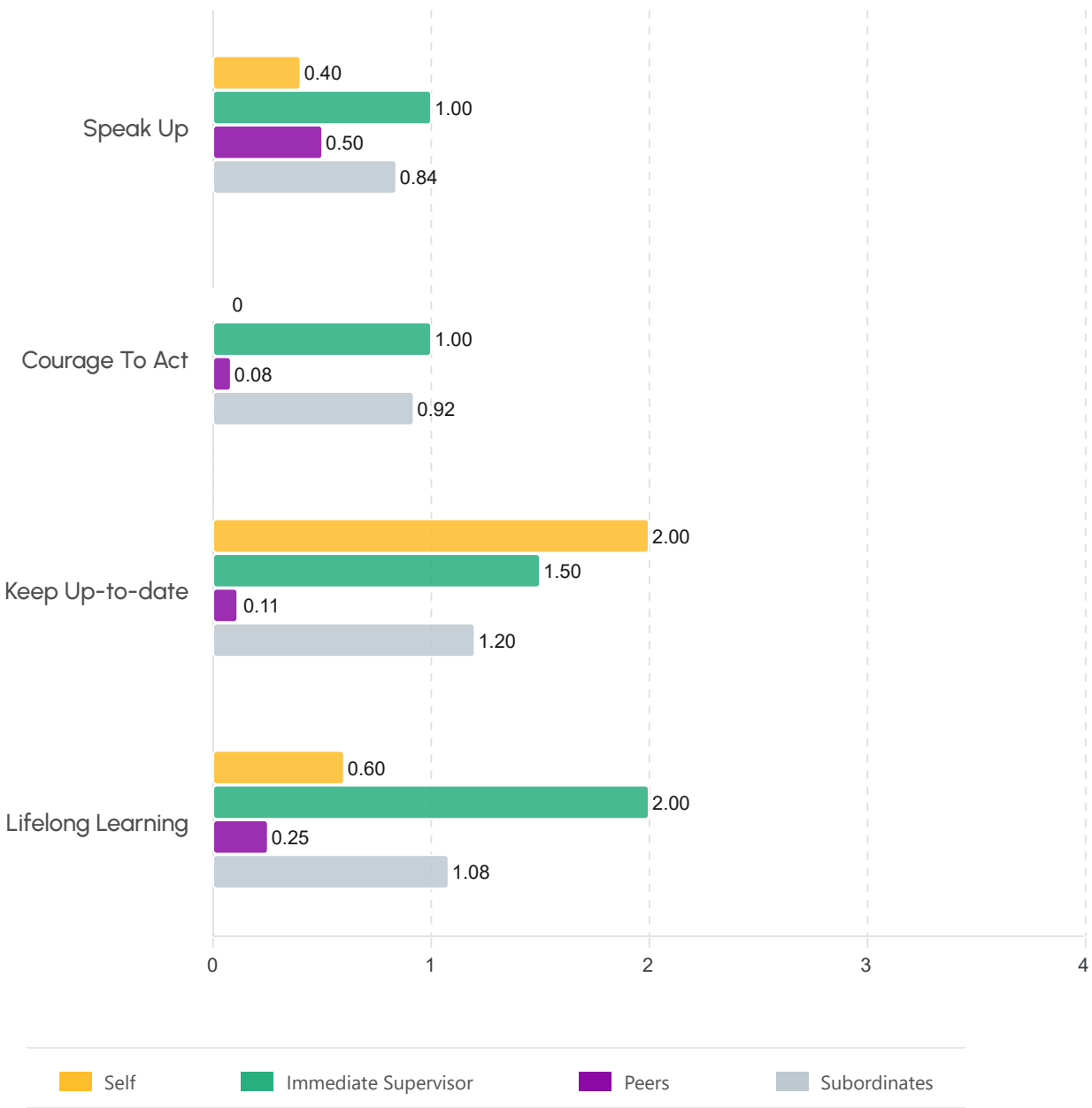
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



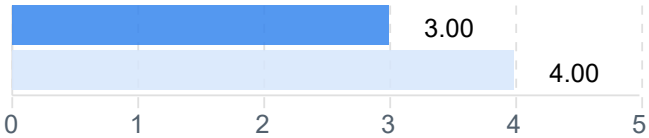
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

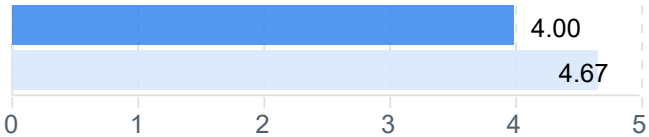
SPEAK UP

Q23. Encourage constructive feedback and be objective in addressing disagreements.



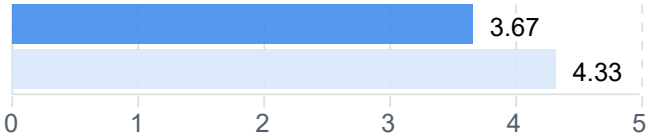
HOLISTIC THINKING

Q4. Manage teams’ resources to collate information from multiple sources.



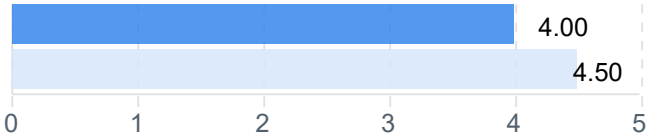
SPEAK UP

Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



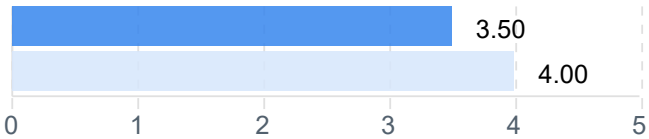
PURPOSEFUL PARTNERSHIP

Q18. Leverage one’s network and connection to gather market data.



LIFELONG LEARNING

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



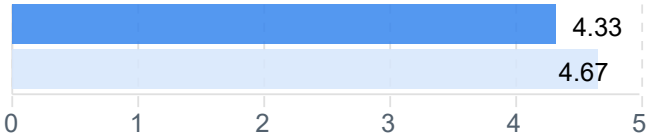
KEEP UP-TO-DATE

Q33. Create opportunities for the team to be in touch by having external exposure from related industries



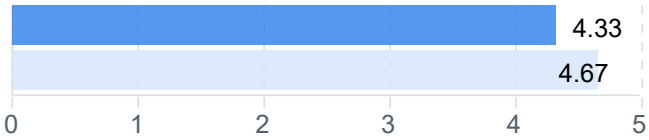
ENGAGE WITH EMPATHY

Q15. Share similar experiences that may be adapted to their work circumstances.



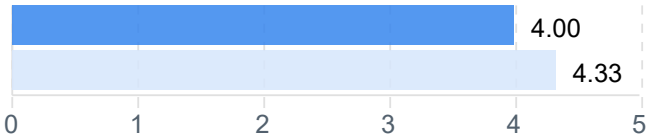
PURPOSEFUL PARTNERSHIP

Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



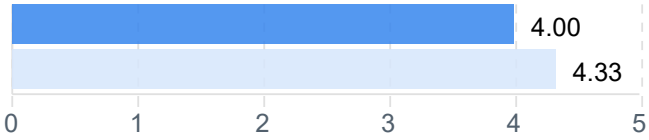
ENGAGE WITH EMPATHY

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SPEAK UP

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



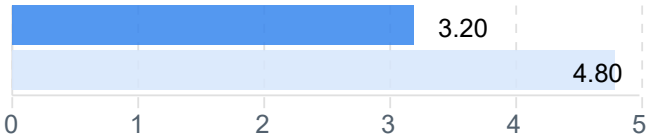
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

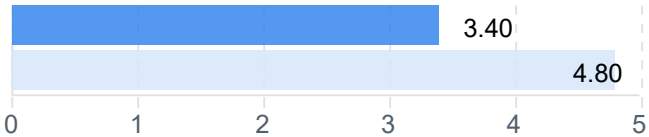
KEEP UP-TO-DATE

Q33. Create opportunities for the team to be in touch by having external exposure from related industries



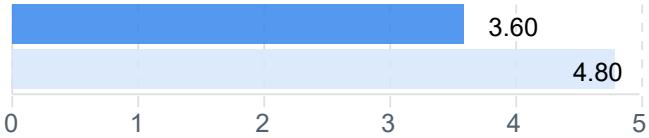
LIFELONG LEARNING

Q36. Purposefully manage career development and professional growth of team members.



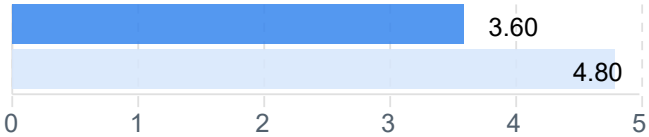
COURAGE TO ACT

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



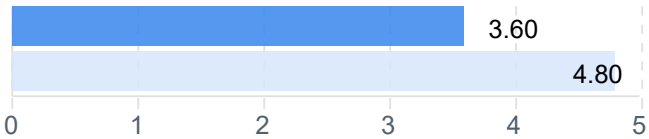
ENGAGE WITH EMPATHY

Q13. Empathise in a way that motivates one to take action to help others in the work environment.



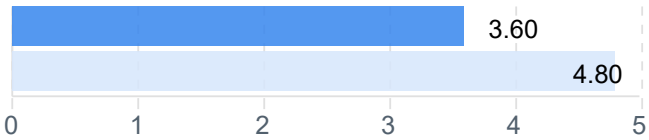
KEEP UP-TO-DATE

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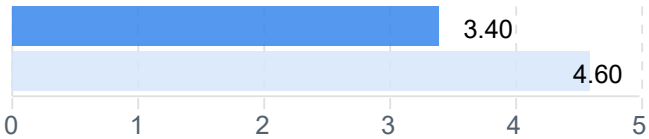
LIFELONG LEARNING

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



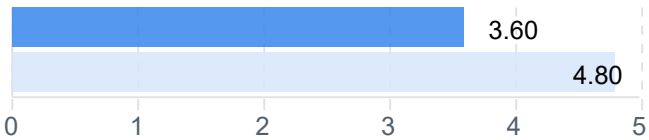
ENGAGE WITH EMPATHY

Q16. Empathise whilst balancing the need of individuals and the business.



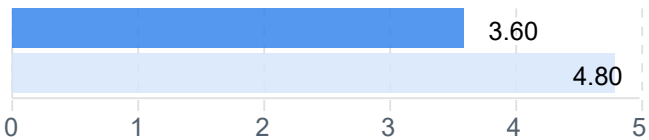
KEEP UP-TO-DATE

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



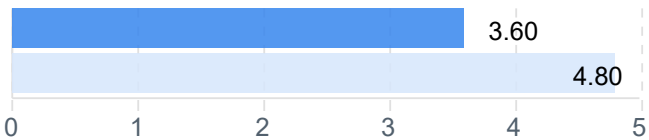
COURAGE TO ACT

Q30. Give space for self and team members to take risks and learn from mistakes.



LIFELONG LEARNING

Q39. Nurture an environment that supports coaching and honest performance feedback.



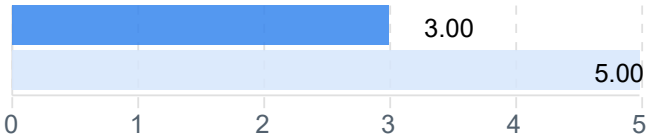
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

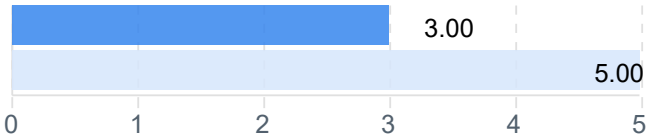
ENGAGE WITH EMPATHY

Q13. Empathise in a way that motivates one to take action to help others in the work environment.



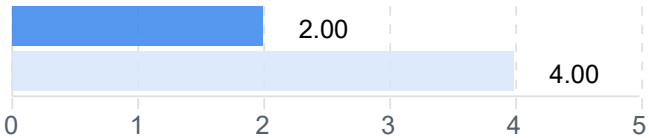
AGILE MINDSET

Q5. Assess the effectiveness and constantly update plans to adapt to different situations.



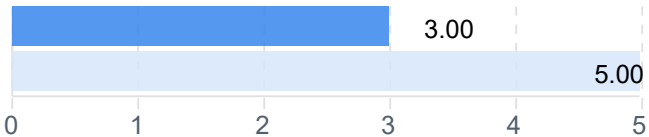
LIFELONG LEARNING

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



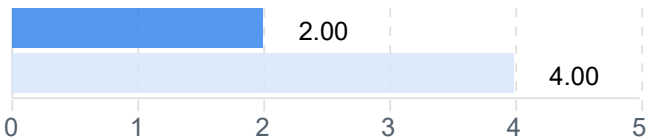
KEEP UP-TO-DATE

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



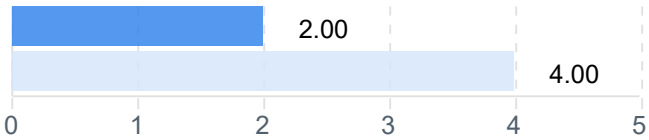
SPEAK UP

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



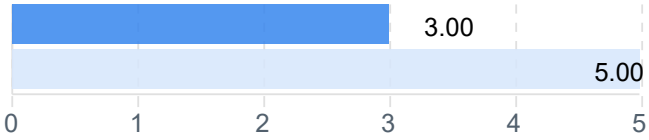
LIFELONG LEARNING

Q36. Purposefully manage career development and professional growth of team members.



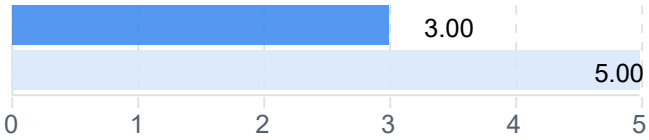
COURAGE TO ACT

Q27. Drive implementation with persistence to deliver results despite obstacles.



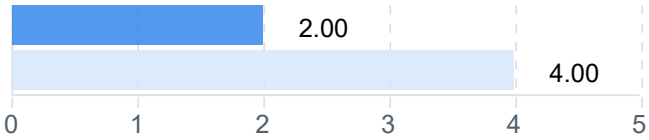
ENGAGE WITH EMPATHY

Q16. Empathise whilst balancing the need of individuals and the business.



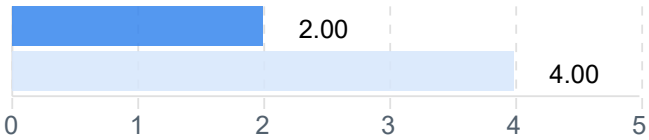
LIFELONG LEARNING

Q38. Make effort to teach / coach/ mentor team members.



LIFELONG LEARNING

Q39. Nurture an environment that supports coaching and honest performance feedback.



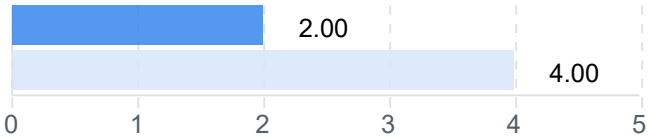
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

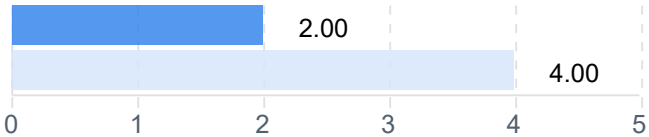
KEEP UP-TO-DATE

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



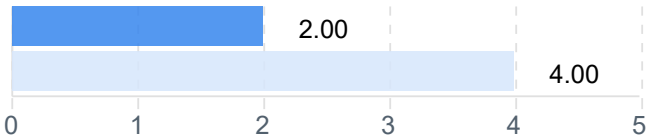
KEEP UP-TO-DATE

Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



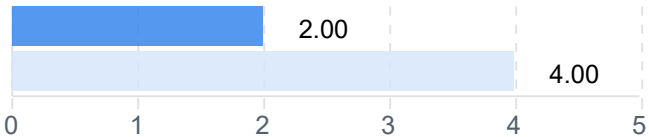
KEEP UP-TO-DATE

Q33. Create opportunities for the team to be in touch by having external exposure from related industries



KEEP UP-TO-DATE

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



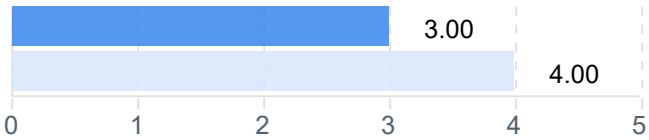
LIFELONG LEARNING

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



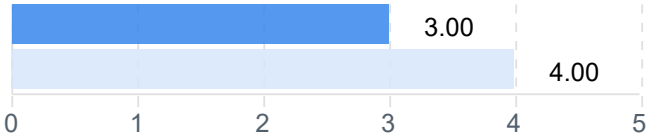
HOLISTIC THINKING

Q1. Leverage on own and others' relevant experience and insights to make decisions.



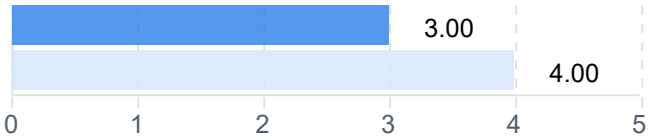
LIFELONG LEARNING

Q36. Purposefully manage career development and professional growth of team members.



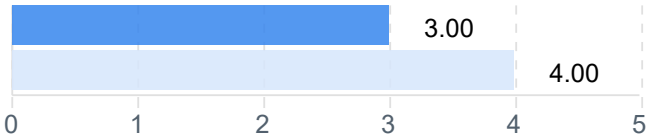
HOLISTIC THINKING

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



LIFELONG LEARNING

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.

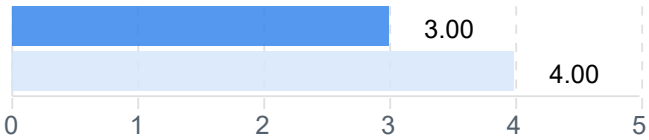


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.5	4.5	4.0	4.8	3.0	4.0	3.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.5	4.5	4.4	4.8	3.0	4.0	3.0	4.0
Q3. Identify new possibilities to address current business issues.	4.0	4.3	4.4	4.8	3.0	4.0	3.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	4.0	4.7	4.6	4.8	3.0	4.0	3.0	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.5	4.5	4.4	4.8	3.0	5.0	3.0	3.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.5	4.5	4.4	4.8	3.0	4.0	3.0	3.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	4.3	4.4	4.8	3.0	4.0	4.0	4.0
Q8. Provide coaching to help others adapt and be more versatile.	4.5	4.5	4.0	4.6	3.0	4.0	4.0	4.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	4.0	3.8	4.4	3.0	4.0	4.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	4.0	3.8	4.4	3.0	4.0	4.0	4.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	4.0	3.6	4.2	3.0	4.0	4.0	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	4.0	3.8	4.8	3.0	4.0	4.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	4.3	3.6	4.8	3.0	5.0	4.0	4.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	4.3	4.0	4.8	3.0	4.0	4.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.3	4.7	4.2	4.6	4.0	4.0	4.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.5	4.5	3.4	4.6	3.0	5.0	4.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.5	4.5	3.8	4.6	3.0	4.0	4.0	4.0
Q18. Leverage one's network and connection to gather market data.	4.0	4.5	4.0	4.6	2.0	3.0	4.0	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.5	4.5	3.8	4.6	3.0	4.0	4.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.3	4.7	4.4	4.8	3.0	4.0	4.0	4.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	4.3	3.8	4.8	2.0	4.0	4.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	4.3	3.8	4.8	3.0	4.0	4.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	4.0	3.8	4.8	3.0	4.0	4.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.7	4.3	4.0	4.6	4.0	4.0	3.0	4.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	4.0	4.0	4.6	3.0	4.0	3.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.5	4.5	3.6	4.8	3.0	4.0	4.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.3	4.3	4.2	4.8	3.0	5.0	4.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.3	4.3	3.8	4.8	3.0	4.0	4.0	4.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	4.3	4.2	4.8	4.0	4.0	4.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	4.5	4.5	3.6	4.8	3.0	4.0	4.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.5	3.5	3.6	4.8	3.0	5.0	2.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.5	3.5	4.0	4.8	3.0	4.0	2.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.3	3.7	3.2	4.8	-	-	2.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.5	3.5	3.6	4.8	-	-	2.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.5	4.5	3.8	4.8	2.0	4.0	3.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	4.0	4.0	3.4	4.8	2.0	4.0	3.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.5	4.0	3.6	4.8	-	-	3.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	4.0	4.3	4.2	4.8	2.0	4.0	4.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	4.3	3.6	4.8	2.0	4.0	4.0	4.0

* Responses based on Rating scale of 1-5