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## INSIGHT 360 FEEDBACK FOR LEADERS

**Company Name:** YYC

**Name:** JASMINE HAU JIA MIN

**Date:** 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

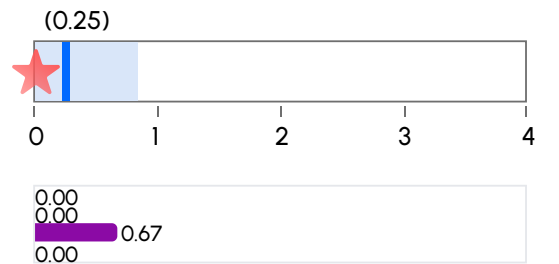
Strengths

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



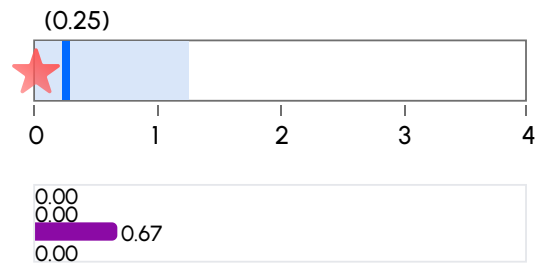
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



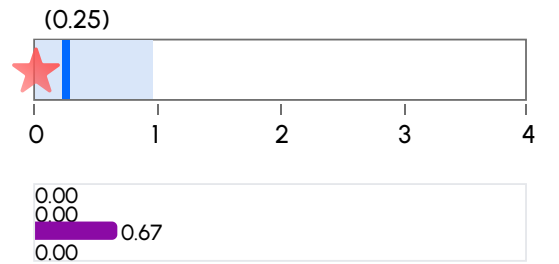
DRIVES FOR RESULT

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



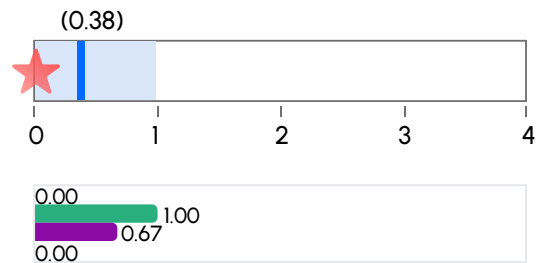
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



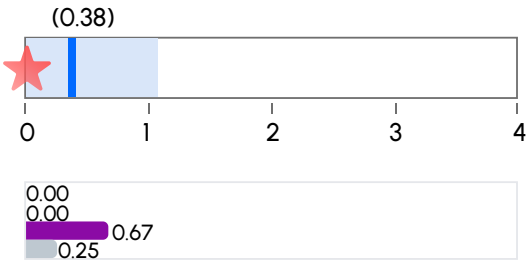
DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?



DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



STRENGTHS AND DEVELOPMENT NEEDS

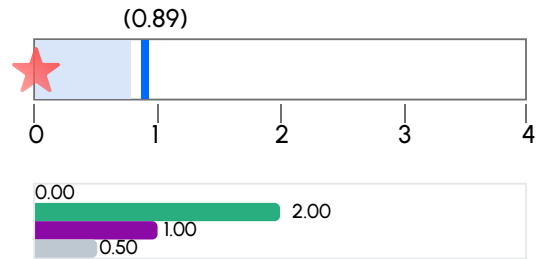
Development Needs

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



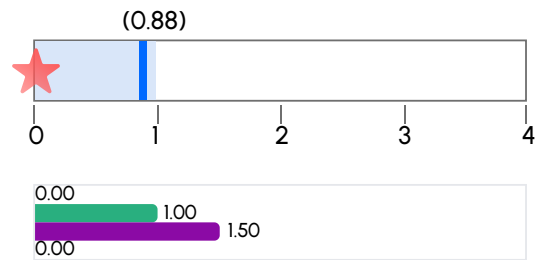
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



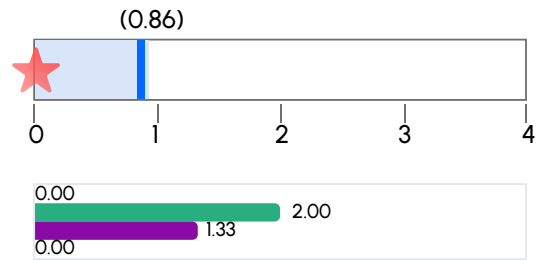
INNOVATIVE AND CRITICAL THINKING

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



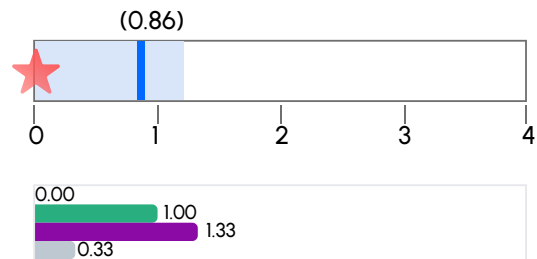
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



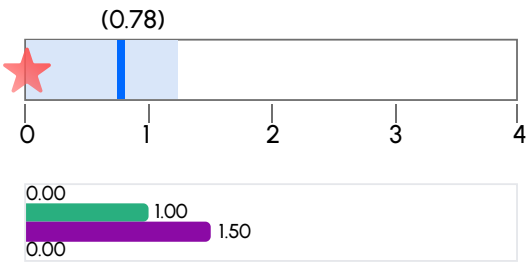
SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?

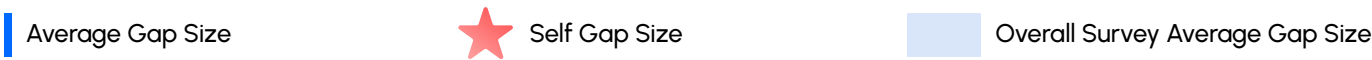


INNOVATIVE AND CRITICAL THINKING

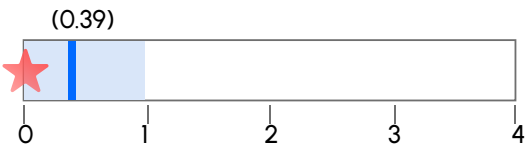
Q3. Develop well thought-out conclusions and solutioning plan?



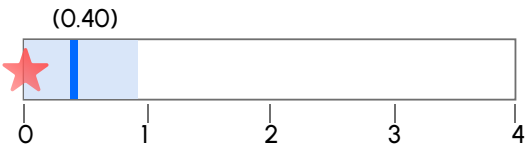
COMPETENCIES REPORT IN ASCENDING ORDER



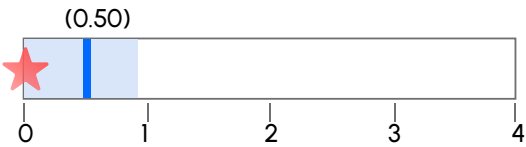
DRIVES FOR RESULT



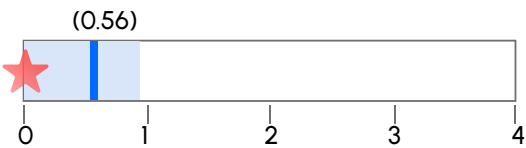
DEVELOP SELF AND OTHERS



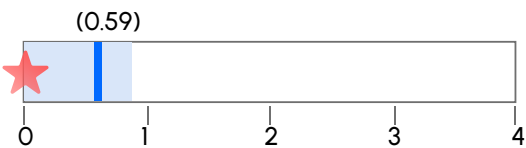
COMMUNICATE WITH IMPACT



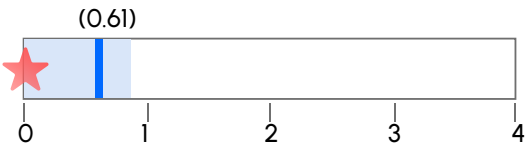
FOSTER TEAMWORK



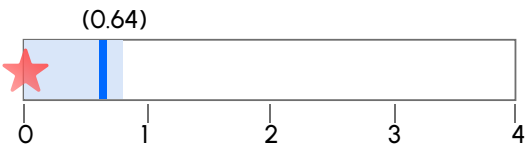
CLIENT-FOCUSED



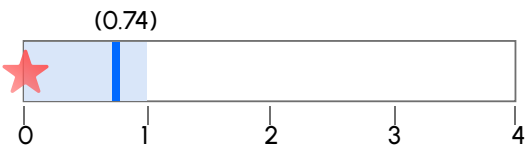
TECHNICAL CAPABILITIES



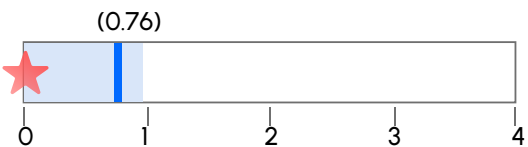
BUSINESS ACUMEN



SETS CLEAR DIRECTIONS



INNOVATIVE AND CRITICAL THINKING



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Innovative and Critical Thinking

Q3. Develop well thought-out conclusions and solutioning plan?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.00	-	4	-	-	-	-

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	0.00	-	3	-	-	-	-



Q5. Challenge the status quo and push for positive change and impact?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	0.00	-	4	-	-	-	-

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.00	-	3	-	-	-	-

Foster Teamwork

Q7. Treat all team members in a respectful, courteous and professional manner?

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

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?

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

Q9. Take accountability and ownership of his/her team's performance?

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

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.00	-	1	2	1	-	-
	Subordinates	0.00	-	4	-	-	-	-

Business Acumen

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	0.75	-	1	3	-	-	-
	Subordinates	0.00	-	4	-	-	-	-

Q12. Keep up to date with business trends and industry development for potential business opportunities?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.00	-	1	2	1	-	-
	Subordinates	0.25	-	3	1	-	-	-

Q13. Instill a business-oriented mindset that drives the business of YYC?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	1.00	-	1	2	1	-	-
	Subordinates	0.50	-	3	-	1	-	-

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.00	-	1	2	1	-	-
	Subordinates	0.00	-	4	-	-	-	-

Client-Focused

Q15. Build cross functional team relationship that can effectively address the needs of clients?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Q16. Respond and Resolve client issues effectively?

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

Q17. Demonstrate personal accountability to serve clients well?

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

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Sets Clear Directions

Q19. Take action despite ambiguity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.00	-	3	-	-	-	-

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	0.00	-	4	-	-	-	-

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	0.33	-	2	1	-	-	-

Q22. Set priorities which help subordinates focus on the most important issues or objectives.

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

Drives For Result

Q23. Show initiative, energy and the feeling that the work must be done quickly?

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

Q24. Deal in a clear, strong way with subordinates who are not performing?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Q25. Push himself/herself and others every day for results?

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

Q26. Bring clarity and decisiveness during crisis management?

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

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?

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

Communicate With Impact

Q28. Communicate with enthusiasm and passion to inspire and motivate others?

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

Q29. Convey persuasive thoughts and views with confidence and clarity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.00	-	4	-	-	-	-

Q30. Express concept in writing, clearly, concisely and with positive impact?

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

Develop Self And Others

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?

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

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	0.00	-	1	-	-	-	-
	Peers	0.67	-	1	2	-	-	-
	Subordinates	0.25	-	3	1	-	-	-

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	0.00	-	1	-	-	-	-
	Peers	1.00	-	1	1	1	-	-
	Subordinates	0.00	-	4	-	-	-	-

Q34. Active listening, without making judgements, to help others explore solutions?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.00	-	1	1	1	-	-
	Subordinates	0.00	-	4	-	-	-	-

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.00	-	1	1	1	-	-
	Subordinates	0.00	-	4	-	-	-	-

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q7. Treat all team members in a respectful, courteous and professional manner?	0.25
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	0.25
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	0.25
Q23. Show initiative, energy and the feeling that the work must be done quickly?	0.38
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	0.38
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	0.38
Q25. Push himself/herself and others every day for results?	0.43
Q26. Bring clarity and decisiveness during crisis management?	0.43
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.44
Q16. Respond and Resolve client issues effectively?	0.44
Q29. Convey persuasive thoughts and views with confidence and clarity?	0.44
Q15. Build cross functional team relationship that can effectively address the needs of clients?	0.50
Q24. Deal in a clear, strong way with subordinates who are not performing?	0.50
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	0.50
Q34. Active listening, without making judgements, to help others explore solutions?	0.50



Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	0.50
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	0.56
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	0.56
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	0.56
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	0.56
Q30. Express concept in writing, clearly, concisely and with positive impact?	0.57
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.67
Q5. Challenge the status quo and push for positive change and impact?	0.67
Q9. Take accountability and ownership of his/her team's performance?	0.67
Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.67
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.67
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	0.75
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	0.75
Q17. Demonstrate personal accountability to serve clients well?	0.75
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	0.75

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Q3. Develop well thought-out conclusions and solutioning plan?	0.78
Q19. Take action despite ambiguity?	0.86
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	0.86
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	0.88
Q13. Instill a business-oriented mindset that drives the business of YYC?	0.89

**QUALITATIVE FEEDBACK**

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

- Accommodative
- technical knowledge
- Hardworking and willing to try new things
- Inspire people and always resolve client and staff issues effectively
- A very patient person when resolving issues/completing tasks. Works well with other departments; Steps out of comfort zone transitioning from typical auditor to an amazing speaker courageously.

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

- Proactive skill set and problem solving
- 
- To be able to handle feedback and to be resourceful to ask for help when needed. Also need to prioritize.
- Everything good

- Probably conduct more internal training to increase the our internal staff's knowledge and quality of service, or perhaps
- extend to other departments as well (i.e, tax / accounts?) Overall I think Jasmine is a hardworking, friendly, and courageous person, I have nothing to add for now in regards of development that she needs.

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.

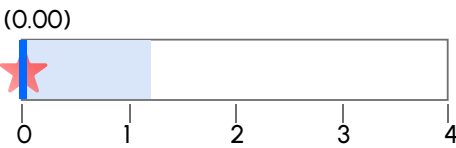
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

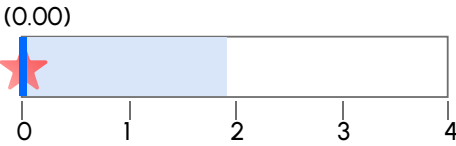
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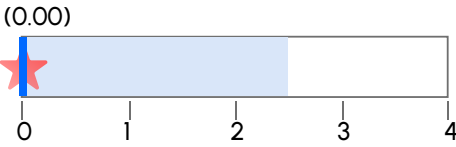
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



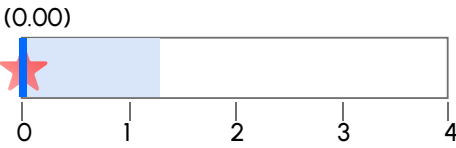
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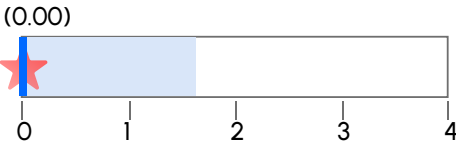
DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



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.

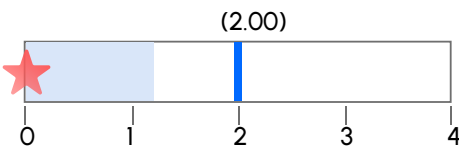
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

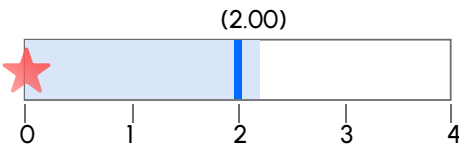
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



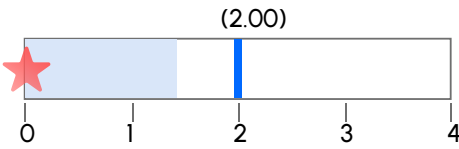
FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



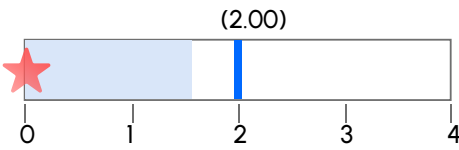
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



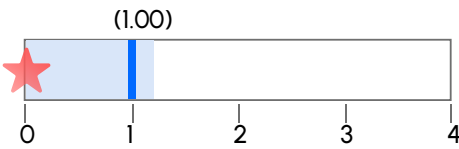
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



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.

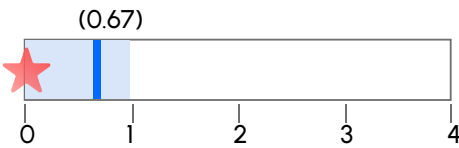
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

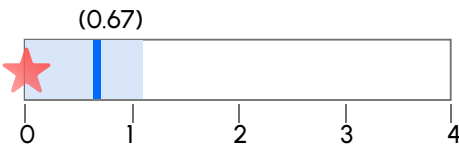
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?



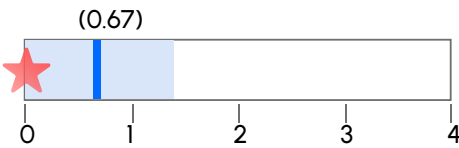
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



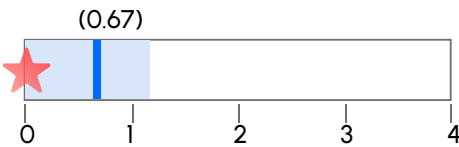
DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



DRIVES FOR RESULT

Q25. Push himself/herself and others every day for results?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Development Needs

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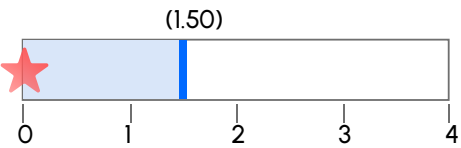
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

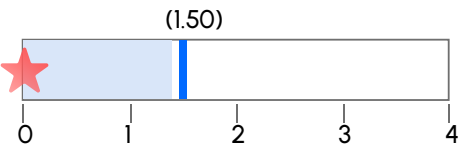
INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



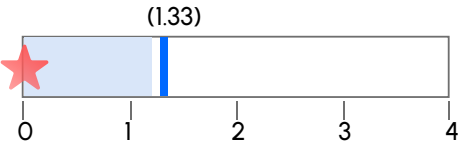
INNOVATIVE AND CRITICAL THINKING

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



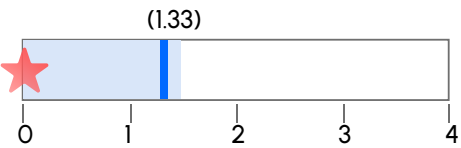
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



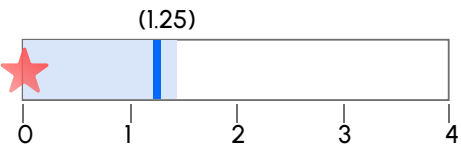
SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



SETS CLEAR DIRECTIONS

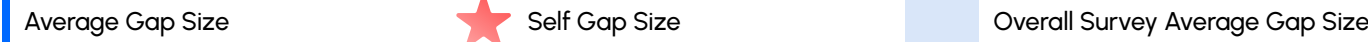
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

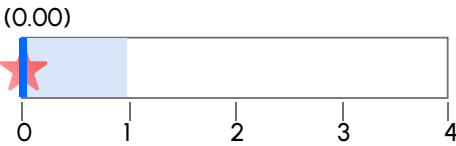
Strengths

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



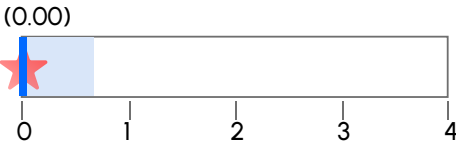
INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



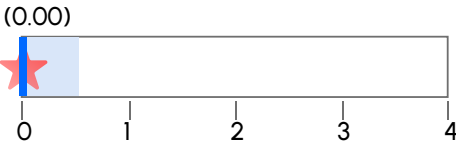
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



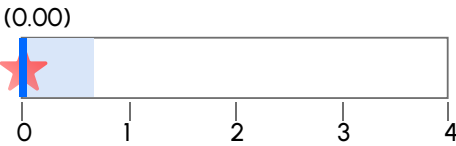
BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



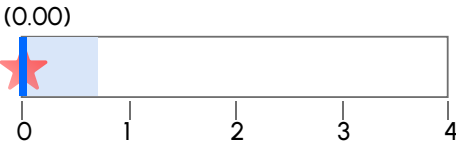
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?





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.

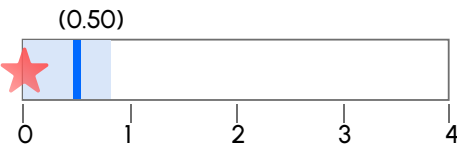
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

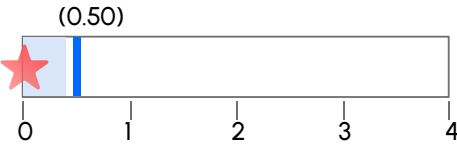
FOSTER TEAMWORK

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



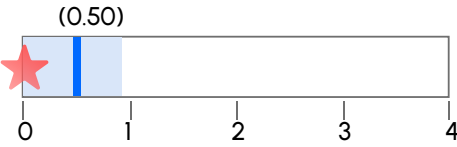
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



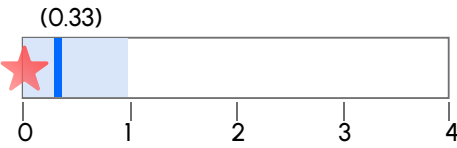
SETS CLEAR DIRECTIONS

Q22. Set priorities which help subordinates focus on the most important issues or objectives.



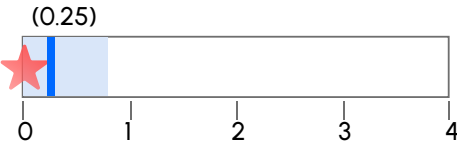
SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

TECHNICAL CAPABILITIES

Self Gap Size    Average Gap Size

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



INNOVATIVE AND CRITICAL THINKING

Self Gap Size    Average Gap Size

Q3. Develop well thought-out conclusions and solutioning plan?



Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



Q5. Challenge the status quo and push for positive change and impact?

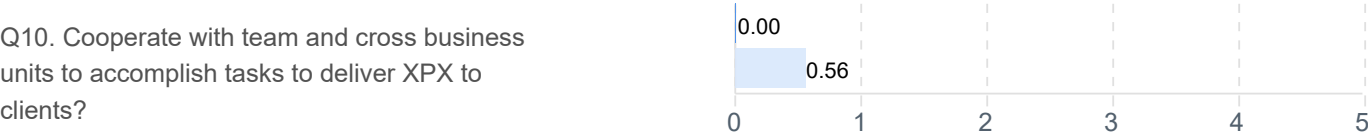
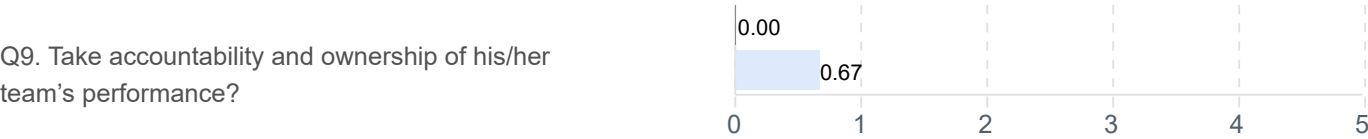
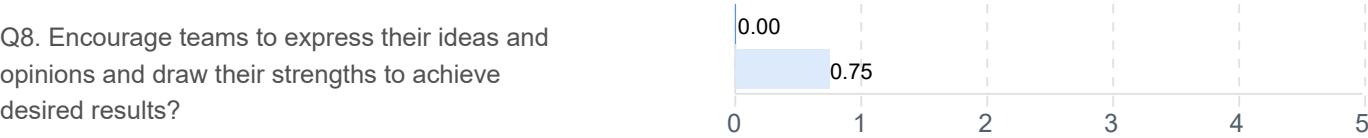
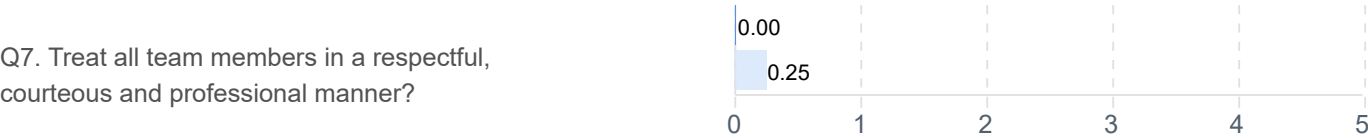


Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



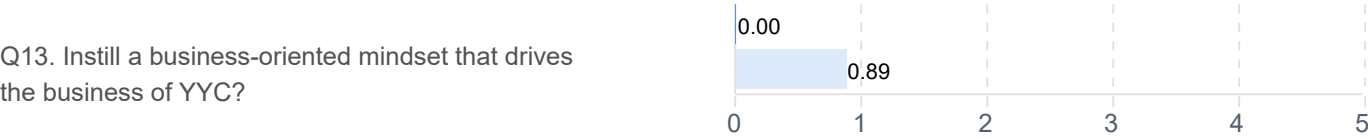
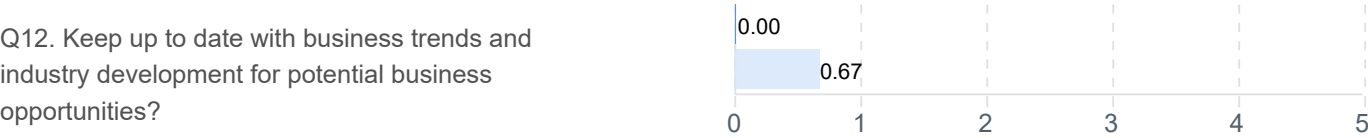
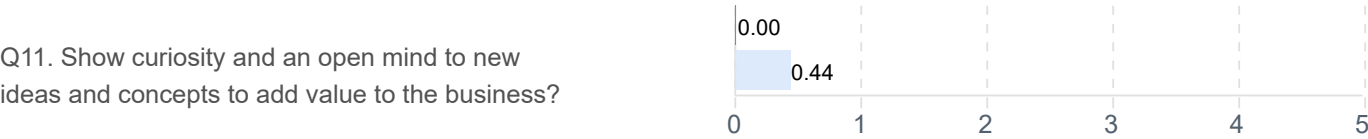
FOSTER TEAMWORK

Self Gap Size    Average Gap Size



BUSINESS ACUMEN

Self Gap Size    Average Gap Size



Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



CLIENT-FOCUSED

Self Gap Size    Average Gap Size

Q15. Build cross functional team relationship that can effectively address the needs of clients?



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



SETS CLEAR DIRECTIONS

Self Gap Size    Average Gap Size

Q19. Take action despite ambiguity?



Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



Q22. Set priorities which help subordinates focus on the most important issues or objectives.



DRIVES FOR RESULT

Self Gap Size    Average Gap Size

Q23. Show initiative, energy and the feeling that the work must be done quickly?



Q24. Deal in a clear, strong way with subordinates who are not performing?



Q25. Push himself/herself and others every day for results?



Q26. Bring clarity and decisiveness during crisis management?



Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



COMMUNICATE WITH IMPACT

Self Gap Size    Average Gap Size

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



Q29. Convey persuasive thoughts and views with confidence and clarity?



Q30. Express concept in writing, clearly, concisely and with positive impact?



DEVELOP SELF AND OTHERS

Self Gap Size    Average Gap Size

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



Q34. Active listening, without making judgements, to help others explore solutions?



Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating  Average Gap Rating

-- There are no Blind Spots to show --



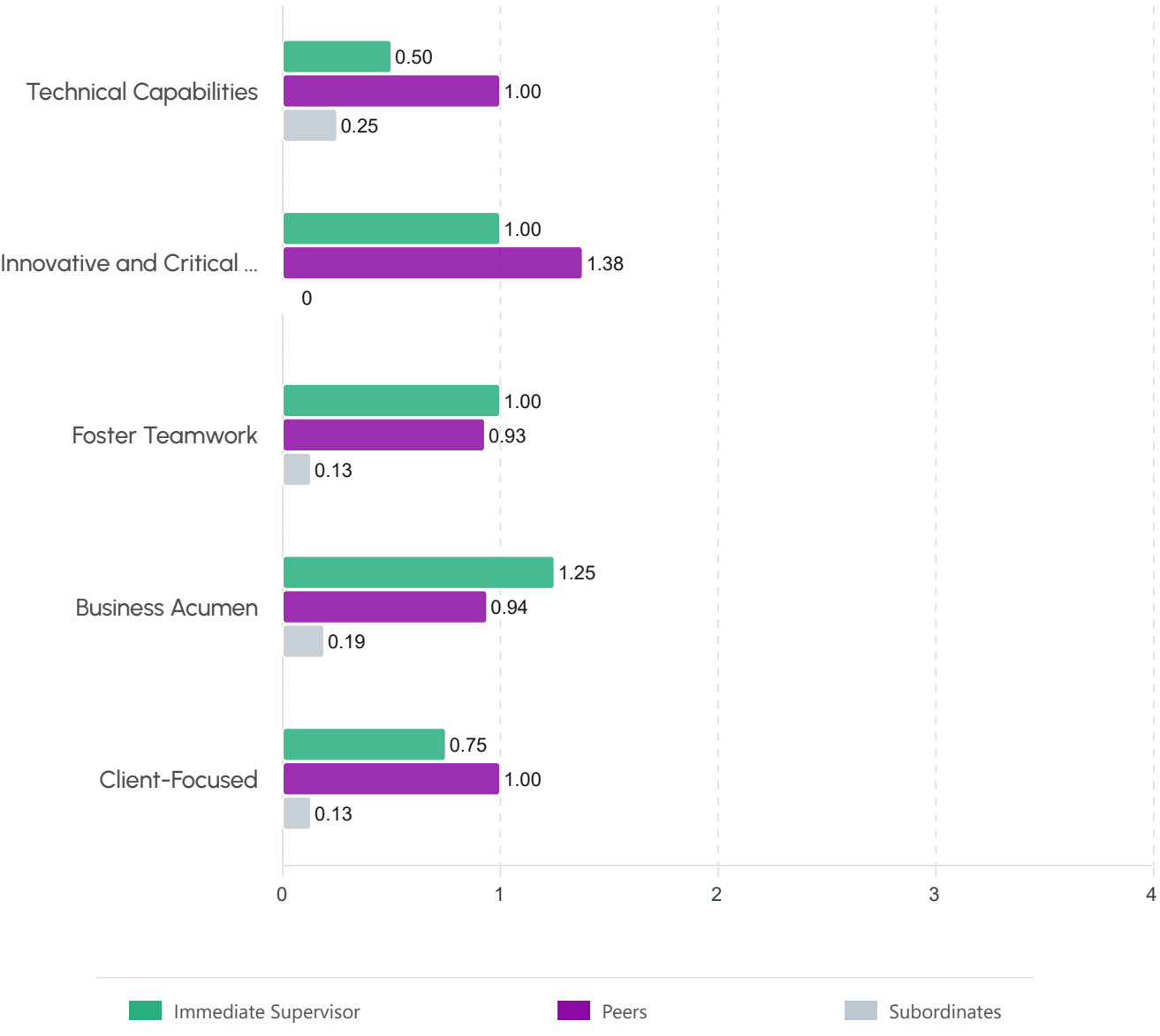
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

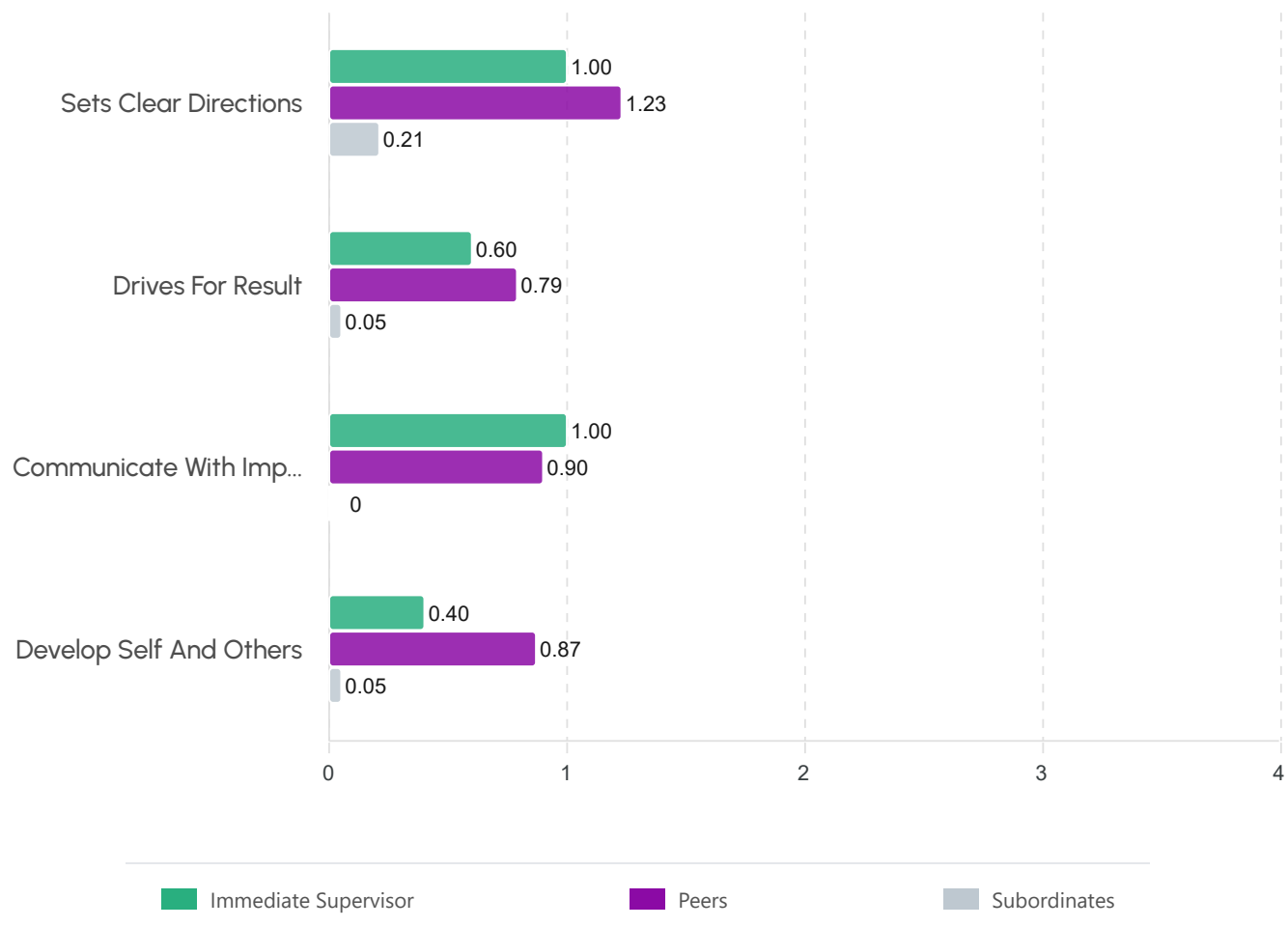
Self Rating Average Gap Rating

-- There are no Underestimated Competencies to show --

AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



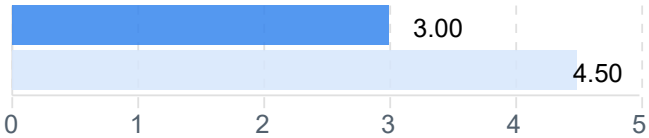
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

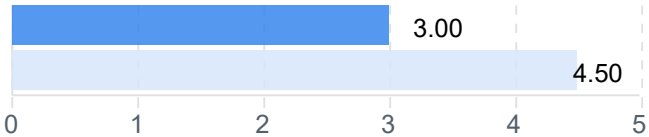
INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



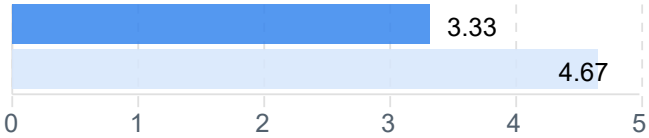
INNOVATIVE AND CRITICAL THINKING

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



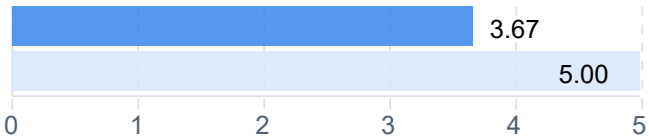
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



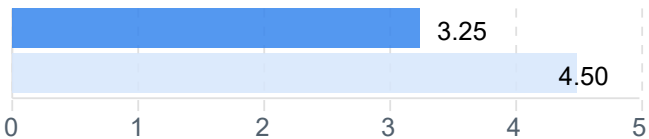
SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



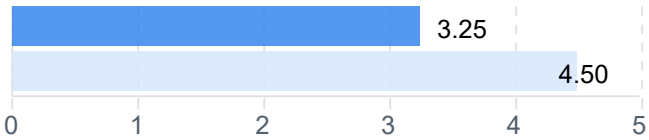
INNOVATIVE AND CRITICAL THINKING

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



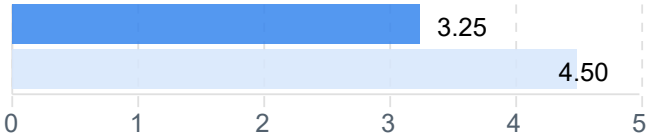
SETS CLEAR DIRECTIONS

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



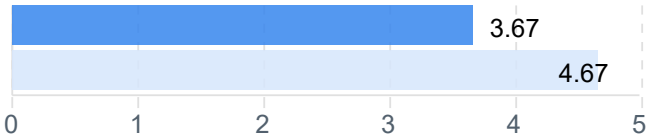
INNOVATIVE AND CRITICAL THINKING

Q5. Challenge the status quo and push for positive change and impact?



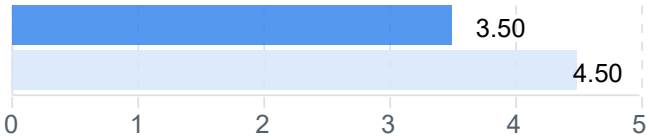
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



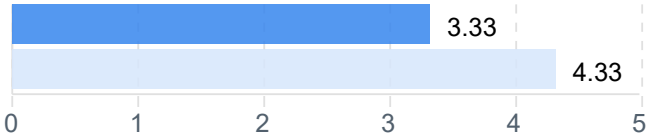
TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



COMMUNICATE WITH IMPACT

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



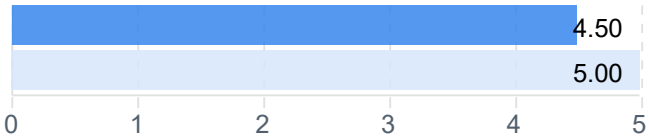
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

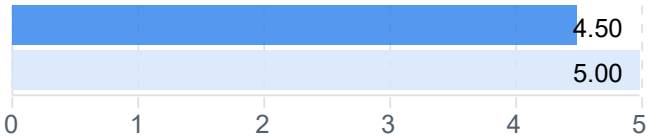
FOSTER TEAMWORK

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



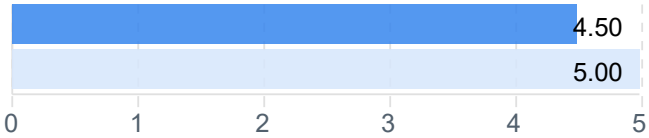
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



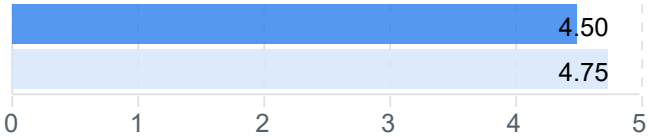
SETS CLEAR DIRECTIONS

Q22. Set priorities which help subordinates focus on the most important issues or objectives.



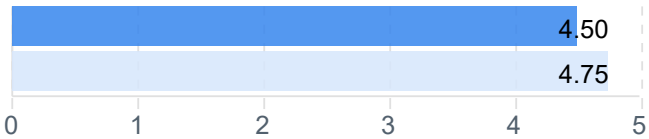
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



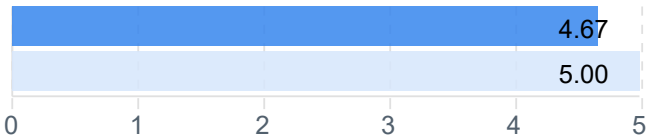
DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



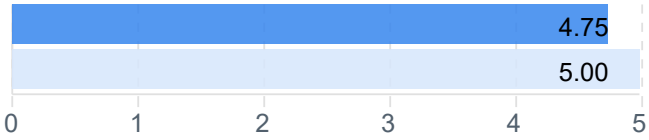
SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



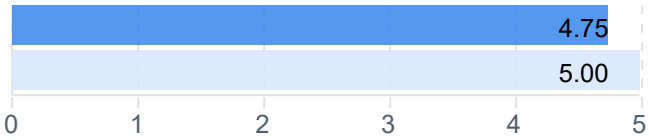
TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



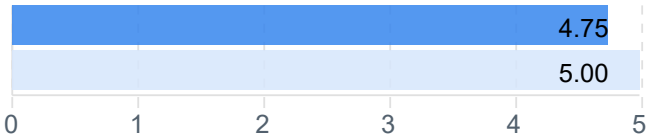
TECHNICAL CAPABILITIES

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



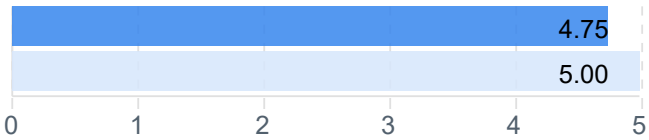
BUSINESS ACUMEN

Q12. Keep up to date with business trends and industry development for potential business opportunities?



DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



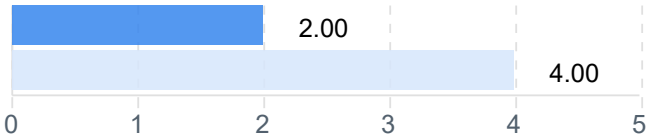
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

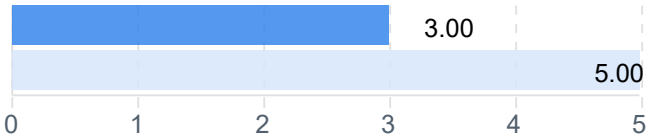
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



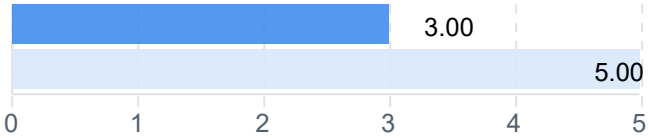
FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team’s performance?



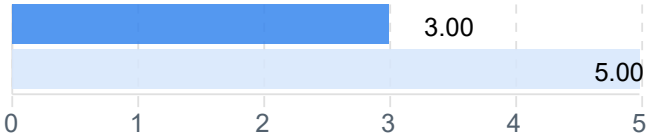
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



INNOVATIVE AND CRITICAL THINKING

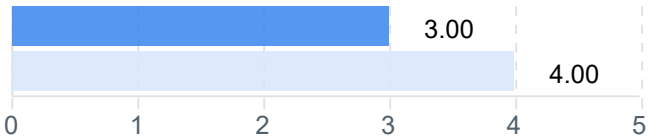
Q3. Develop well thought-out conclusions and solutioning plan?





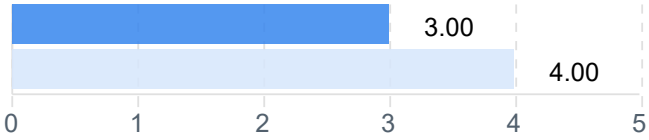
BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



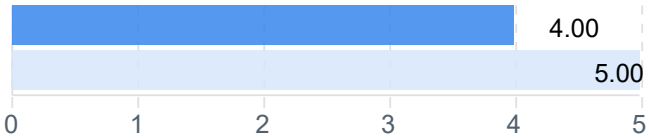
DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?



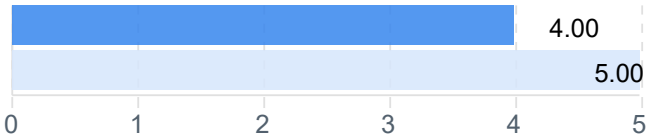
TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



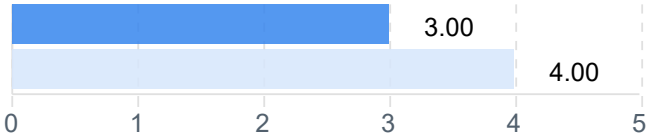
COMMUNICATE WITH IMPACT

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



INNOVATIVE AND CRITICAL THINKING

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



## 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	
	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	3.5	4.5	4.8	5.0	4.0	5.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	3.5	4.5	4.8	5.0	5.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	3.0	4.5	4.8	4.8	3.0	4.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	3.3	4.5	5.0	5.0	3.0	4.0
Q5. Challenge the status quo and push for positive change and impact?	3.3	4.5	4.8	4.8	4.0	5.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	3.0	4.5	5.0	5.0	3.0	4.0
Q7. Treat all team members in a respectful, courteous and professional manner?	4.0	4.7	4.8	4.8	4.0	4.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.7	4.7	4.5	5.0	3.0	4.0
Q9. Take accountability and ownership of his/her team's performance?	3.5	4.5	4.8	4.8	3.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	3.8	4.8	5.0	5.0	3.0	4.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	3.5	4.3	5.0	5.0	3.0	4.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	3.5	4.5	4.8	5.0	3.0	4.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	3.8	4.8	4.5	5.0	3.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.8	4.8	4.8	4.8	3.0	4.0
Q15. Build cross functional team relationship that can effectively address the needs of clients?	3.7	4.7	4.5	4.8	4.0	4.0
Q16. Respond and Resolve client issues effectively?	3.8	4.8	4.8	4.5	4.0	4.0
Q17. Demonstrate personal accountability to serve clients well?	3.5	4.5	5.0	5.0	3.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.5	4.5	4.8	5.0	4.0	5.0
Q19. Take action despite ambiguity?	3.3	4.7	5.0	5.0	2.0	4.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.3	4.5	5.0	5.0	4.0	4.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.7	5.0	4.7	5.0	3.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.7	4.7	4.5	5.0	4.0	5.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.7	4.3	4.8	4.8	3.0	4.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.3	4.3	4.5	4.8	5.0	5.0
Q25. Push himself/herself and others every day for results?	3.7	4.3	5.0	5.0	3.0	4.0
Q26. Bring clarity and decisiveness during crisis management?	3.5	4.5	5.0	5.0	3.0	4.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	3.7	4.3	4.8	4.8	4.0	4.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	3.3	4.3	5.0	5.0	4.0	5.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	3.5	4.3	4.8	4.8	3.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp
Q30. Express concept in writing, clearly, concisely and with positive impact?	3.7	4.7	5.0	5.0	3.0	4.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	3.7	4.3	5.0	5.0	4.0	4.0
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	3.7	4.3	4.8	5.0	4.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.3	4.3	4.8	4.8	4.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	3.3	4.3	4.8	4.8	3.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	3.3	4.3	5.0	5.0	4.0	5.0

\* Responses based on Rating scale of 1-5