



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

Name: CHONG KOK WENG

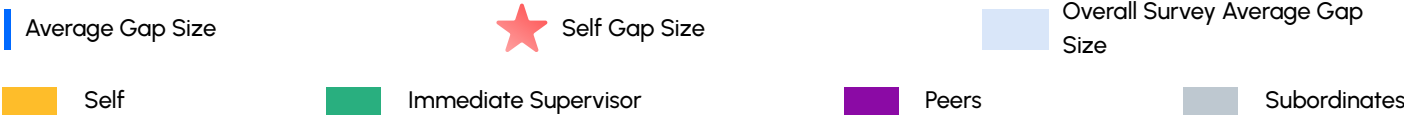
Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

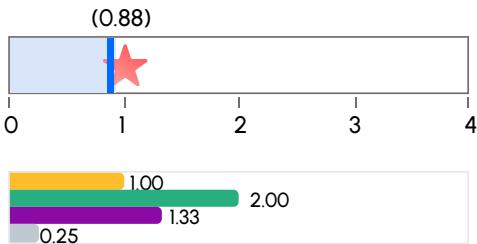
Strengths

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



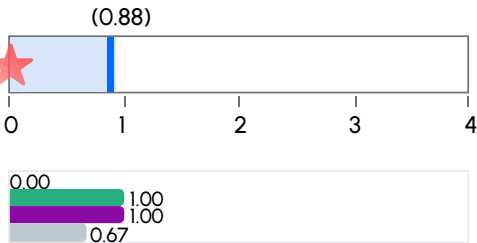
TECHNICAL CAPABILITIES

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



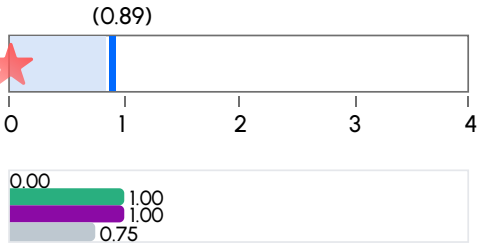
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



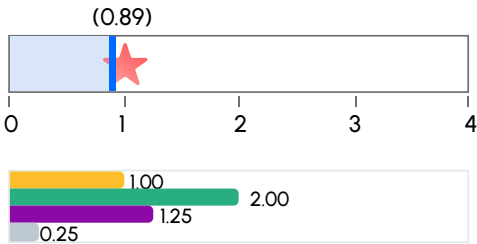
FOSTER TEAMWORK

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



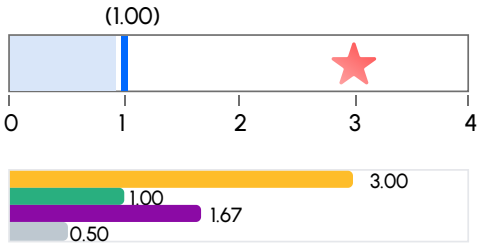
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



INNOVATIVE AND CRITICAL THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS

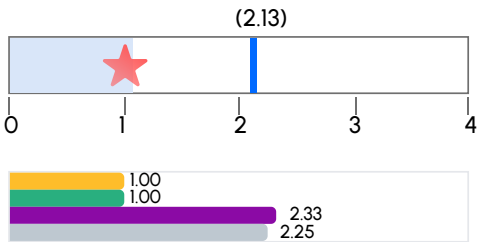
Development Needs

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



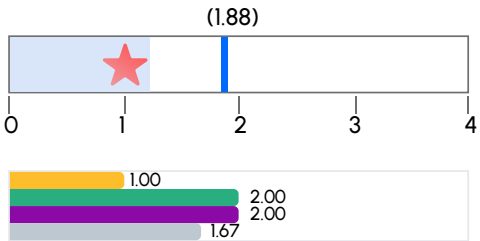
DEVELOP SELF AND OTHERS

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



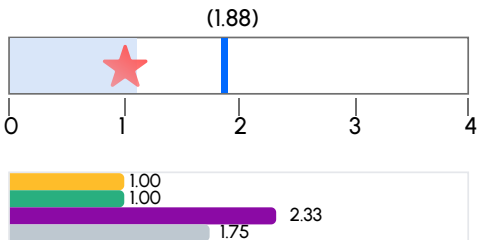
DRIVES FOR RESULT

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



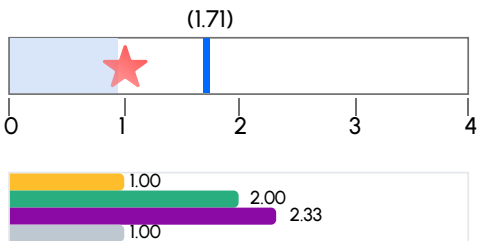
DEVELOP SELF AND OTHERS

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



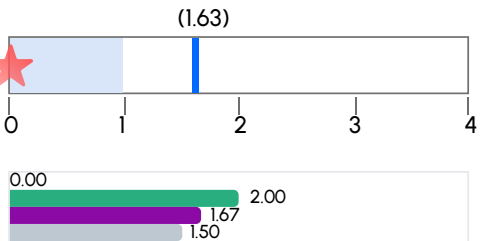
BUSINESS ACUMEN

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



FOSTER TEAMWORK

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



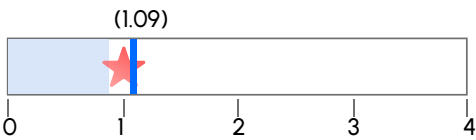
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

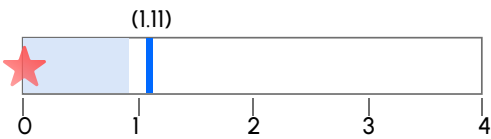
★ Self Gap Size

Overall Survey Average Gap Size

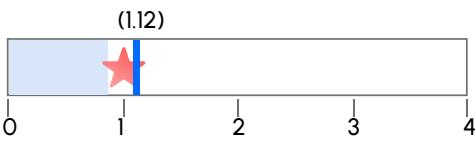
CLIENT-FOCUSED



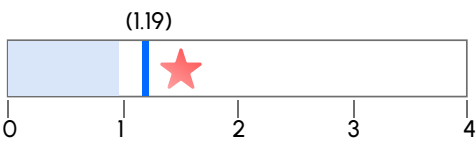
COMMUNICATE WITH IMPACT



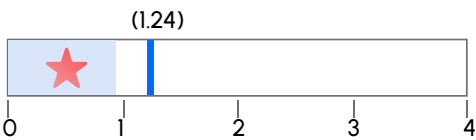
TECHNICAL CAPABILITIES



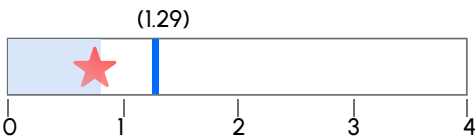
INNOVATIVE AND CRITICAL THINKING



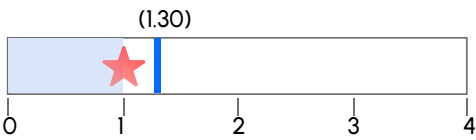
FOSTER TEAMWORK



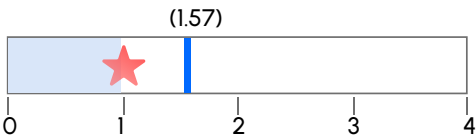
BUSINESS ACUMEN



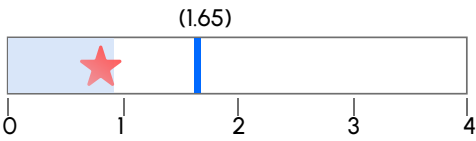
SETS CLEAR DIRECTIONS



DRIVES FOR RESULT



DEVELOP SELF AND OTHERS



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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	1.50	-	1	-	3	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	-	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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	1.50	-	1	-	3	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	1	1	1	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.50	-	2	2	-	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	1	1	1	-
Subordinates	0.50	-	2	2	-	-	-

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
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.00	-	2	-	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	-	2	-	1	-
Subordinates	1.50	-	2	-	-	2	-

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
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	0.75	-	2	1	1	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	-	3	-	-
Subordinates	0.50	-	3	-	1	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.25	-	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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	1.00	-	1	1	1	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.00	-	2	-	-	-	-

Q16. Respond and Resolve client issues effectively?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	2	-	1	1	-
Subordinates	0.25	-	3	1	-	-	-

Q17. Demonstrate personal accountability to serve clients well?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.00	-	-	1	1	1	-
Subordinates	0.50	-	3	-	1	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	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
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	2	-	2	-	-
Subordinates	0.67	1	1	-	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.75	-	2	1	1	-	-

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
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	1.50	-	1	1	1	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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	2.00	-	-	1	1	1	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	1.50	-	2	-	1	-	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.00	-	1	-	1	2	-
Subordinates	1.67	-	-	2	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	-	3	-	-
Subordinates	1.50	-	1	1	1	1	-

Q26. Bring clarity and decisiveness during crisis management?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	1.33	-	1	-	2	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	1.50	-	1	1	1	1	-

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
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	1	2	1	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	2	-	1	1	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	1	1	1	-	1
Subordinates	0.25	-	3	1	-	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	2.00	-	-	1	1	1	-
Subordinates	0.33	-	2	1	-	-	-

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	2.25	-	1	-	-	3	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.33	-	-	1	1	-	1
Subordinates	1.75	-	1	1	-	2	-

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

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

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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	1	1	1	-
Subordinates	1.50	-	1	1	1	1	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	0.88
Q19. Take action despite ambiguity?	0.88
Q7. Treat all team members in a respectful, courteous and professional manner?	0.89
Q16. Respond and Resolve client issues effectively?	0.89
Q5. Challenge the status quo and push for positive change and impact?	1.00
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	1.00
Q13. Instill a business-oriented mindset that drives the business of YYC?	1.00
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	1.00
Q29. Convey persuasive thoughts and views with confidence and clarity?	1.00
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.11
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	1.13
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	1.13
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.14
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.22
Q34. Active listening, without making judgements, to help others explore solutions?	1.22

Q17. Demonstrate personal accountability to serve clients well?	1.25
Q26. Bring clarity and decisiveness during crisis management?	1.25
Q15. Build cross functional team relationship that can effectively address the needs of clients?	1.29
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	1.33
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.33
Q12. Keep up to date with business trends and industry development for potential business opportunities?	1.43
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	1.43
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.44
Q3. Develop well thought-out conclusions and solutioning plan?	1.50
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	1.50
Q23. Show initiative, energy and the feeling that the work must be done quickly?	1.56
Q25. Push himself/herself and others every day for results?	1.56
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.57
Q9. Take accountability and ownership of his/her team's performance?	1.63
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.63
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.63
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	1.71

Q24. Deal in a clear, strong way with subordinates who are not performing?	1.88
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.88
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	2.13

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

1. He works well with other BUs/EUs and is able to address their concerns. 2. His technical skills are much better than the previous HOFs and is faster and easier to come to concluding the accounting treatment when I briefed him on accounting standards related matters.
- Reliable and hardworking
 - Optimistic and Committed
 - Has good character and does his job well
 - Strong in Finance Committed As CFO, leading the financial management of the Group
 - He is always maintaining good relationship with subordinates and willing to listen and discuss with them. He will look for more than one solution to the problems.

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

1. In order to fully have a grasp on the financial results and what revenue and costs incurred by the Group, he should at least go through the PL and BS in detail i.e. hand on review for at least 1 closing cycle instead of relying on the analysis in the compass which might not provide the overall view of the financial info that he wants to know
- To improve communication skills and read more on corporate finance
 - To be organized and Focus
 - Read more to gain business acumen and manage his team better
 - People management Understanding cross business functions
- As I am not directly involved in the Finance operations, the comments I provided are based on discussions and observations. Mr. Chong may conduct trainings (assigned to a Senior Manager/Manager to provide training and Mr. Chong guide along) will be useful for our colleague to ensure they improve their work knowledge and how to communicate with clients during collection of debts due from clients.

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.

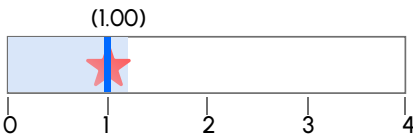
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

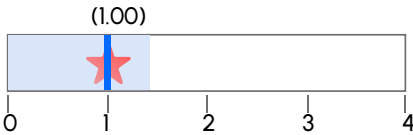
TECHNICAL CAPABILITIES

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



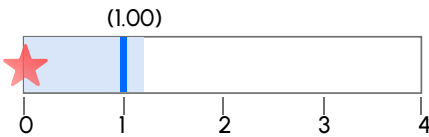
INNOVATIVE AND CRITICAL THINKING

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



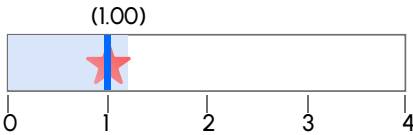
FOSTER TEAMWORK

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



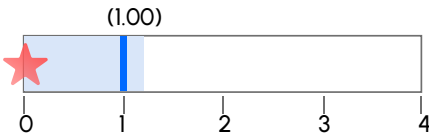
BUSINESS ACUMEN

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?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

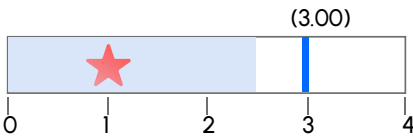
Development Needs

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



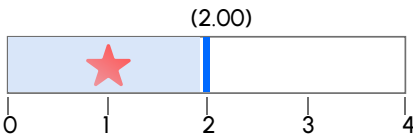
DEVELOP SELF AND OTHERS

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



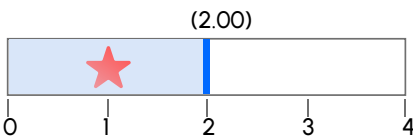
CLIENT-FOCUSED

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



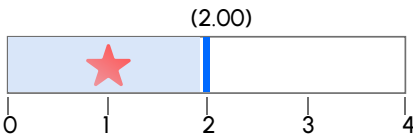
DRIVES FOR RESULT

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



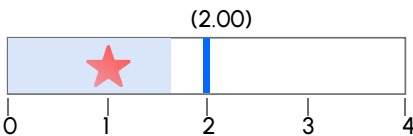
BUSINESS ACUMEN

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



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.

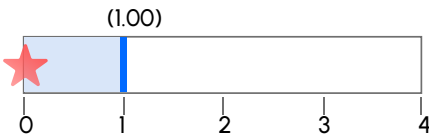
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

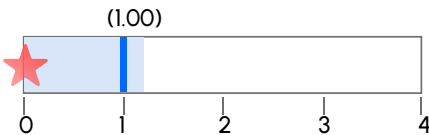
FOSTER TEAMWORK

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



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



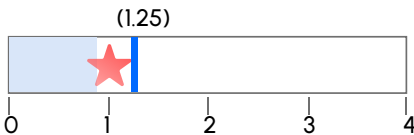
FOSTER TEAMWORK

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



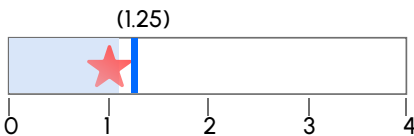
TECHNICAL CAPABILITIES

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



CLIENT-FOCUSED

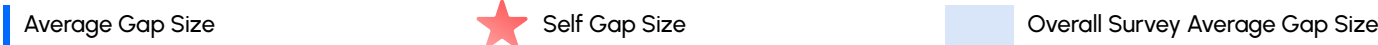
Q16. Respond and Resolve client issues effectively?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

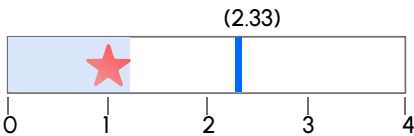
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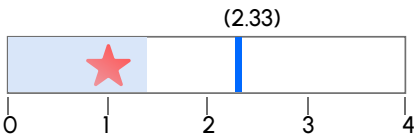
BUSINESS ACUMEN

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



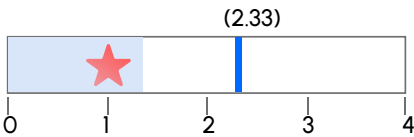
DEVELOP SELF AND OTHERS

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



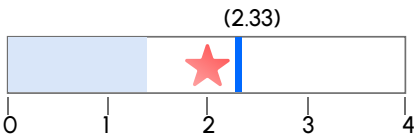
DEVELOP SELF AND OTHERS

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



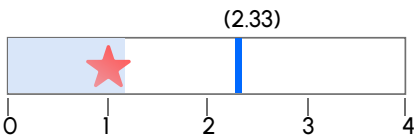
FOSTER TEAMWORK

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



BUSINESS ACUMEN

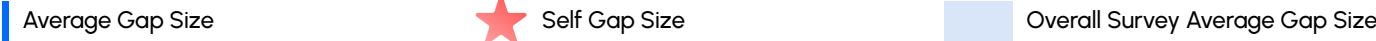
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

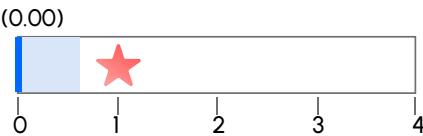
Strengths

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



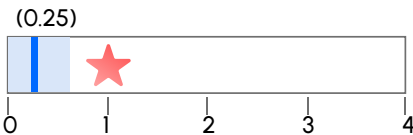
CLIENT-FOCUSED

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



TECHNICAL CAPABILITIES

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



COMMUNICATE WITH IMPACT

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



BUSINESS ACUMEN

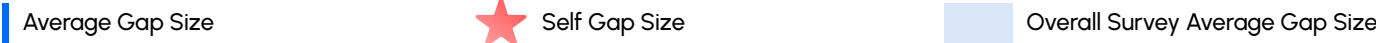
Q13. Instill a business-oriented mindset that drives the business of YYC?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

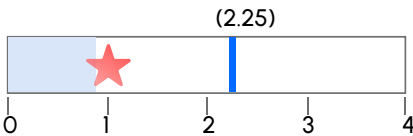
Development Needs

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



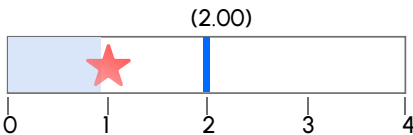
DEVELOP SELF AND OTHERS

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



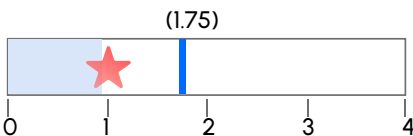
SETS CLEAR DIRECTIONS

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



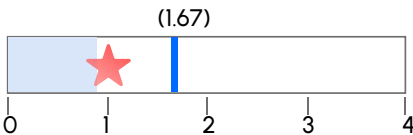
DEVELOP SELF AND OTHERS

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



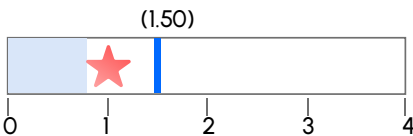
DRIVES FOR RESULT

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



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 SizeAverage 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 SizeAverage Gap Size

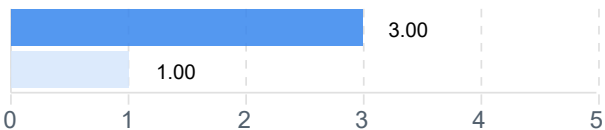
Q3. Develop well thought-out conclusions and solutioning plan?



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 SizeAverage Gap Size

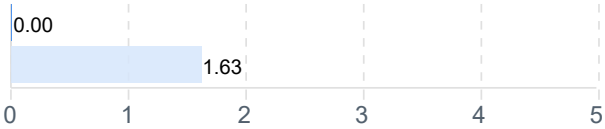
Q7. Treat all team members in a respectful, courteous and professional manner?



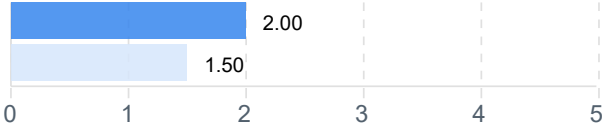
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



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



Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



BUSINESS ACUMEN

Self Gap Size Average Gap Size

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



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



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



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



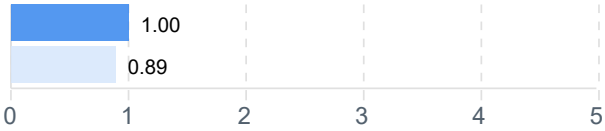
CLIENT-FOCUSED

Self Gap SizeAverage Gap Size

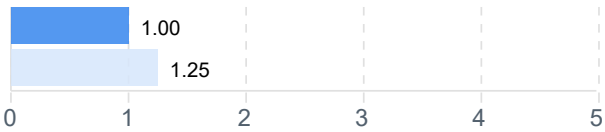
Q15. Build cross functional team relationship that can effectively address the needs of clients?



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?



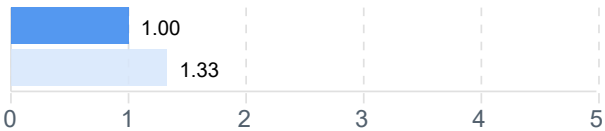
SETS CLEAR DIRECTIONS

Self Gap SizeAverage Gap Size

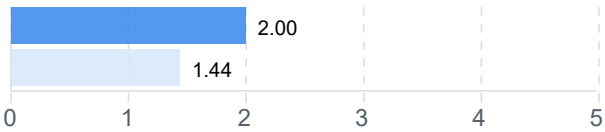
Q19. Take action despite ambiguity?



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?



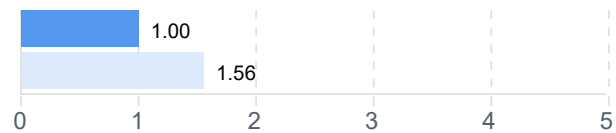
Q22. Set priorities which help subordinates focus on the most important issues or objectives.



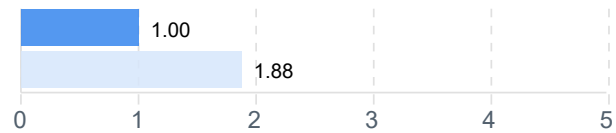
DRIVES FOR RESULT

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?



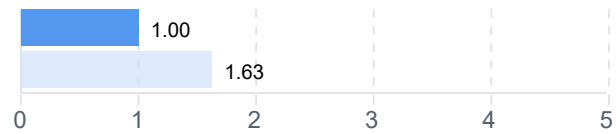
Q25. Push himself/herself and others every day for results?



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?



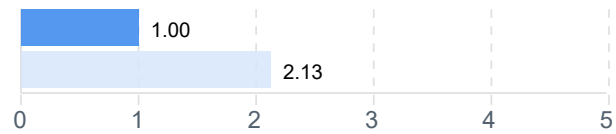
DEVELOP SELF AND OTHERS

Self Gap Size Average Gap Size

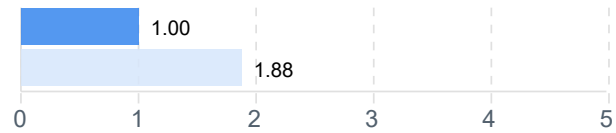
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



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



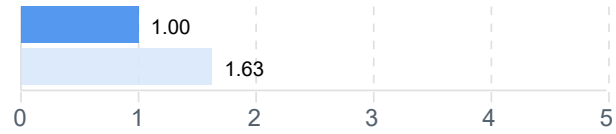
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



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

FOSTER TEAMWORK

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



COMMUNICATE WITH IMPACT

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



DEVELOP SELF AND OTHERS

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



COMMUNICATE WITH IMPACT

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



FOSTER TEAMWORK

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



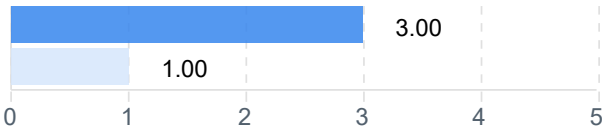
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

INNOVATIVE AND CRITICAL THINKING

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



SETS CLEAR DIRECTIONS

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



FOSTER TEAMWORK

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



TECHNICAL CAPABILITIES

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

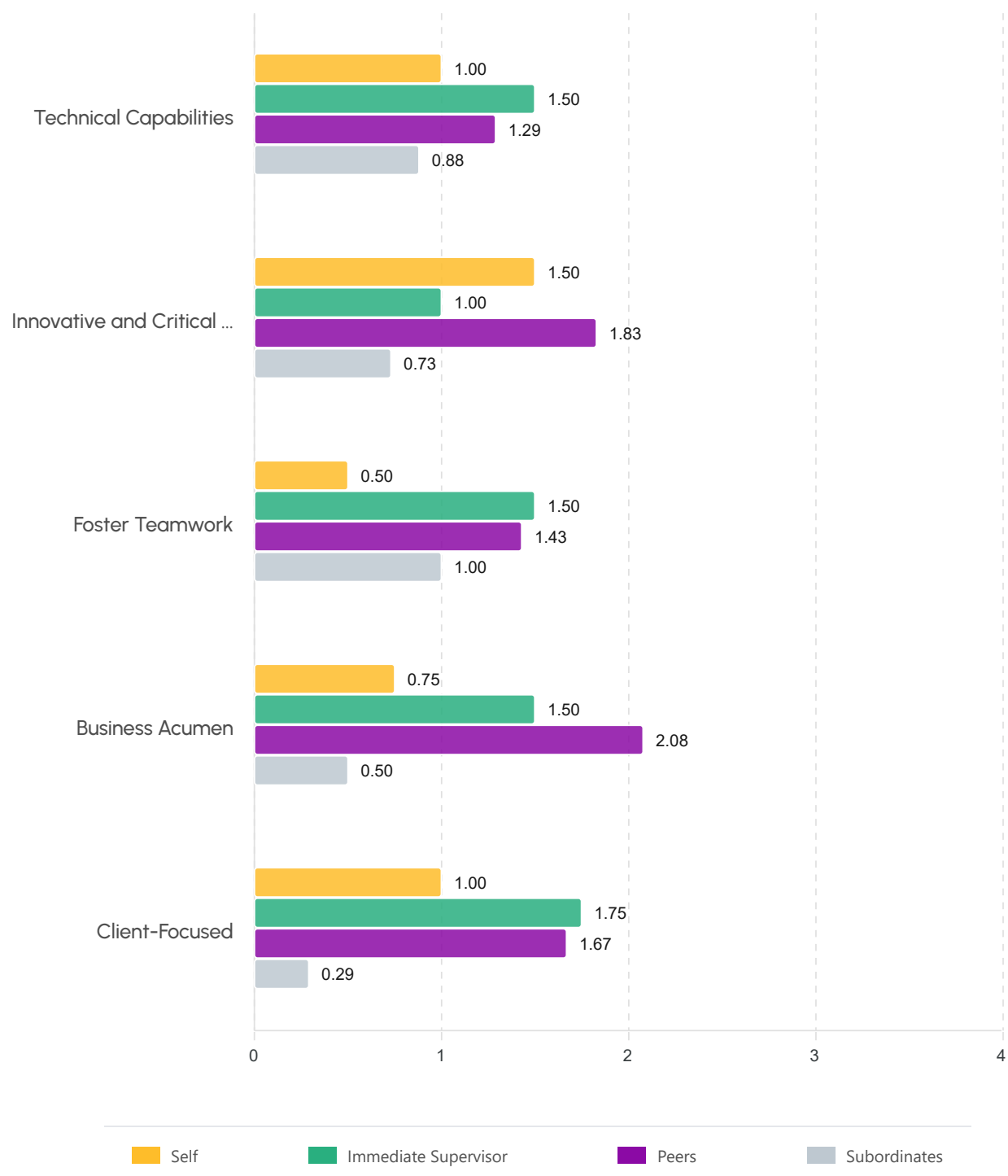


CLIENT-FOCUSED

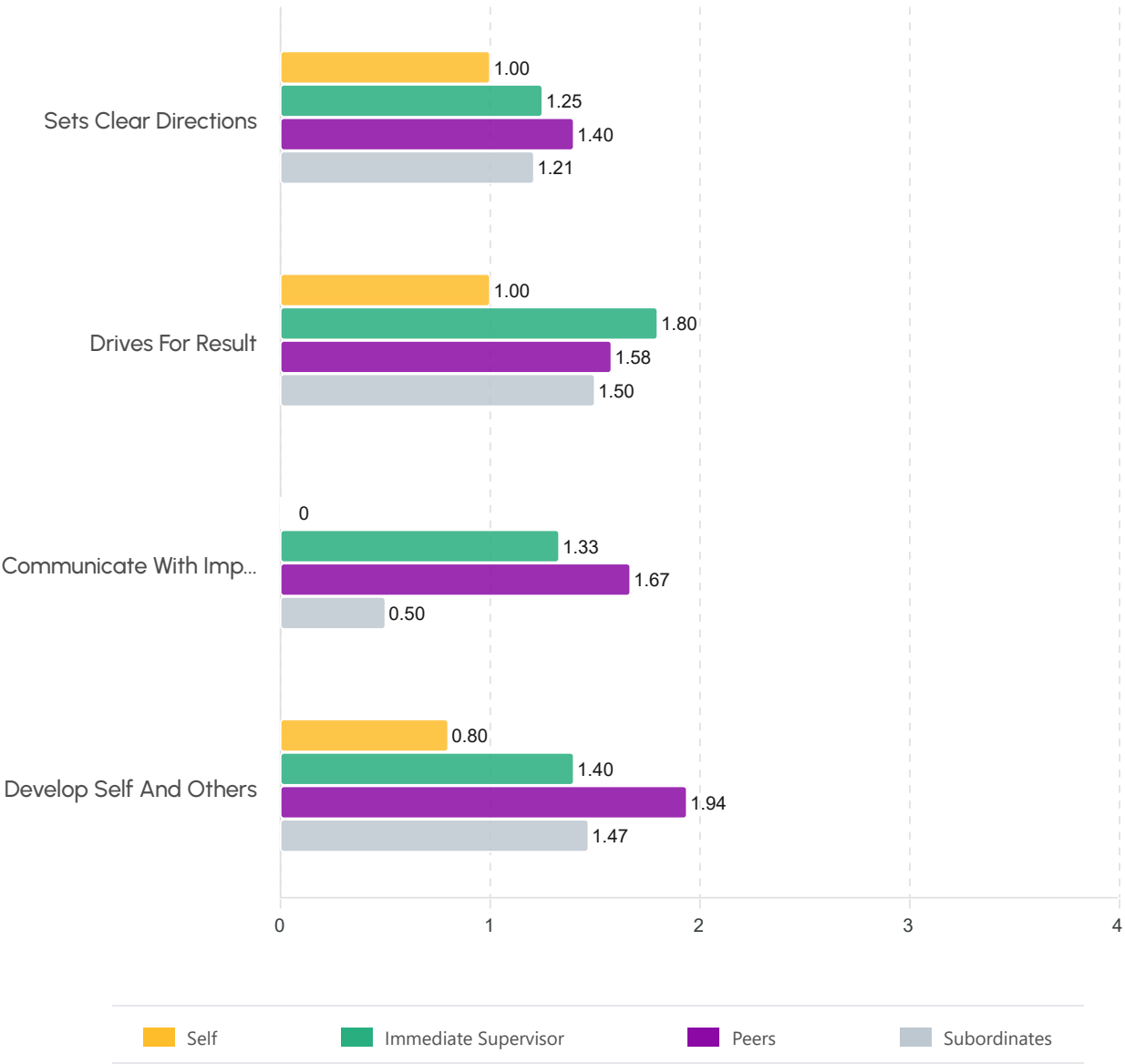
Q16. Respond and Resolve client issues effectively?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



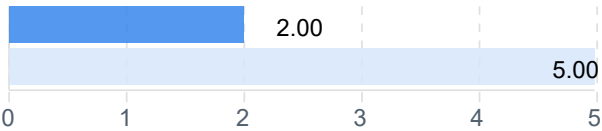
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

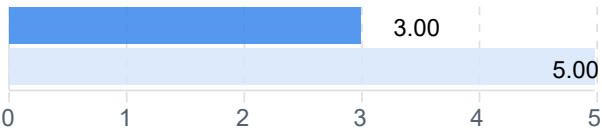
INNOVATIVE AND CRITICAL THINKING

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



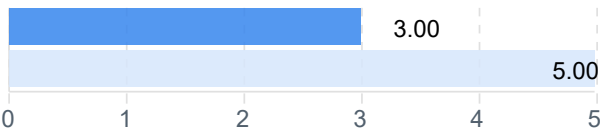
SETS CLEAR DIRECTIONS

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



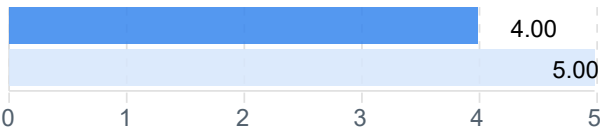
FOSTER TEAMWORK

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



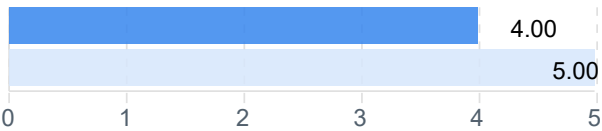
DRIVES FOR RESULT

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



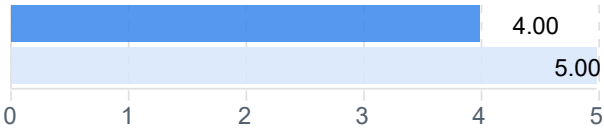
CLIENT-FOCUSED

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



BUSINESS ACUMEN

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



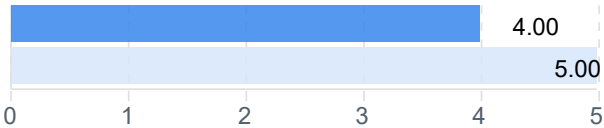
INNOVATIVE AND CRITICAL THINKING

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



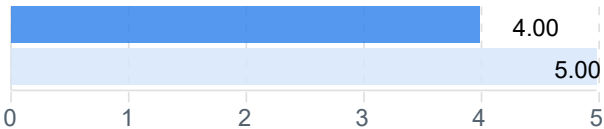
TECHNICAL CAPABILITIES

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



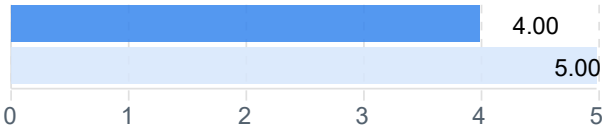
DEVELOP SELF AND OTHERS

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



TECHNICAL CAPABILITIES

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



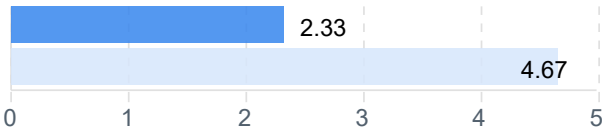
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

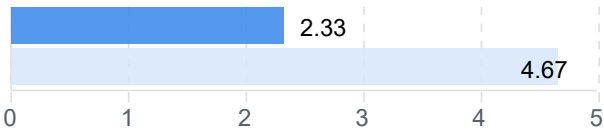
DEVELOP SELF AND OTHERS

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



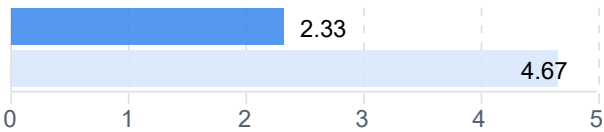
DEVELOP SELF AND OTHERS

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



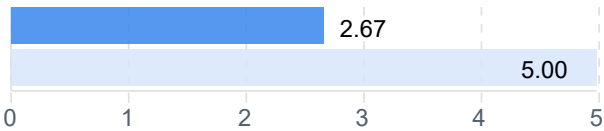
BUSINESS ACUMEN

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



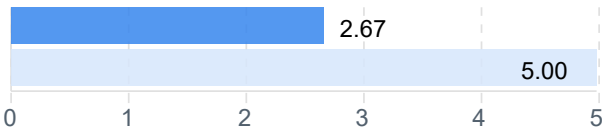
BUSINESS ACUMEN

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



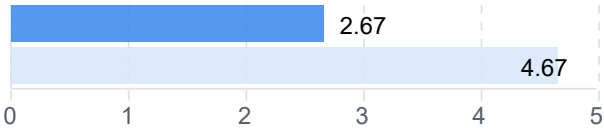
FOSTER TEAMWORK

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



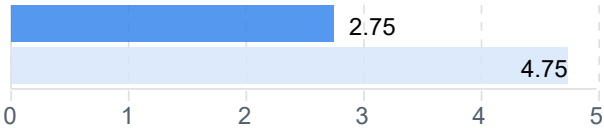
BUSINESS ACUMEN

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



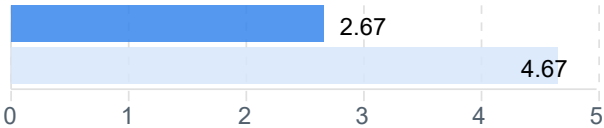
COMMUNICATE WITH IMPACT

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



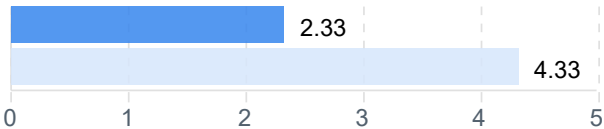
DEVELOP SELF AND OTHERS

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



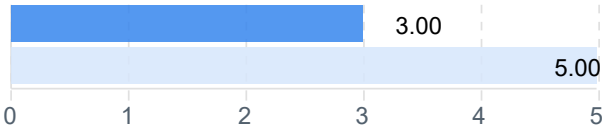
INNOVATIVE AND CRITICAL THINKING

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



DRIVES FOR RESULT

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



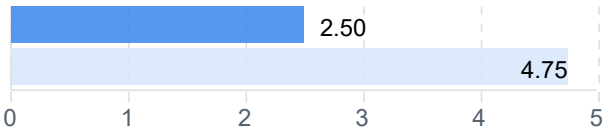
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

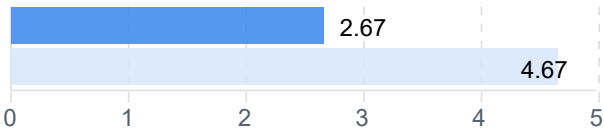
DEVELOP SELF AND OTHERS

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



SETS CLEAR DIRECTIONS

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



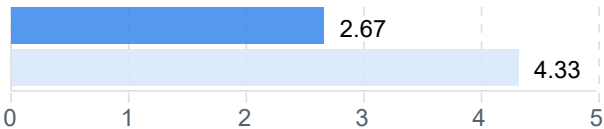
DEVELOP SELF AND OTHERS

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



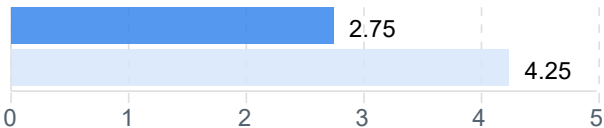
DRIVES FOR RESULT

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



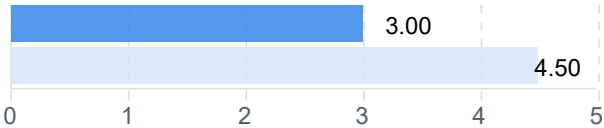
DRIVES FOR RESULT

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



INNOVATIVE AND CRITICAL THINKING

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



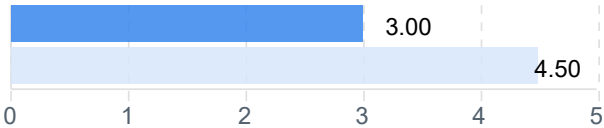
TECHNICAL CAPABILITIES

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



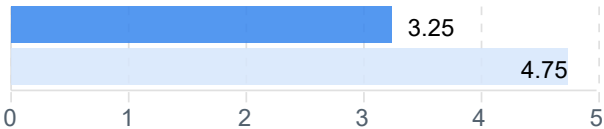
DRIVES FOR RESULT

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



FOSTER TEAMWORK

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



SETS CLEAR DIRECTIONS

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



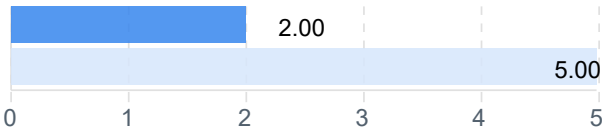
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

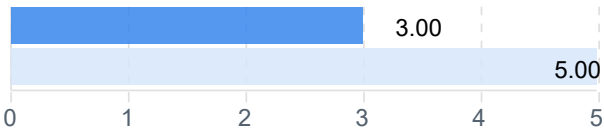
DEVELOP SELF AND OTHERS

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



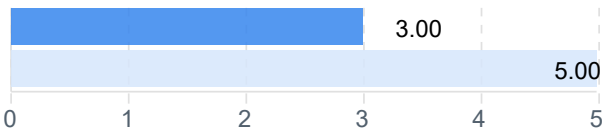
DRIVES FOR RESULT

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



CLIENT-FOCUSED

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



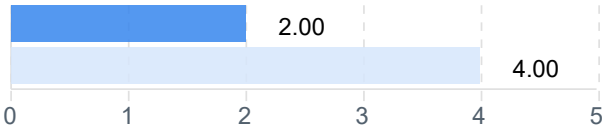
TECHNICAL CAPABILITIES

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



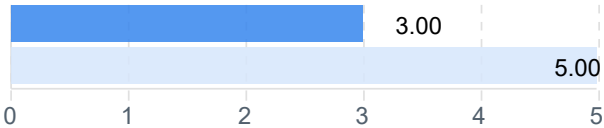
BUSINESS ACUMEN

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



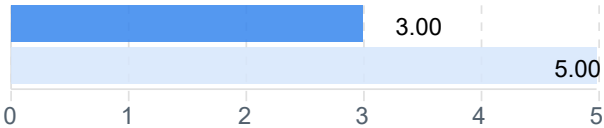
SETS CLEAR DIRECTIONS

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



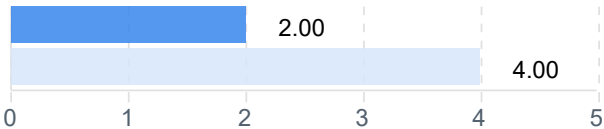
DRIVES FOR RESULT

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



COMMUNICATE WITH IMPACT

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



DRIVES FOR RESULT

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

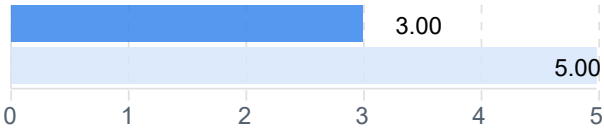


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Self		Peers		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	4.0	5.0	3.5	4.8	3.5	5.0	3.0	4.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	4.0	5.0	3.0	4.3	4.3	4.5	3.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	4.0	5.0	3.0	4.7	3.0	4.5	3.0	4.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	3.0	4.0	2.3	4.3	3.7	4.0	3.0	4.0
Q5. Challenge the status quo and push for positive change and impact?	2.0	5.0	3.0	4.7	3.8	4.3	3.0	4.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	4.0	5.0	2.7	4.7	3.8	4.3	3.0	4.0
Q7. Treat all team members in a respectful, courteous and professional manner?	5.0	5.0	3.8	4.8	4.0	4.8	3.0	4.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	5.0	5.0	3.5	4.5	3.5	4.5	3.0	4.0
Q9. Take accountability and ownership of his/her team's performance?	5.0	5.0	3.3	5.0	3.3	4.8	3.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	3.0	5.0	2.7	5.0	3.5	4.3	3.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	4.0	5.0	2.7	4.7	4.0	4.5	3.0	4.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	4.0	5.0	2.7	5.0	4.0	4.3	2.0	4.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	5.0	5.0	3.0	4.8	4.0	4.3	3.0	4.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	4.0	5.0	2.3	4.7	3.3	4.3	2.0	4.0

How often does this person demonstrate the following -	Self		Peers		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Build cross functional team relationship that can effectively address the needs of clients?	4.0	5.0	2.8	4.5	4.0	4.0	3.0	5.0
Q16. Respond and Resolve client issues effectively?	4.0	5.0	3.3	4.5	3.8	4.0	3.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	4.0	5.0	3.0	5.0	3.8	4.3	3.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	4.0	5.0	3.3	5.0	4.0	4.3	3.0	4.0
Q19. Take action despite ambiguity?	5.0	5.0	3.3	4.3	3.3	3.3	3.0	4.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	4.0	5.0	3.0	4.8	3.5	4.3	3.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.0	5.0	3.0	4.5	3.3	4.8	3.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	4.0	5.0	3.3	4.7	2.7	4.7	3.0	4.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	4.0	5.0	3.0	4.5	2.8	4.3	3.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	4.0	5.0	3.0	5.0	2.7	4.3	3.0	5.0
Q25. Push himself/herself and others every day for results?	4.0	5.0	3.0	4.5	3.0	4.5	3.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	4.0	5.0	3.3	4.5	2.7	4.0	3.0	4.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	4.0	5.0	3.0	4.7	3.0	4.5	3.0	5.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	5.0	5.0	2.8	4.8	4.0	4.5	3.0	4.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	5.0	5.0	3.3	4.5	3.5	4.3	3.0	4.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	5.0	5.0	2.5	4.3	4.0	4.3	2.0	4.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	4.0	5.0	2.7	4.7	4.3	4.7	2.0	5.0

How often does this person demonstrate the following -	Self		Peers		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	4.0	5.0	2.3	4.7	2.5	4.8	3.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	4.0	5.0	2.3	4.7	3.0	4.8	3.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	5.0	5.0	3.3	4.5	3.3	4.5	3.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	4.0	5.0	2.7	4.7	3.3	4.8	3.0	4.0

* Responses based on Rating scale of 1-5