



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

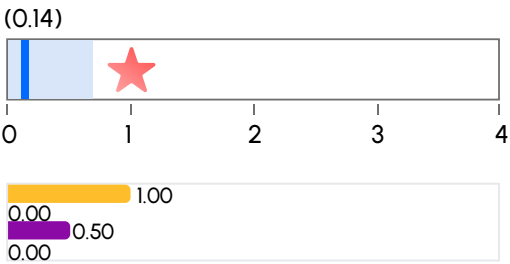
Strengths

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



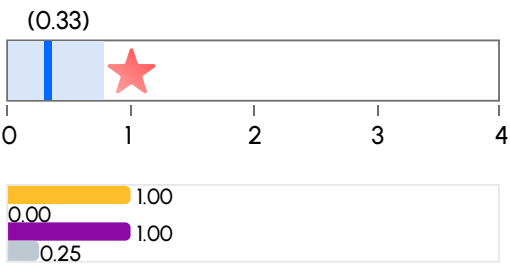
LIFELONG LEARNING

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



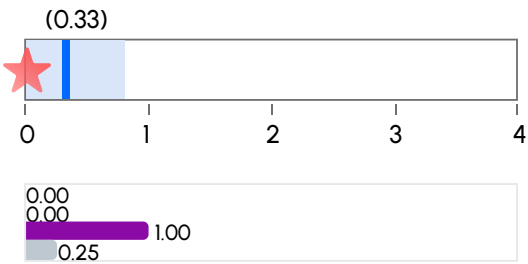
LIFELONG LEARNING

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



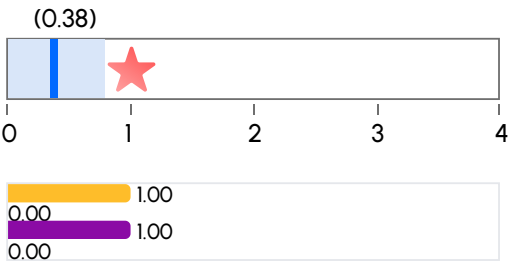
LIFELONG LEARNING

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



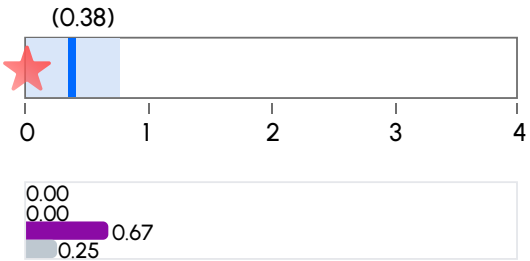
AGILE MINDSET

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS

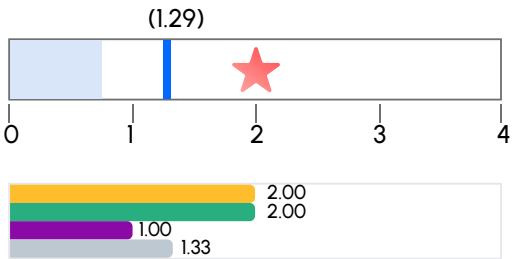
Development Needs

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



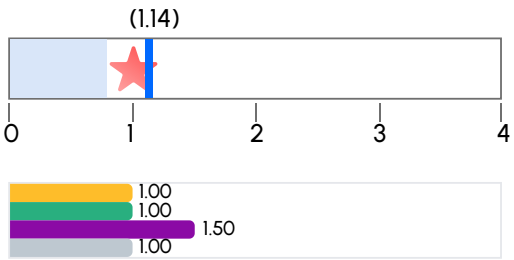
KNOW YOUR CUSTOMER

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



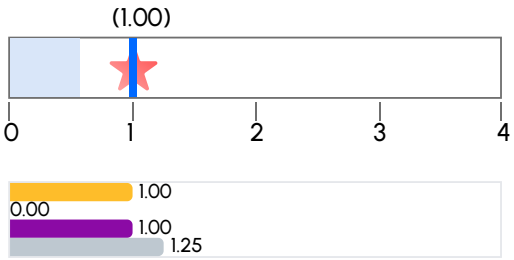
PURPOSEFUL PARTNERSHIP

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



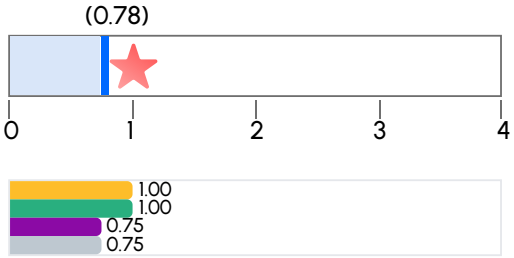
PURPOSEFUL PARTNERSHIP

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



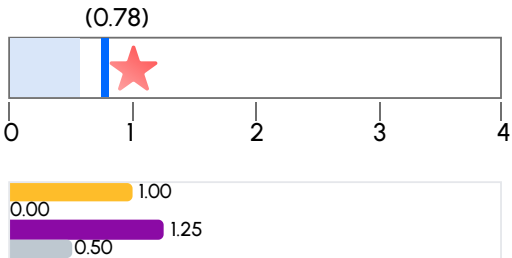
KNOW YOUR CUSTOMER

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

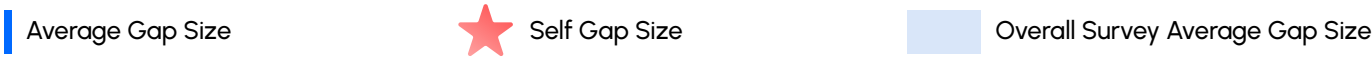


PURPOSEFUL PARTNERSHIP

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



COMPETENCIES REPORT IN ASCENDING ORDER



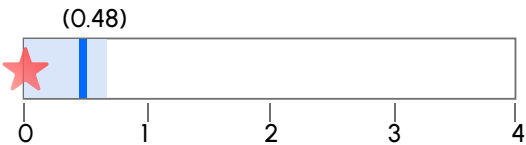
LIFELONG LEARNING



AGILE MINDSET



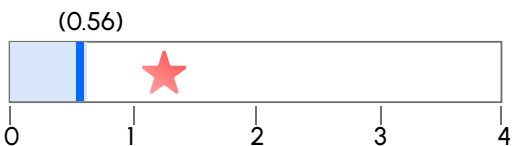
ENGAGE WITH EMPATHY



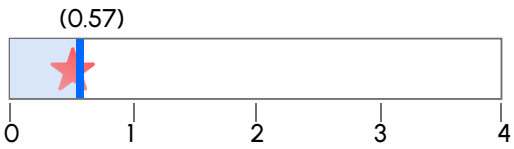
COURAGE TO ACT



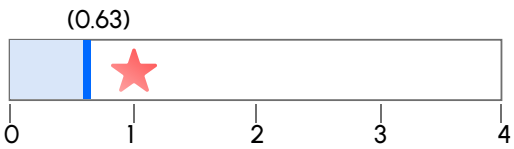
KEEP UP-TO-DATE



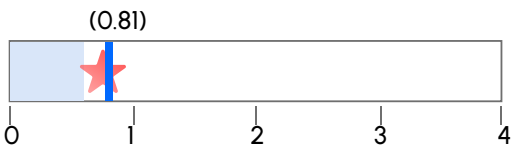
HOLISTIC THINKING



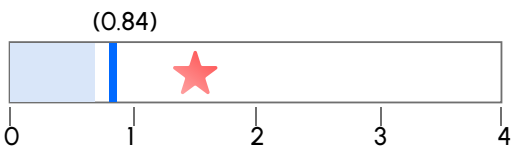
SPEAK UP



PURPOSEFUL PARTNERSHIP



KNOW YOUR CUSTOMER



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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	0.00	-	3	-	-	-	-
Subordinates	1.50	-	1	1	1	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	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.75	-	2	1	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	0.00	-	1	-	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.67	-	2	-	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	1.33	-	1	1	-	1	-

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	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.75	-	3	-	-	1	-

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.50	-	3	-	1	-	-

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	1.00	-	-	2	-	-	-
Subordinates	1.25	-	1	2	-	1	-

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

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

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

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

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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.75	-	3	-	-	1	-

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

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

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

Lifelong Learning

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.14
Q38. Make effort to teach / coach/ mentor team members.	0.33
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.33
Q8. Provide coaching to help others adapt and be more versatile.	0.38
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.38
Q16. Empathise whilst balancing the need of individuals and the business.	0.38
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.38
Q28. Encourage and value innovative ideas and suggestions from others.	0.38
Q15. Share similar experiences that may be adapted to their work circumstances.	0.43
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.43
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.44
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.44
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.44
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.50
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.50

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.50
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.56
Q3. Identify new possibilities to address current business issues.	0.56
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.57
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
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
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.63
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.67
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.67
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.67
Q36. Purposefully manage career development and professional growth of team members.	0.67
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.71
Q30. Give space for self and team members to take risks and learn from mistakes.	0.71
Q4. Manage teams' resources to collate information from multiple sources.	0.75

Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.75
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.75
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.75
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.78
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.78
Q18. Leverage one's network and connection to gather market data.	1.00
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.14
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	1.29

QUALITATIVE FEEDBACK

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

- N/A
- Demonstrates deep sense of team spirit that keeps the team close knit Efficiency in ensuring timely deliverables
- 1. My key strength is in my leadership skill. This is demonstrated in my accomplishment in guiding a team into a new area for the organisation, and establishing the EPF sustainable investment framework from the ground up, which requires a good level of strategic thinking. I believe my contribution on this has enabled EPF to set the bar as evident by many stakeholders seeking direction from me and the team on their own ESG journey. 2. I consider problem solving as a key strength. I was given the opportunity to trailblaze into a new area (i.e sustainable investment), in which the EPF had no past reference or track record in this matter. Hence, I have had to resolve and overcome many new issues and challenges involving policy, processes, manpower, stakeholder management and technical. My success is evident in EPF achieving its sustainable investment milestones in line with the organisational strategy.
- Idzma has the courage to speak up and defend herself and the team. She takes care of her team very well, and engages them with empathy.
- 1) Strong devotion to work: The participant has a strong sense of commitment in the work that are tasked to her. She will always strive to work hard and ensure that all the outcome delivered are of highest quality. 2) Approachable with high level of empathy: The participant has a strong emotional intelligence whereby she always takes the time to understand the team's perspectives and is great in responding well with compassion and constructive feedback.
- Her communications and presentation skills Networking
- She can adjust communication style based on situation or audience (small group) to appeal to their interest. She can communicate effectively and confidently to obtain a commitment from big and diverse audiences..
- Based on my limited interactions with her, I think her biggest strengths are composure and agility. Whenever I interact with her, she always appears focused and grounded, which makes communications with her easier. Also, her agility to take on new role in the setting up of the SIC unit, which has now become a department.
- 1. Highly committed and proactive 2. Able to guide and motivate a team towards a common goal
- Great in keeping team members motivated in achieving organisation goal, always looking for improvement in team for the benefit of organisation,

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

- N/A

- Effective communication and relationship management with stakeholders particularly senior management Willingness to take risk and generate more innovate ideas for the team's development Consistency

- 1. I need to work on providing more frank feedback to my superiors in response to situations where there could be less comprehensive assessment of my performance. In the past, this has had a demotivational impact on me which I have thus far overcome. However, this is an area I would like to improve as I believe it would make me even more effective at work thus benefitting the organisation. 2. As an introvert, networking is not easy for me. This is an area I have consciously tried to improve as evident in my successful liaising with the various stakeholders to drive our sustainable investment agenda.

- To delegate some of her tasks and focus on her responsibilities as being the leader, as currently she is taking on so much work on her own. While she engages the team with empathy, she could improve by being consistent in her treatment on each of the team member.

- 1) To develop clearer and more consistent expectation from the team 2) To enhance the approach in solving problems towards more flexible solutions.

- to work more cross departments under the same division to share her ideas and thoughts in the discussion that involves her areas of expertise

- She needs to examine issues and ideas, considering multiple scenarios and evaluate their' pros and con in decision-making She needs to explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure

- I think she has the skills to influence and drive people. If she can develop that to move people, not just within her section or department, but the entire EPF, that would be great. She is leading a department that is supposed to drive change and it would be amazing if she could lead the organisation in that change.

- 1. Needs to cultivate an enterprise view beyond her immediate work responsibility 2. Needs more exposure in representing EPF and sustainability to external parties

- If given a chance by the management, she can actively going around the market to advocate and collaborate for sustainable investing, and decision making at management level

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.

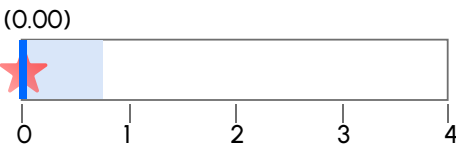
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

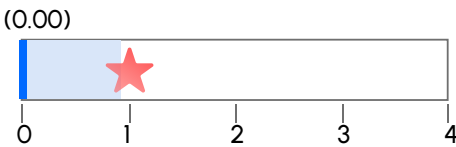
ENGAGE WITH EMPATHY

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



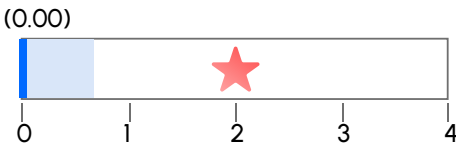
LIFELONG LEARNING

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



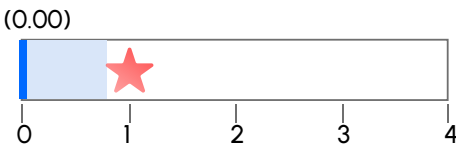
KEEP UP-TO-DATE

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



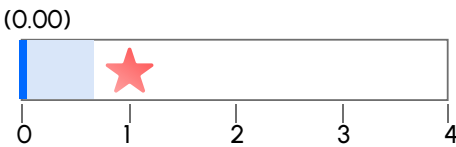
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM 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.

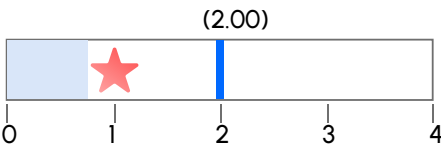
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

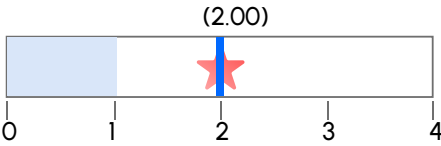
SPEAK UP

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



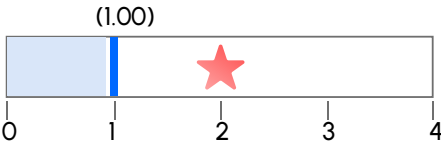
KNOW YOUR CUSTOMER

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



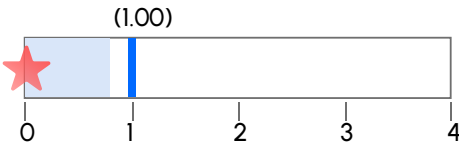
KNOW YOUR CUSTOMER

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



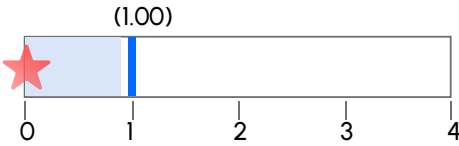
AGILE MINDSET

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



ENGAGE WITH EMPATHY

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



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.

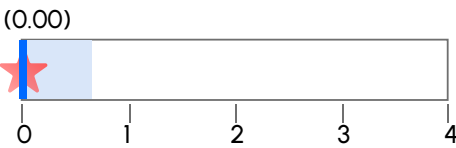
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

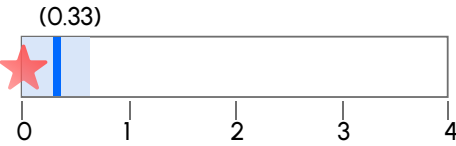
HOLISTIC THINKING

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



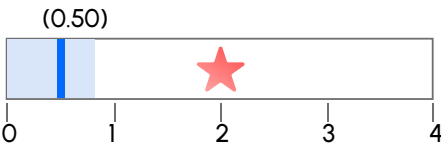
AGILE MINDSET

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



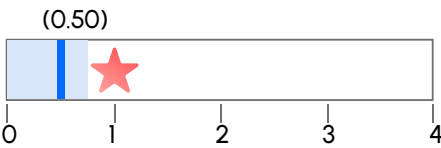
KNOW YOUR CUSTOMER

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



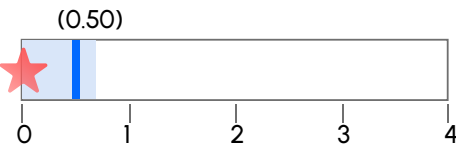
LIFELONG LEARNING

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



HOLISTIC THINKING

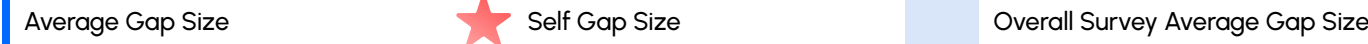
Q2. Examine issues and ideas, considering multiple scenarios and their’ pros and con in decision-making.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

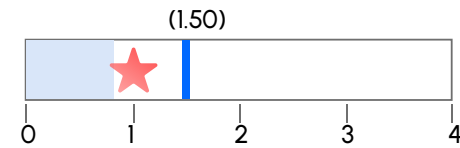
Development Needs

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



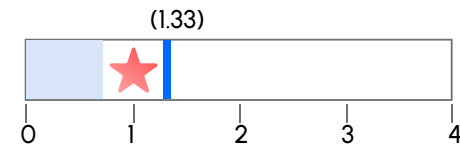
PURPOSEFUL PARTNERSHIP

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



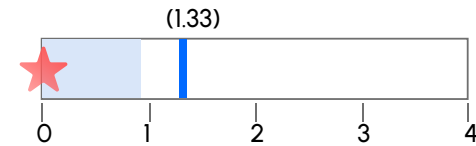
KEEP UP-TO-DATE

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



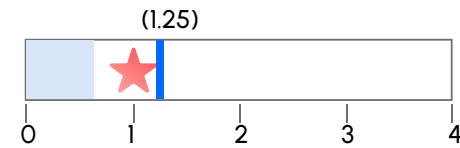
ENGAGE WITH EMPATHY

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



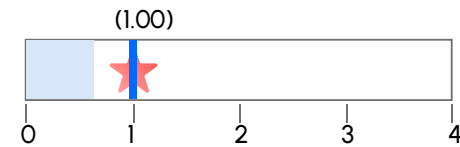
PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

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



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.

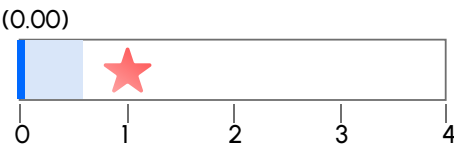
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

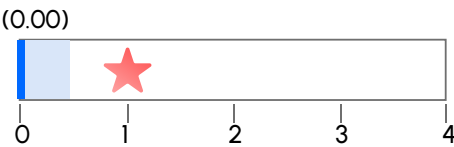
LIFELONG LEARNING

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



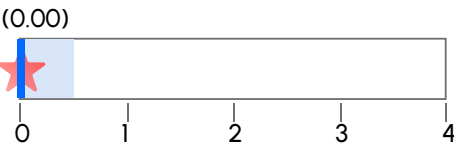
HOLISTIC THINKING

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



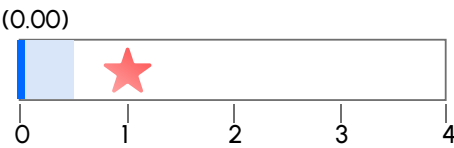
ENGAGE WITH EMPATHY

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



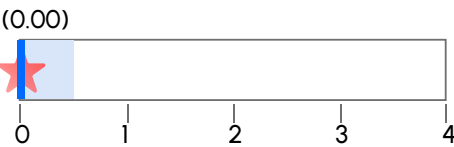
COURAGE TO ACT

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



PURPOSEFUL PARTNERSHIP

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



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.

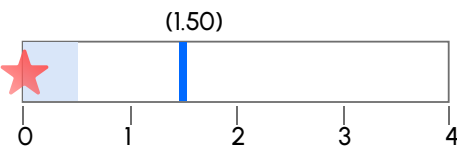
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

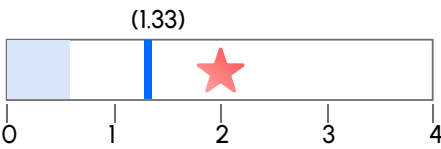
HOLISTIC THINKING

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



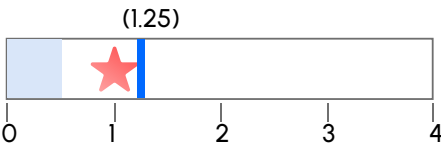
KNOW YOUR CUSTOMER

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



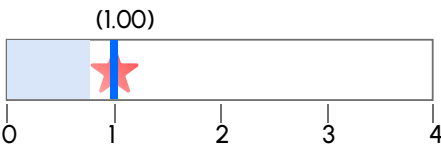
PURPOSEFUL PARTNERSHIP

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



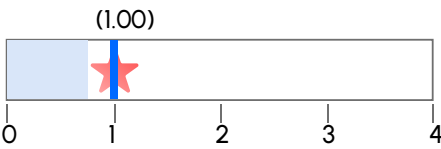
COURAGE TO ACT

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



PURPOSEFUL PARTNERSHIP

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



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.

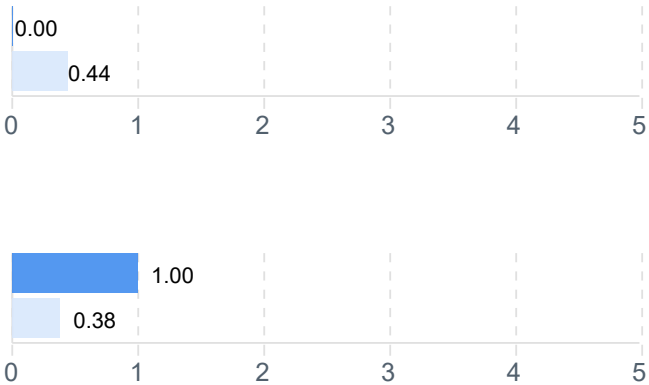


Q6. Ensure change plans are executed effectively and in a timely manner.



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.



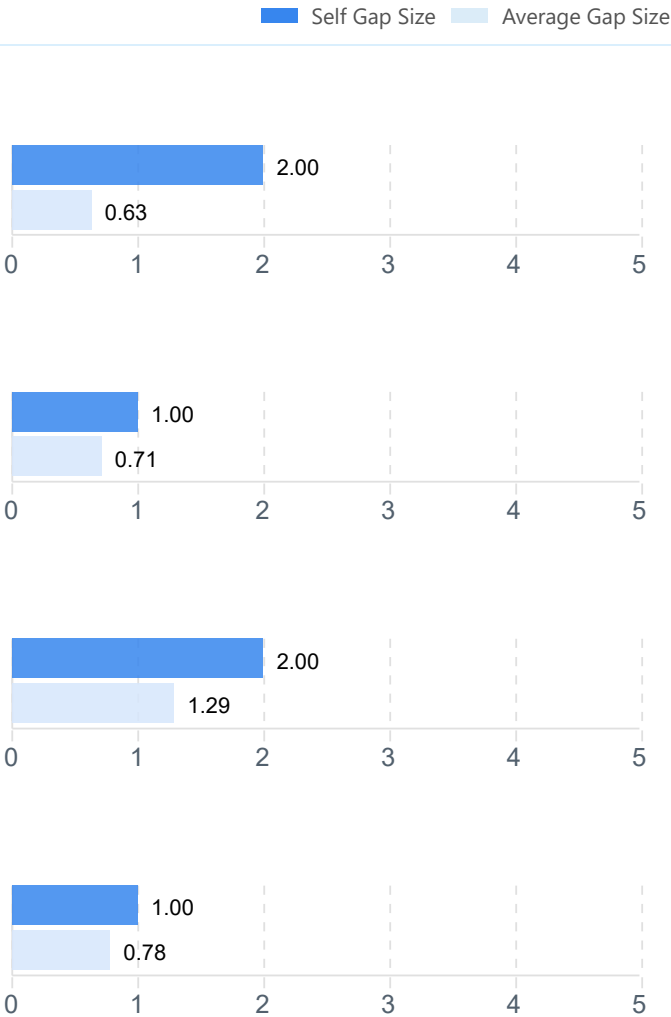
KNOW YOUR CUSTOMER

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.



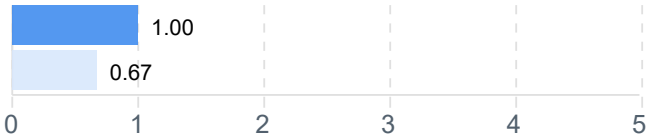
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



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.



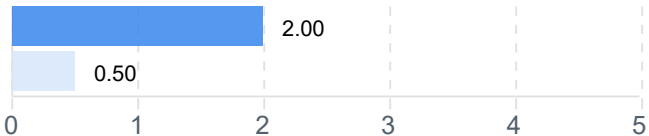
Q23. Encourage constructive feedback and be objective in addressing disagreements.



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 SizeAverage 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.



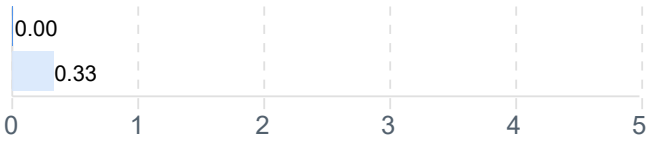
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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



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



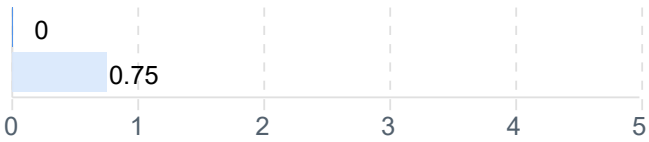
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

SPEAK UP

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



ENGAGE WITH EMPATHY

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



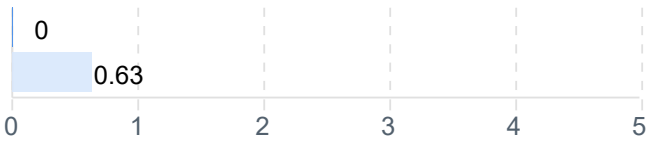
HOLISTIC THINKING

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



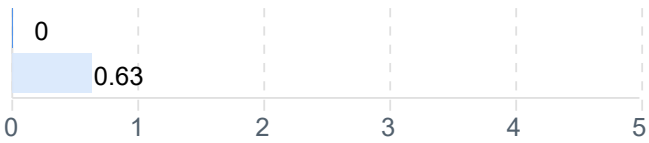
AGILE MINDSET

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



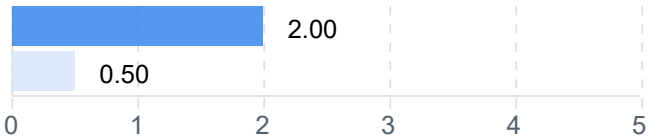
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

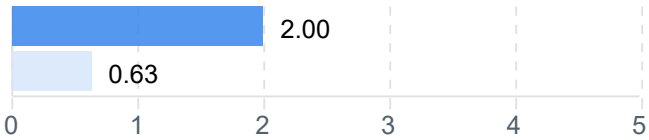
SPEAK UP

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



KNOW YOUR CUSTOMER

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



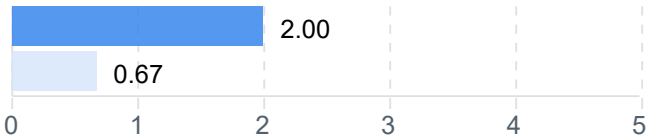
KEEP UP-TO-DATE

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



SPEAK UP

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

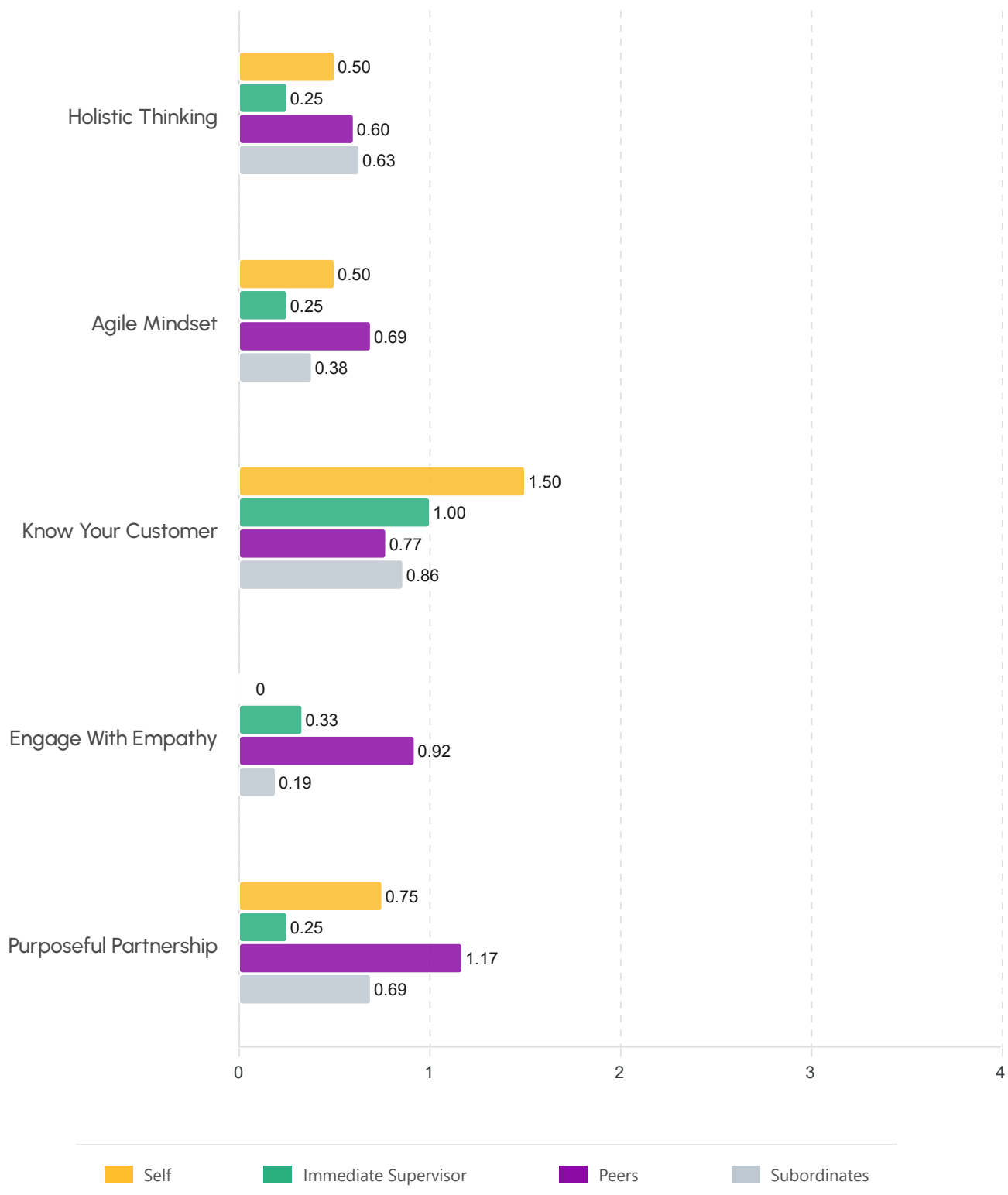


LIFELONG LEARNING

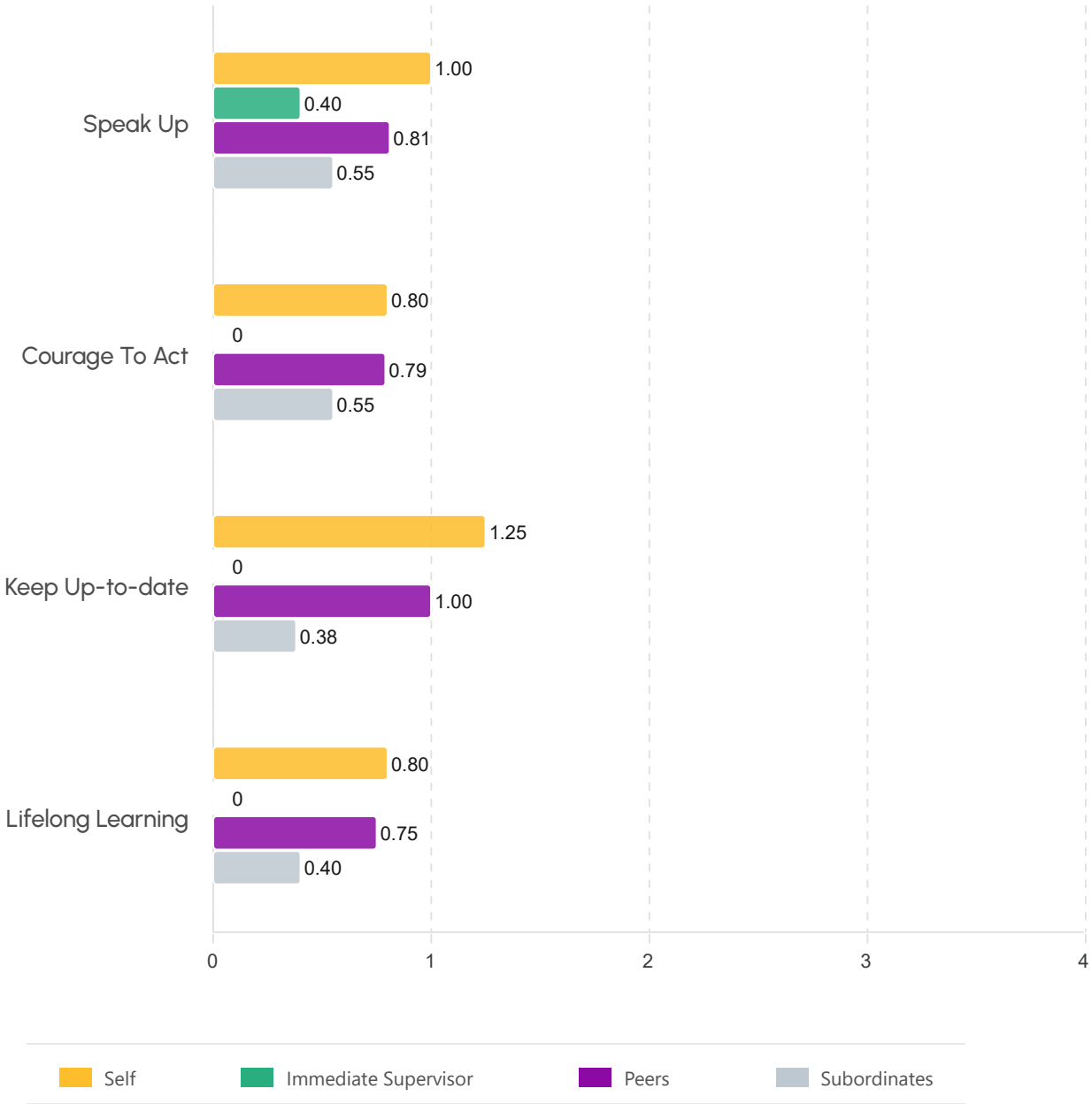
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



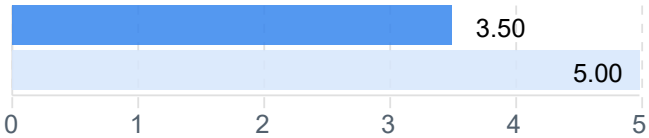
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

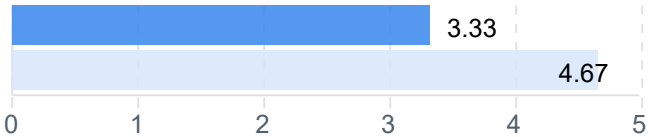
HOLISTIC THINKING

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



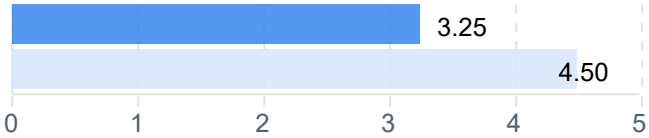
KNOW YOUR CUSTOMER

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



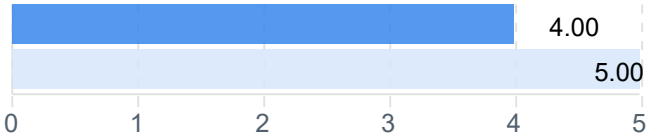
PURPOSEFUL PARTNERSHIP

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



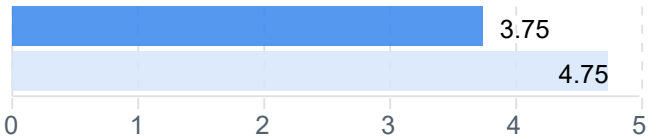
COURAGE TO ACT

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



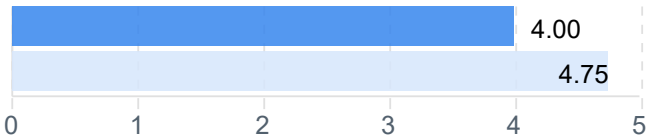
PURPOSEFUL PARTNERSHIP

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



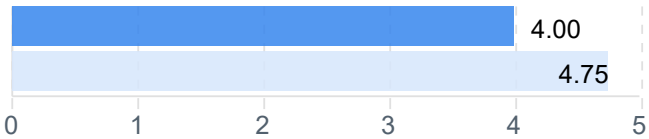
KEEP UP-TO-DATE

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



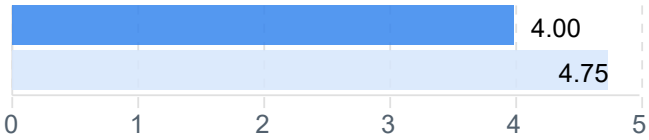
LIFELONG LEARNING

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



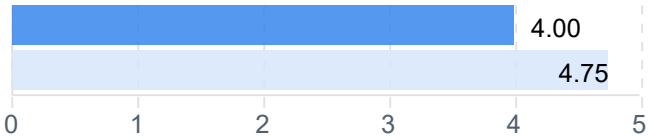
AGILE MINDSET

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



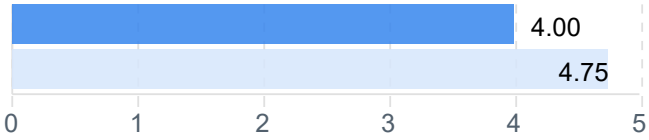
SPEAK UP

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



KNOW YOUR CUSTOMER

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



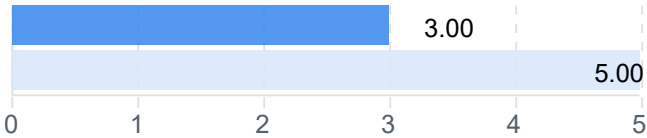
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

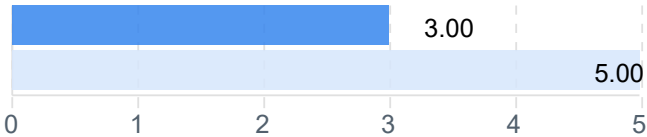
KEEP UP-TO-DATE

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



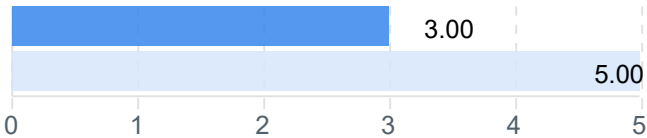
KNOW YOUR CUSTOMER

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



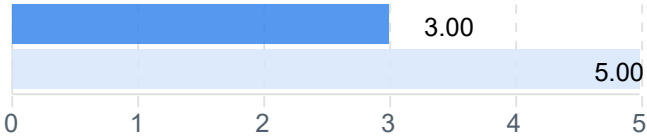
KNOW YOUR CUSTOMER

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



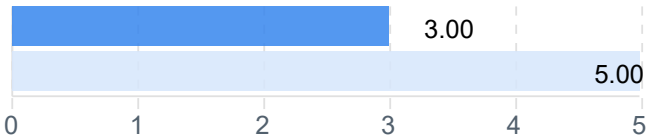
SPEAK UP

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



SPEAK UP

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



SPEAK UP

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



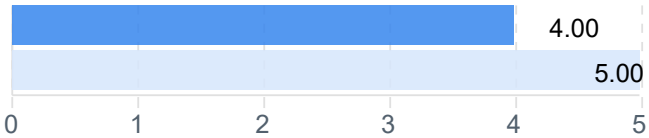
AGILE MINDSET

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



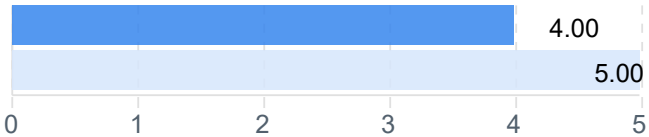
COURAGE TO ACT

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.



HOLISTIC THINKING

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



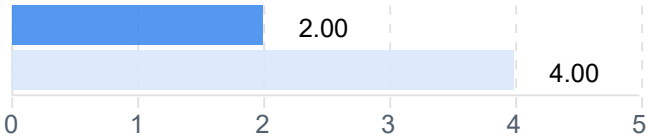
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

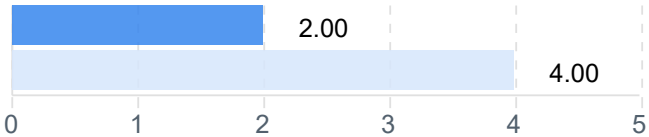
SPEAK UP

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



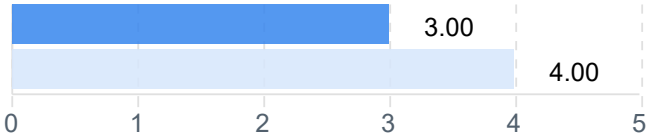
KNOW YOUR CUSTOMER

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



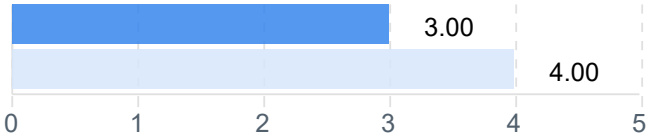
KNOW YOUR CUSTOMER

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



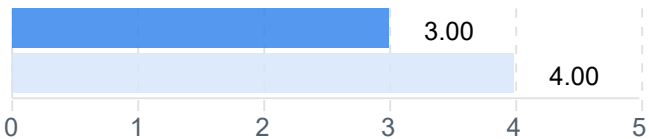
ENGAGE WITH EMPATHY

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



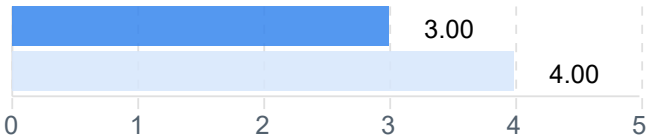
AGILE MINDSET

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



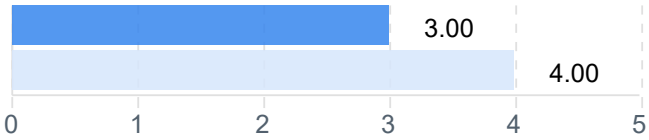
PURPOSEFUL PARTNERSHIP

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



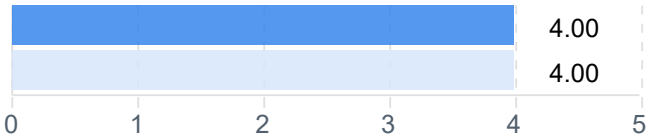
KNOW YOUR CUSTOMER

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



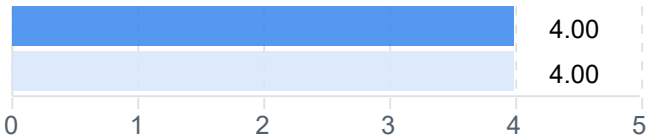
AGILE MINDSET

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



COURAGE TO ACT

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



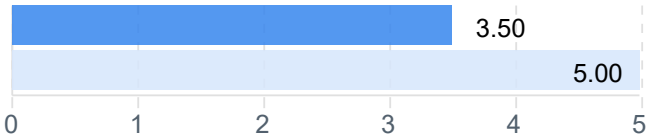
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

PURPOSEFUL PARTNERSHIP

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



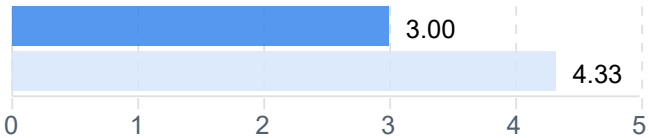
PURPOSEFUL PARTNERSHIP

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



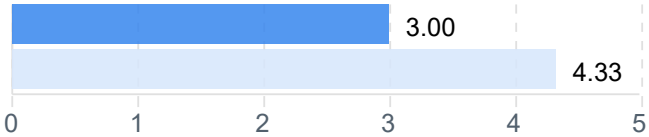
ENGAGE WITH EMPATHY

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



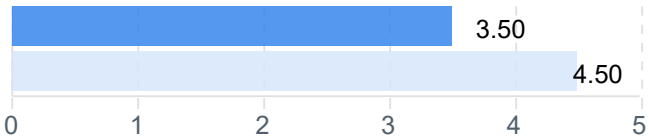
KEEP UP-TO-DATE

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



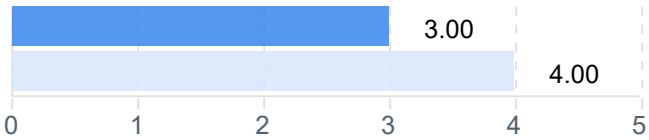
HOLISTIC THINKING

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



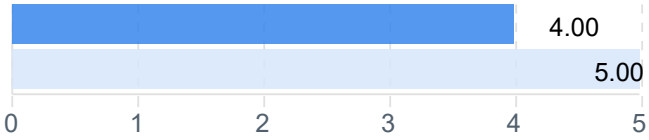
LIFELONG LEARNING

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



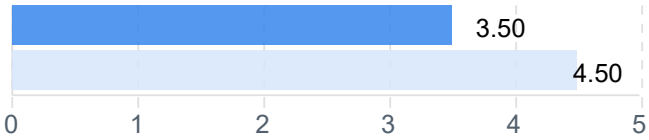
SPEAK UP

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



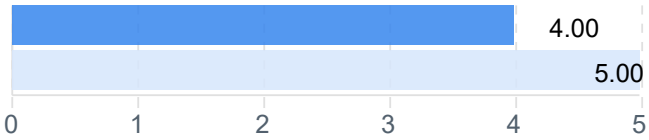
PURPOSEFUL PARTNERSHIP

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



KNOW YOUR CUSTOMER

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



COURAGE TO ACT

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

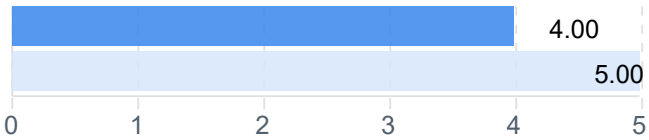


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Subordinates		Self		Immediate Supervisor		Peers	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	5.0	5.0	4.0	5.0	4.0	4.0	3.5	4.5
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.3	5.0	5.0	5.0	4.0	4.0	3.8	4.3
Q3. Identify new possibilities to address current business issues.	4.8	5.0	4.0	5.0	3.0	4.0	3.8	4.5
Q4. Manage teams' resources to collate information from multiple sources.	3.5	5.0	5.0	5.0	4.0	4.0	4.7	4.7
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.3	4.8	4.0	5.0	4.0	4.0	4.0	4.7
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	4.8	5.0	5.0	3.0	4.0	4.3	4.7
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.8	5.0	5.0	5.0	4.0	4.0	4.3	5.0
Q8. Provide coaching to help others adapt and be more versatile.	5.0	5.0	3.0	4.0	4.0	4.0	4.0	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.3	5.0	3.0	5.0	3.0	4.0	4.0	4.5
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	4.8	3.0	4.0	4.0	4.0	4.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.3	4.7	3.0	5.0	2.0	4.0	3.3	4.3
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.3	5.0	4.0	5.0	3.0	4.0	4.0	4.8

How often does this person demonstrate the following -	Subordinates		Self		Immediate Supervisor		Peers	
	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.	4.8	5.0	5.0	5.0	4.0	4.0	4.3	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.8	5.0	5.0	5.0	3.0	4.0	3.0	4.3
Q15. Share similar experiences that may be adapted to their work circumstances.	5.0	5.0	5.0	5.0	-	-	3.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.8	5.0	5.0	5.0	4.0	4.0	3.7	4.3
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	4.5	3.0	4.0	4.0	4.0	3.0	4.3
Q18. Leverage one's network and connection to gather market data.	3.3	4.5	4.0	5.0	4.0	4.0	3.5	4.5
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.8	4.8	4.0	5.0	3.0	4.0	3.5	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	5.0	5.0	4.0	4.0	3.5	4.5
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.5	4.8	4.0	5.0	2.0	4.0	4.0	4.8
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	4.8	5.0	5.0	4.0	4.0	4.0	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.5	5.0	5.0	5.0	4.0	4.0	4.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.8	4.5	3.0	5.0	4.0	4.0	4.0	4.8
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	4.5	3.0	5.0	4.0	4.0	3.7	4.3
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	4.0	5.0	4.0	4.0	3.7	4.3

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

* Responses based on Rating scale of 1-5