



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Zulhelmi bin Abd Latib

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STRENGTHS AND DEVELOPMENT NEEDS

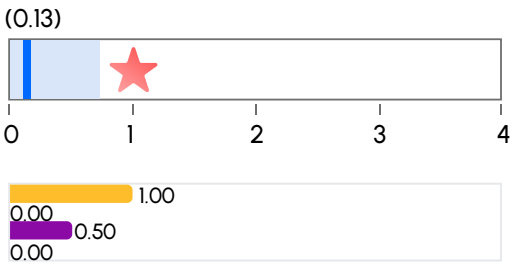
Strengths

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



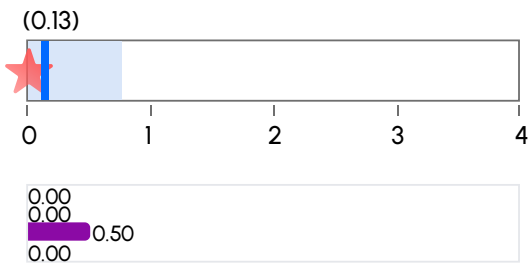
KNOW YOUR CUSTOMER

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



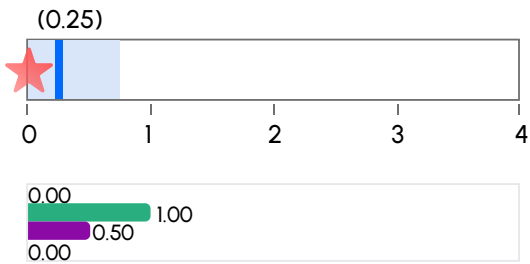
ENGAGE WITH EMPATHY

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



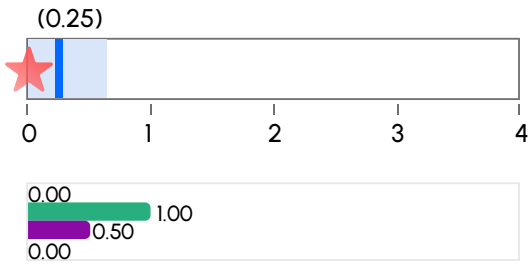
KNOW YOUR CUSTOMER

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



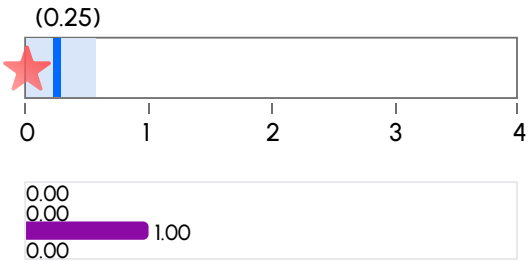
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS

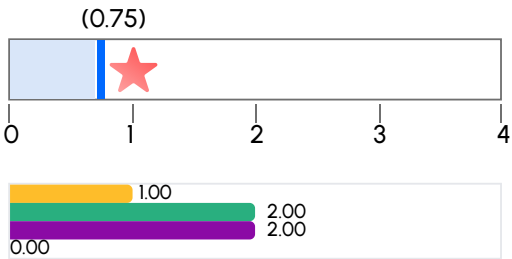
Development Needs

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



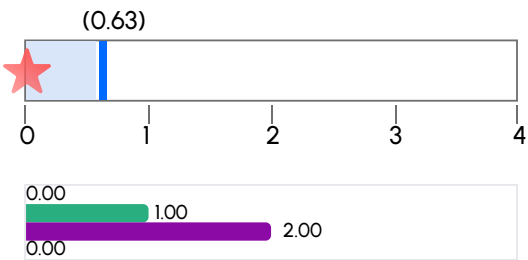
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



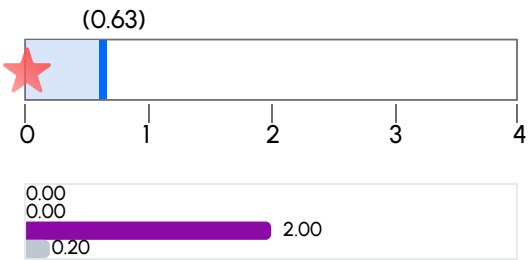
HOLISTIC THINKING

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



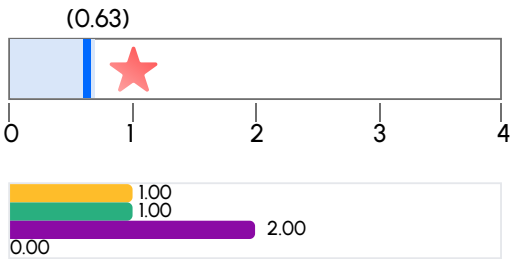
HOLISTIC THINKING

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



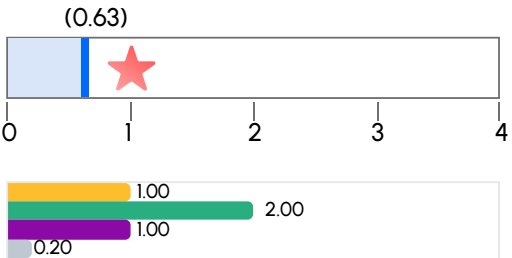
AGILE MINDSET

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

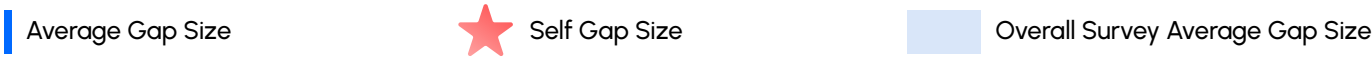


AGILE MINDSET

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



COMPETENCIES REPORT IN ASCENDING ORDER



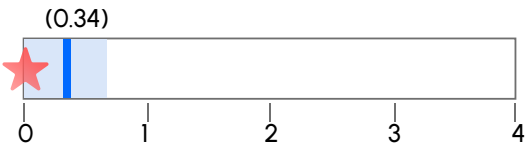
PURPOSEFUL PARTNERSHIP



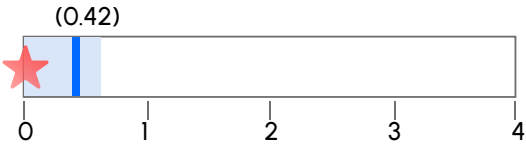
KNOW YOUR CUSTOMER



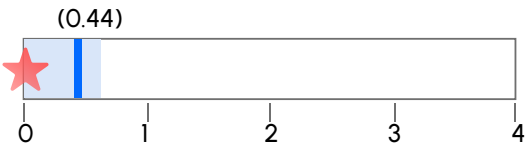
ENGAGE WITH EMPATHY



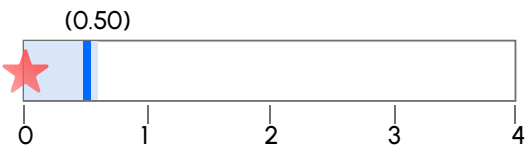
SPEAK UP



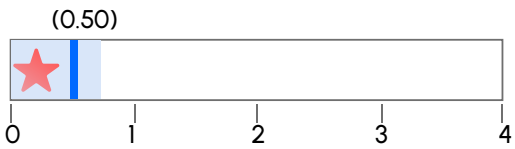
KEEP UP-TO-DATE



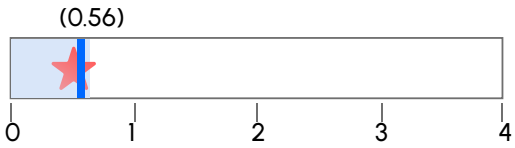
COURAGE TO ACT



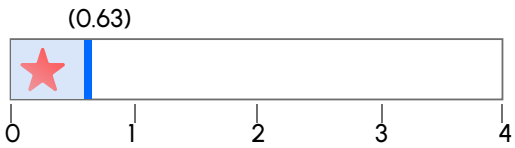
LIFELONG LEARNING



AGILE MINDSET



HOLISTIC THINKING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	1	-	1	-
Subordinates	0.00	-	5	-	-	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.00	-	-	1	-	1	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	-	2	-	-
Subordinates	0.20	-	4	1	-	-	-

Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	1	-	1	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	1	-	1	-
Subordinates	0.00	-	5	-	-	-	-

Know Your Customer

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	1	-	1	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.00	-	5	-	-	-	-

Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	1	-	-	-

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.20	-	4	1	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q12. Promote a Customer-centric culture by role modeling the behavior.	0.13
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.13
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.25
Q16. Empathise whilst balancing the need of individuals and the business.	0.25
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.25
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.25
Q30. Give space for self and team members to take risks and learn from mistakes.	0.25
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.38
Q18. Leverage one's network and connection to gather market data.	0.38
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.38
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.38
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.38
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.38

Q28. Encourage and value innovative ideas and suggestions from others.	0.38
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.38
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.38
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.38
Q38. Make effort to teach / coach/ mentor team members.	0.38
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.50
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.50
Q8. Provide coaching to help others adapt and be more versatile.	0.50
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.50
Q15. Share similar experiences that may be adapted to their work circumstances.	0.50
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.50
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.50
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.50
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.50
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.50
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.63

Q4. Manage teams' resources to collate information from multiple sources.	0.63
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.63
Q6. Ensure change plans are executed effectively and in a timely manner.	0.63
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.63
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.63
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.63
Q29. Maintain focus to deliver the chosen strategy.	0.63
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.63
Q36. Purposefully manage career development and professional growth of team members.	0.63
Q3. Identify new possibilities to address current business issues.	0.75

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. Encourage the team to come up with ideas and suggestions. As team lead, I always invite the team to share their thoughts and to consider all possible scenarios before we agreed on the next course of actions. 2. Coaching the team members
- 1) Demonstrates Good Leadership and Problem-Solving Skills - He always provides guidance and support to the team and remain calm under pressure and approach obstacles with a solution-oriented mindset. He is a leader who is able to think critically, analyze complex issues, and make well-informed decisions. 2) Understanding and Supportive - He is approachable and supportive to the team, listens before providing constructive feedback or during discussions, He understands my circumstances and always being fair and flexible towards all team members.
- 1. Leverage internal and external network to deliver success (networking with MOF and Investment Bank to get better investment allocation) 2. Leading complex discussion with team and stakeholders in achieving goal (ie. Senai Airport and Senai Desaru Expressway Bhd)
- strength in corporate finance theory and application which can be deployed when analyzing debt perspective
- 1. Zul has strong analytical thinking skills allows him to approach problems in a structured and logical manner. The skill is useful when comes to investment management and restructuring 2. Zul exhibit honesty, ethical behavior, and a strong sense of integrity.
- He is a hard worker and has great ideas in helping his team/He is also able to solve problems and is able to provide a way to solve something difficult
- ability to make informed decisions and execution, guide the team to make further assessment and thought from a different angle

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

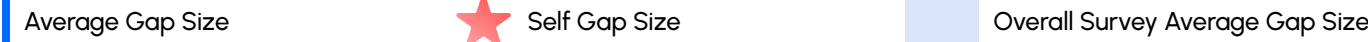
- 1. Courage to act 2. Stakeholder management
- 1) To have courage to speak-up during challenging discussion sessions with head of department and to think more strategically and have a broader perspective on long-term vision or goals. 2) Enhancement in delegation of tasks and responsibilities by taking into account each team member's strengths and development areas.
- 1. managing stakeholders well especially on the respond time 2. be a good role model to others especially peers and subordinates

- handling multiple task efficiently and promptly communications to stakeholders needs to be more prompt
- 1. To improve the communication with teammates and supervisor to ensure better teamwork, increased productivity, and a more cohesive work environment. 2. To be more open to exploring new ideas, taking calculated risks, and pushing boundaries.
- Agile mindset/buisness skill

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

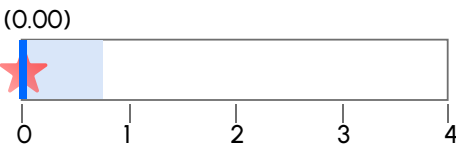
Strengths

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



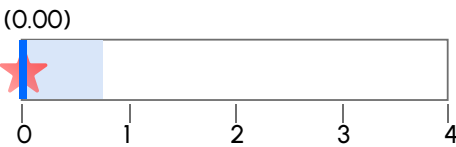
ENGAGE WITH EMPATHY

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



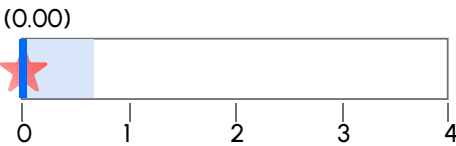
SPEAK UP

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



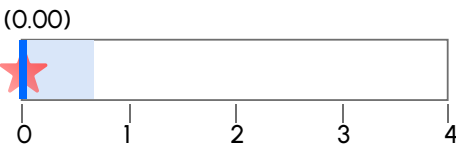
KEEP UP-TO-DATE

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



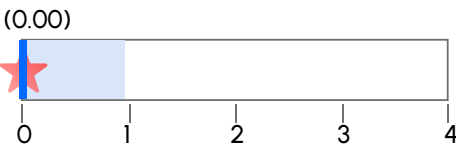
PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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



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.

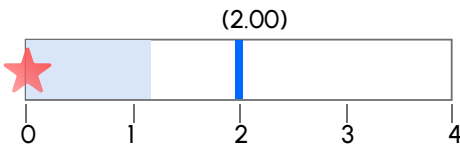
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

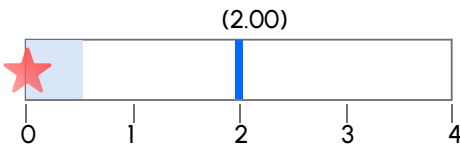
COURAGE TO ACT

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



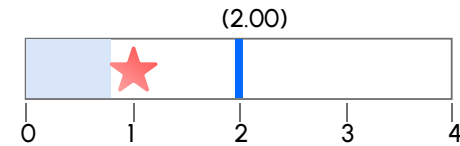
COURAGE TO ACT

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



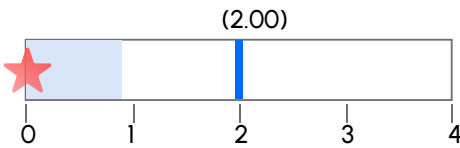
AGILE MINDSET

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



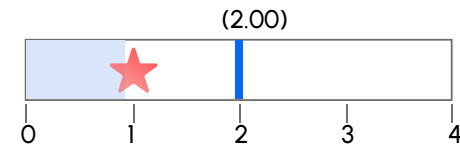
KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



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.

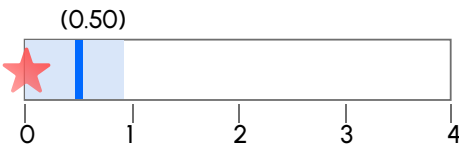
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

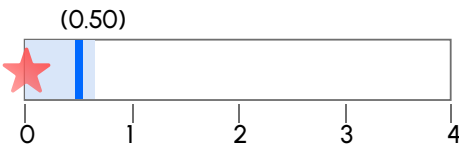
ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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



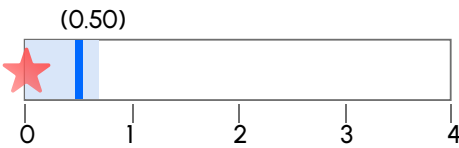
KNOW YOUR CUSTOMER

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



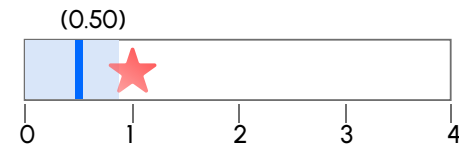
ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

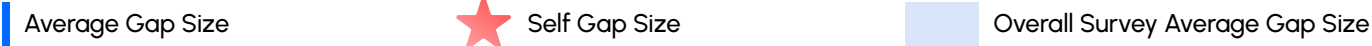
Q12. Promote a Customer-centric culture by role modeling the behavior.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

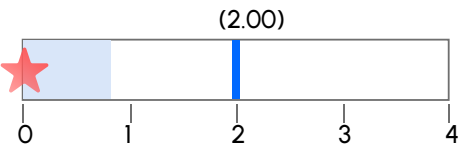
Development Needs

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



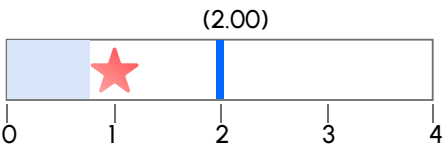
KNOW YOUR CUSTOMER

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



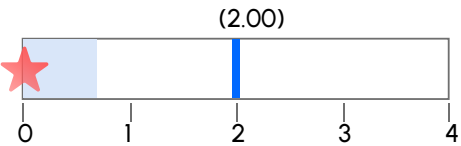
AGILE MINDSET

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



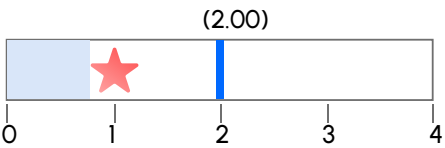
HOLISTIC THINKING

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



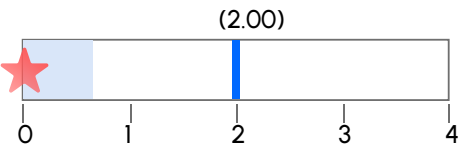
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



HOLISTIC THINKING

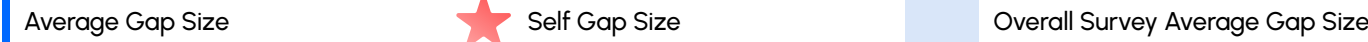
Q4. Manage teams' resources to collate information from multiple sources.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

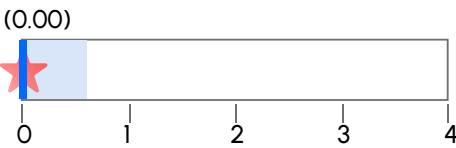
Strengths

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



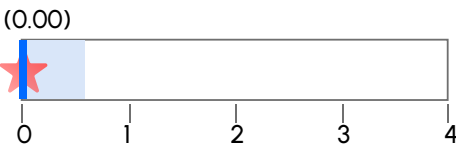
ENGAGE WITH EMPATHY

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



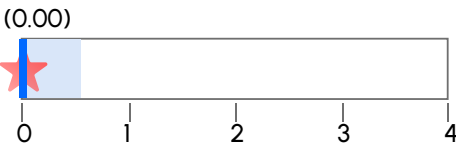
KNOW YOUR CUSTOMER

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



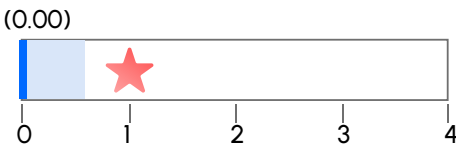
SPEAK UP

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



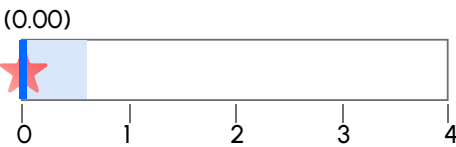
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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

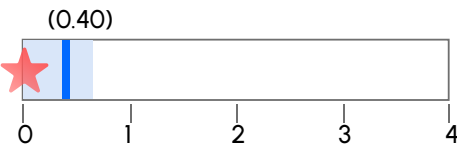
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

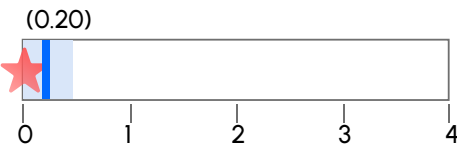
KEEP UP-TO-DATE

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



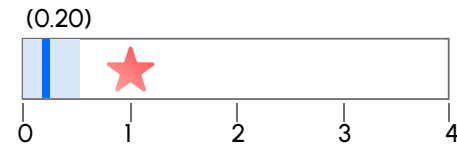
HOLISTIC THINKING

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



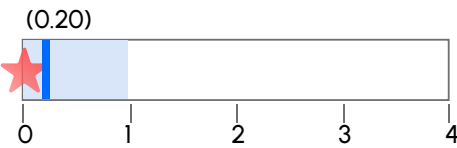
AGILE MINDSET

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



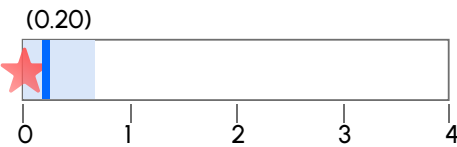
LIFELONG LEARNING

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



LIFELONG LEARNING

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size Average Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size

Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

COURAGE TO ACT

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



KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



COURAGE TO ACT

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



KEEP UP-TO-DATE

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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



LIFELONG LEARNING

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



AGILE MINDSET

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

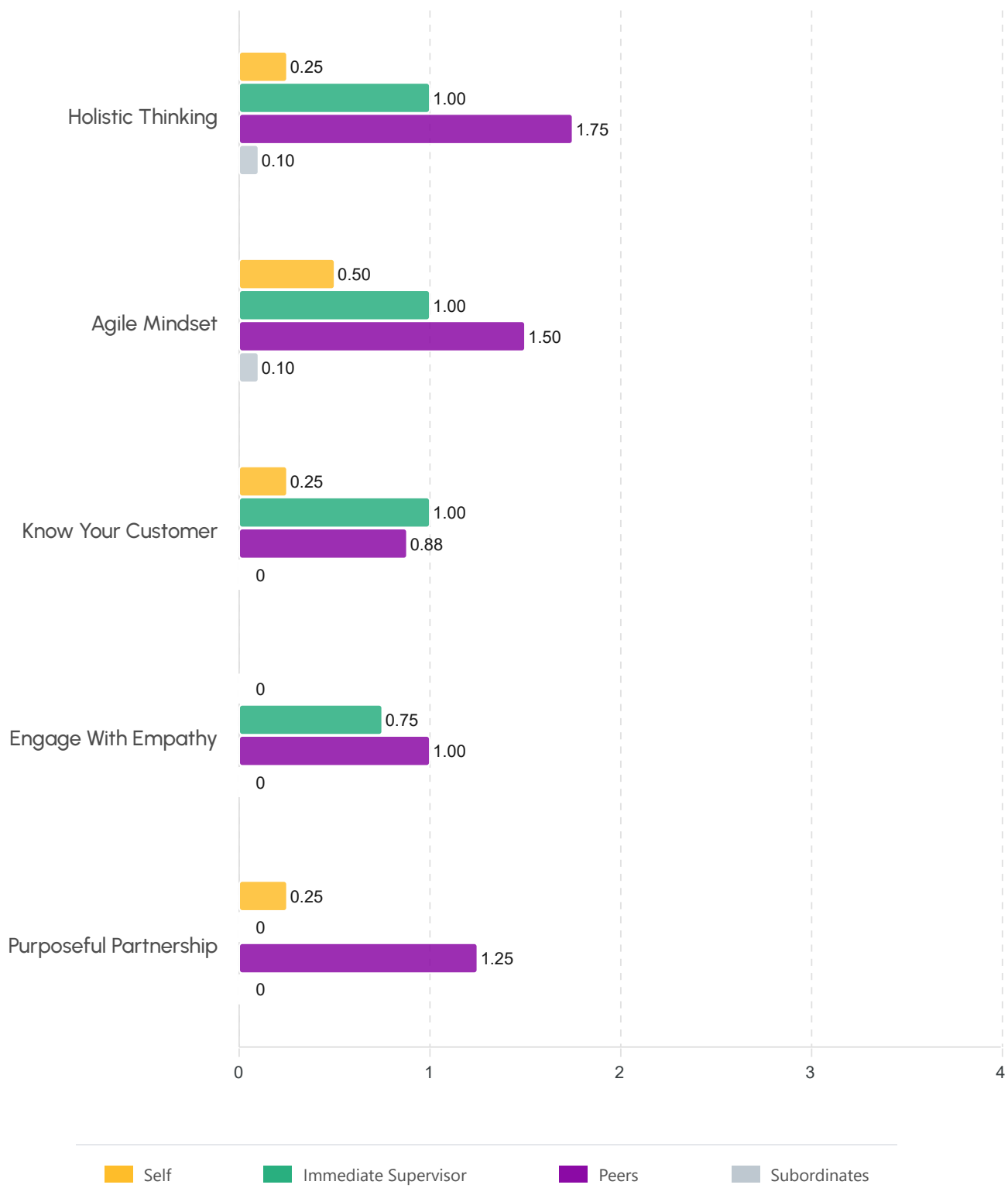


AGILE MINDSET

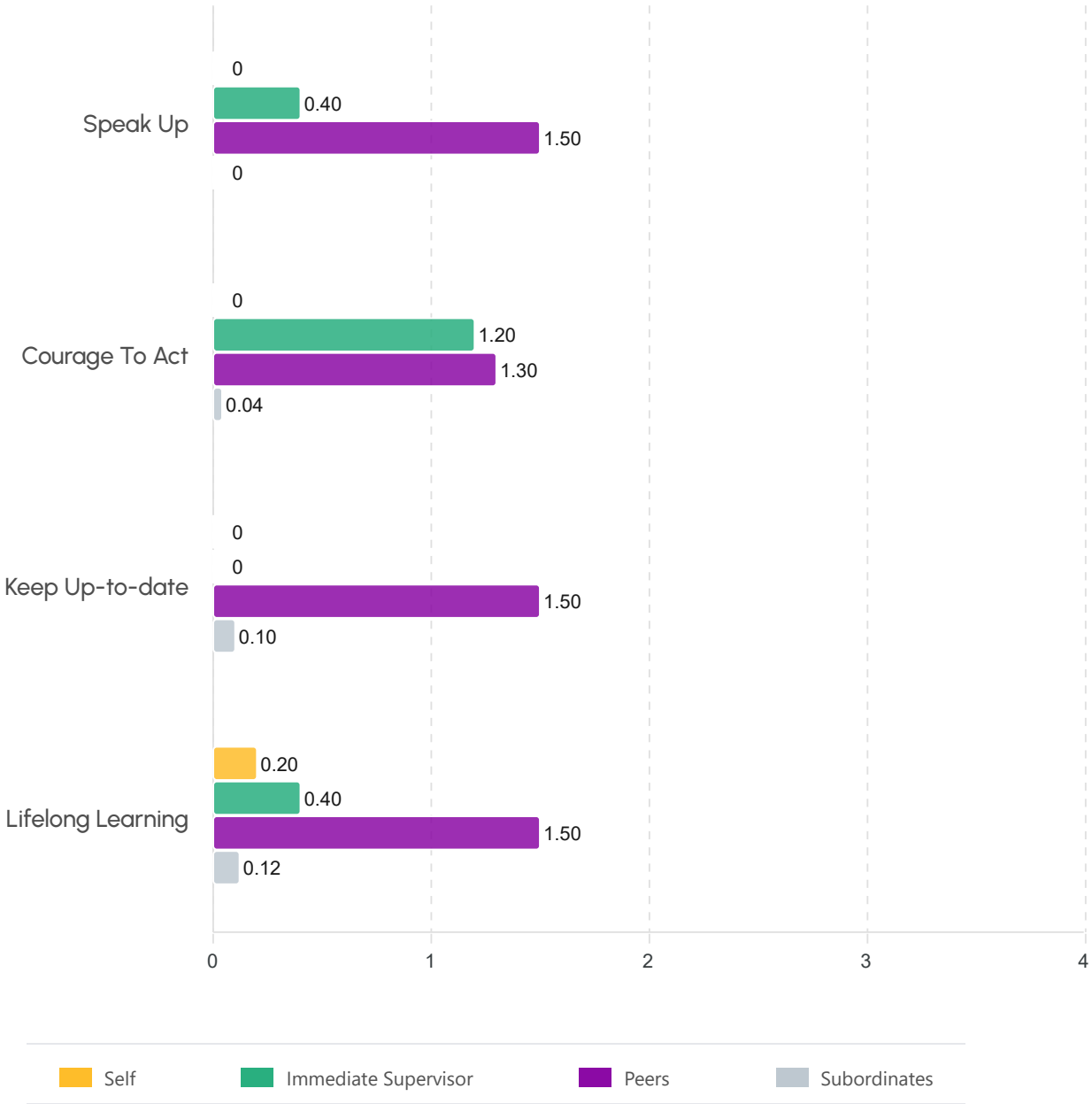
Q6. Ensure change plans are executed effectively and in a timely manner.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



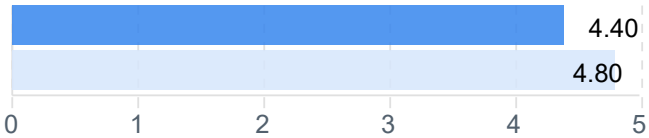
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

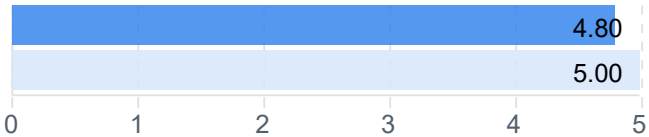
KEEP UP-TO-DATE

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



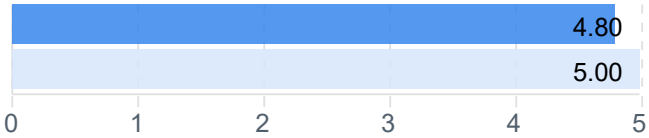
HOLISTIC THINKING

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



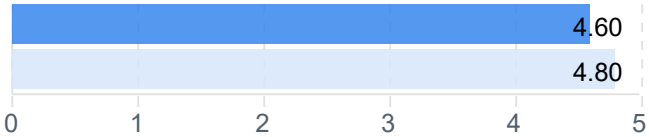
LIFELONG LEARNING

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



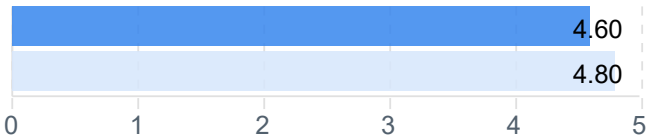
AGILE MINDSET

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



AGILE MINDSET

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



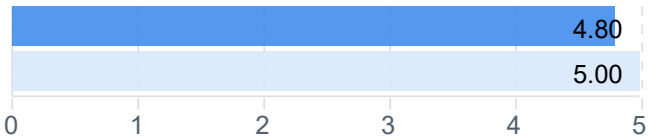
LIFELONG LEARNING

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



LIFELONG LEARNING

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



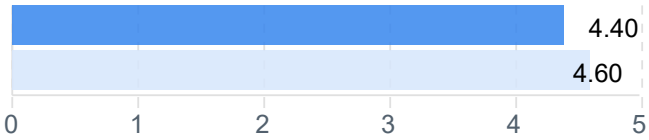
COURAGE TO ACT

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



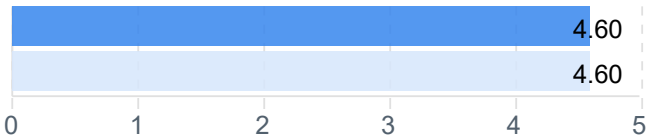
HOLISTIC THINKING

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



COURAGE TO ACT

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



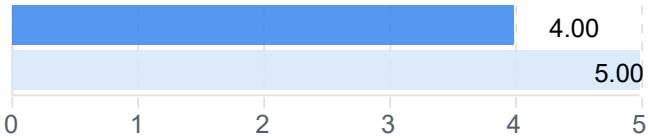
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

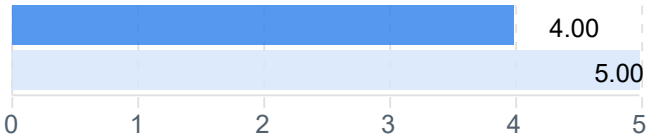
AGILE MINDSET

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



LIFELONG LEARNING

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



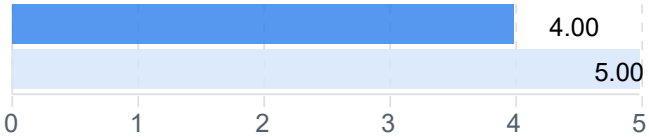
PURPOSEFUL PARTNERSHIP

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



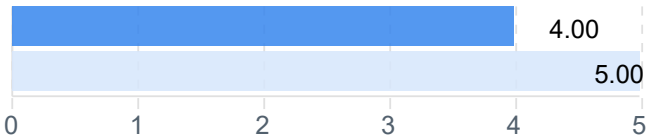
AGILE MINDSET

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



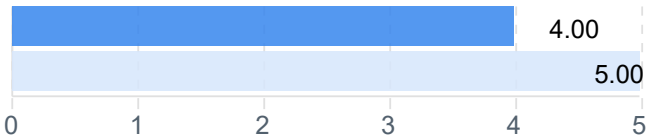
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



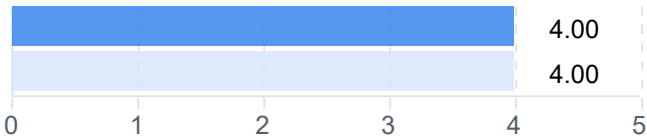
KNOW YOUR CUSTOMER

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



COURAGE TO ACT

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



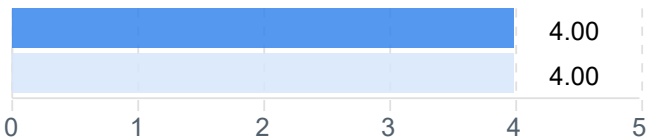
KEEP UP-TO-DATE

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



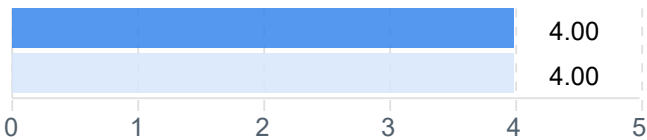
KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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



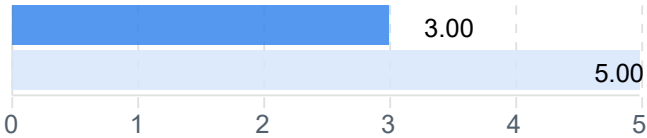
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

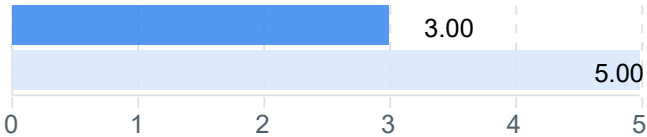
AGILE MINDSET

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



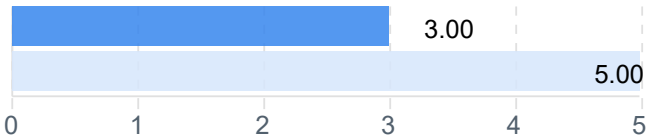
KNOW YOUR CUSTOMER

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



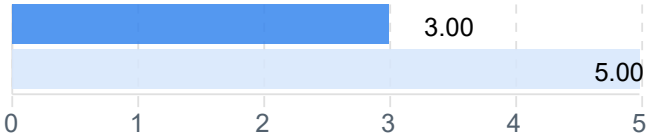
HOLISTIC THINKING

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



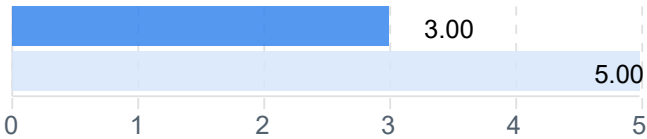
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



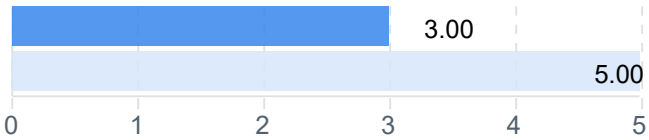
AGILE MINDSET

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



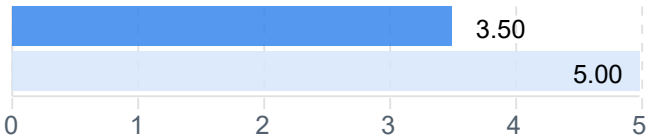
HOLISTIC THINKING

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



COURAGE TO ACT

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



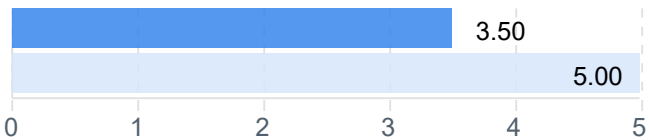
LIFELONG LEARNING

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



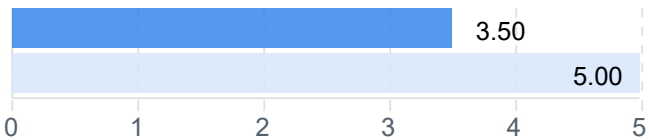
KEEP UP-TO-DATE

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



SPEAK UP

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



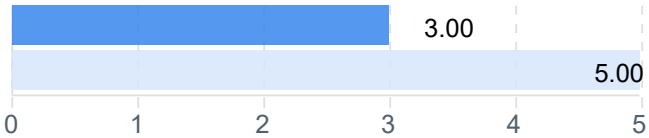
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

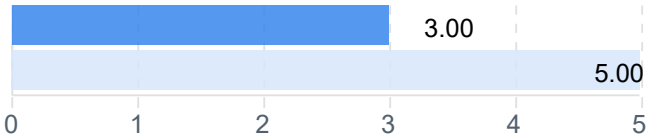
COURAGE TO ACT

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



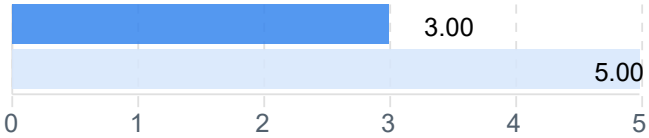
KNOW YOUR CUSTOMER

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



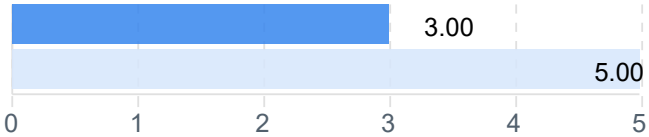
AGILE MINDSET

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



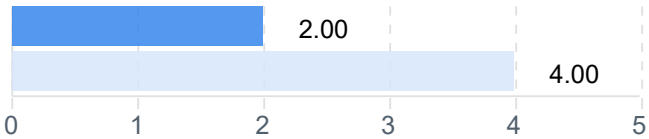
COURAGE TO ACT

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



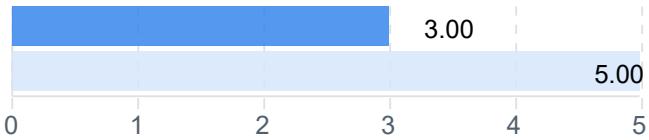
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



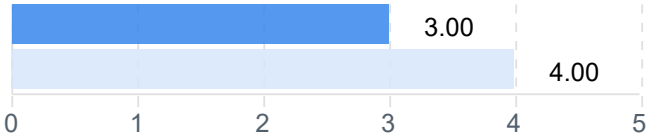
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



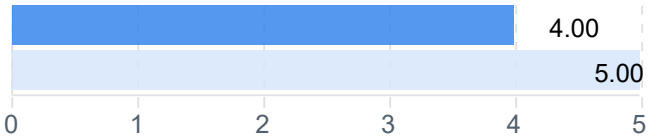
AGILE MINDSET

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



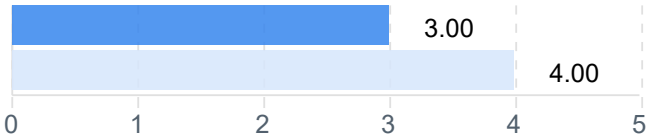
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

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

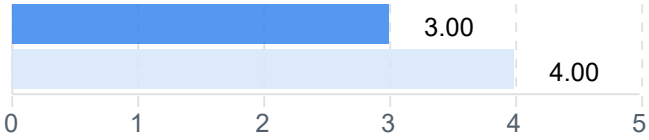


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Subordinates		Self		Peers		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.8	5.0	5.0	5.0	3.5	4.5	3.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.8	4.8	5.0	5.0	3.0	5.0	3.0	4.0
Q3. Identify new possibilities to address current business issues.	4.8	4.8	4.0	5.0	3.0	5.0	2.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	4.4	4.6	5.0	5.0	3.0	5.0	4.0	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.6	4.6	4.0	5.0	3.0	5.0	3.0	4.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.6	4.8	4.0	5.0	3.5	4.5	3.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.6	4.8	5.0	5.0	4.0	5.0	4.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.8	4.8	5.0	5.0	3.0	5.0	4.0	4.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.8	4.8	4.0	4.0	3.0	5.0	3.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.8	4.8	4.0	4.0	4.0	4.5	3.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.8	4.8	4.0	4.0	3.5	4.0	3.0	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.6	4.6	4.0	5.0	3.5	4.0	4.0	4.0

How often does this person demonstrate the following -	Subordinates		Self		Peers		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.6	4.6	5.0	5.0	4.5	5.0	3.0	3.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.6	4.6	5.0	5.0	3.5	5.0	3.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.6	4.6	4.0	4.0	3.5	5.0	3.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.8	4.8	4.0	4.0	4.0	4.5	3.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.8	4.8	4.0	4.0	3.5	4.5	5.0	5.0
Q18. Leverage one's network and connection to gather market data.	4.6	4.6	4.0	5.0	3.5	5.0	5.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.6	4.6	4.0	4.0	3.5	5.0	4.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.8	4.8	5.0	5.0	4.0	5.0	4.0	4.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.6	4.6	4.0	4.0	3.5	5.0	4.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.8	4.8	5.0	5.0	3.5	5.0	4.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.8	4.8	4.0	4.0	3.5	5.0	3.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.8	4.8	5.0	5.0	3.0	4.5	4.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.8	4.8	5.0	5.0	3.0	4.5	4.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.6	4.6	4.0	4.0	3.5	5.0	3.0	5.0

How often does this person demonstrate the following -	Subordinates		Self		Peers		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.8	4.8	4.0	4.0	3.5	5.0	3.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.6	4.6	4.0	4.0	3.0	4.5	4.0	4.0
Q29. Maintain focus to deliver the chosen strategy.	5.0	5.0	4.0	4.0	3.5	5.0	3.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	4.8	5.0	4.0	4.0	4.5	5.0	4.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.8	4.8	5.0	5.0	3.5	5.0	4.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.4	4.8	4.0	4.0	3.5	5.0	4.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	5.0	5.0	5.0	5.0	3.5	5.0	4.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	5.0	5.0	5.0	5.0	3.5	5.0	4.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.6	4.6	4.0	5.0	3.5	5.0	4.0	5.0
Q36. Purposefully manage career development and professional growth of team members.	4.8	5.0	4.0	4.0	3.5	5.0	3.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.8	5.0	4.0	4.0	3.5	5.0	4.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	4.8	4.8	5.0	5.0	3.5	5.0	4.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.8	5.0	5.0	5.0	3.5	5.0	4.0	4.0

* Responses based on Rating scale of 1-5