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INSIGHT 360 FEEDBACK FOR LEADERS

**Company Name:** YYC

**Name:** GOH HEN YEE

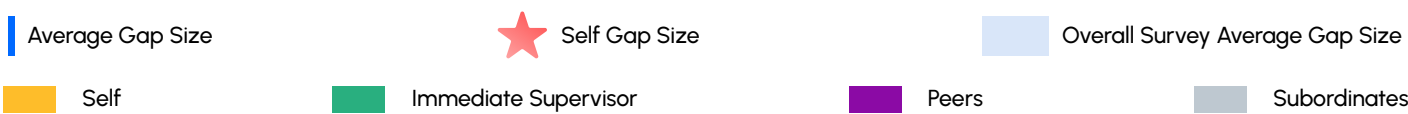
**Date:** 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

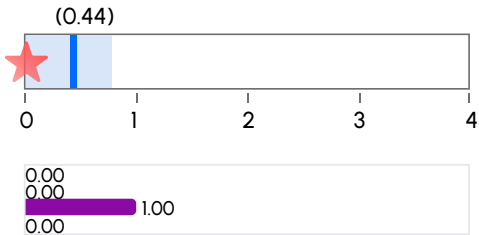
Strengths

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



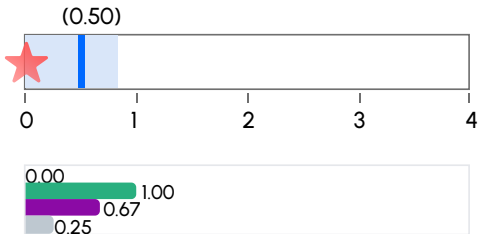
BUSINESS ACUMEN

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



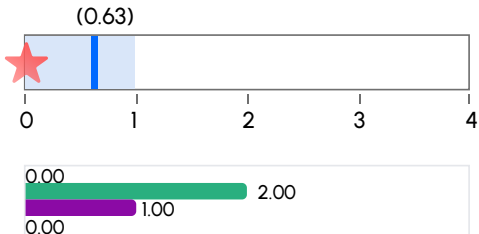
FOSTER TEAMWORK

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



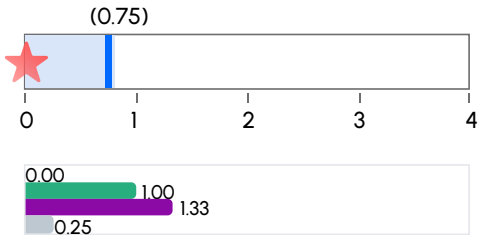
FOSTER TEAMWORK

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



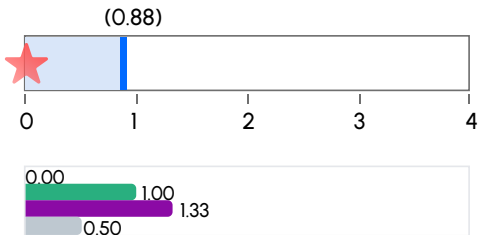
CLIENT-FOCUSED

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



TECHNICAL CAPABILITIES

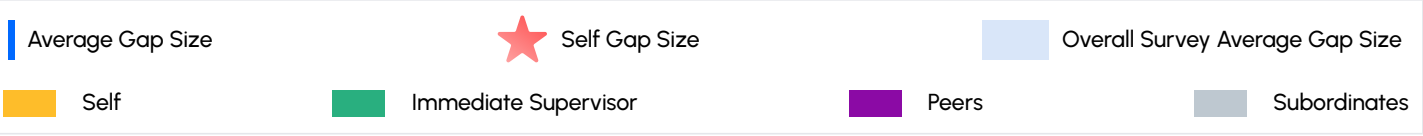
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



STRENGTHS AND DEVELOPMENT NEEDS

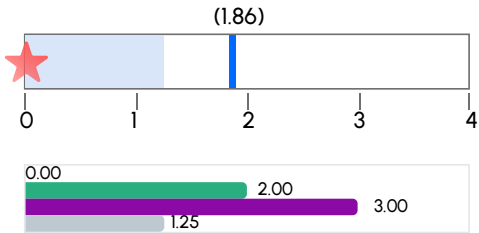
Development Needs

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



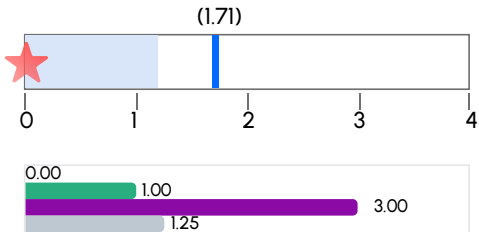
DRIVES FOR RESULT

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



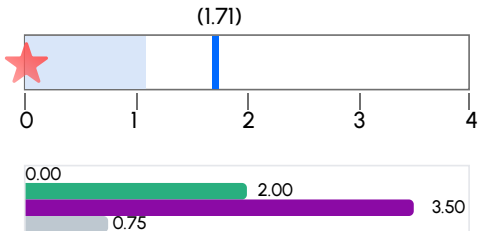
SETS CLEAR DIRECTIONS

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



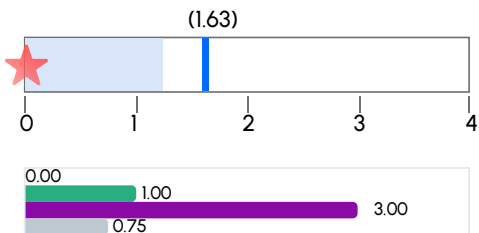
COMMUNICATE WITH IMPACT

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



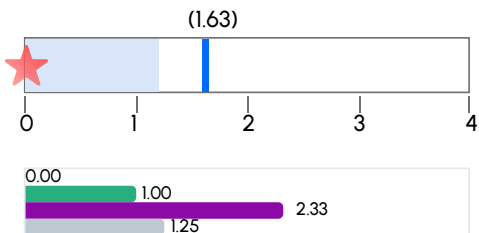
INNOVATIVE AND CRITICAL THINKING

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



SETS CLEAR DIRECTIONS

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



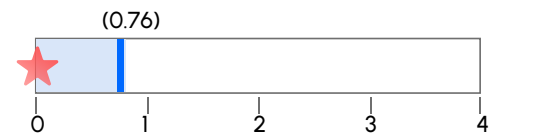
### COMPETENCIES REPORT IN ASCENDING ORDER

█ Average Gap Size
 ★ Self Gap Size
 █ Overall Survey Average Gap Size

★ Self Gap Size
 Overall Survey Average Gap Size

Overall Survey Average Gap Size

**BUSINESS ACUMEN**  (100%)

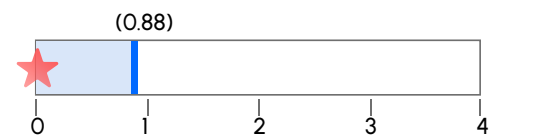


FOSTER TEAMWORK



A horizontal bar chart for the 'CLIENT-FOCUSED' category. The bar is light blue and extends to a value of 0.88 on the x-axis. A red star is placed at the end of the bar. The value '0.88' is printed above the bar.

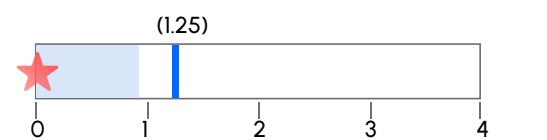
Category	Score
CLIENT-FOCUSED	0.88



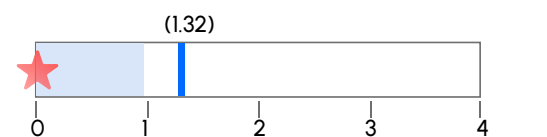
TECHNICAL CAPABILITIES



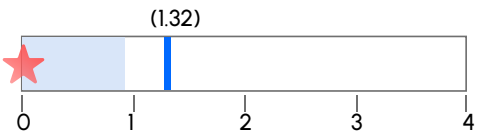
DEVELOP SELF AND OTHERS



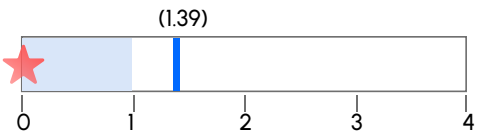
INNOVATIVE AND CRITICAL THINKING



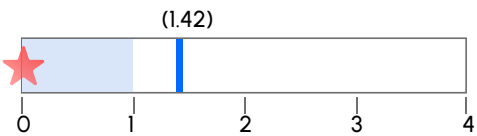
COMMUNICATE WITH IMPACT



DRIVES FOR RESULT



SETS CLEAR DIRECTIONS



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.25	-	3	1	-	-	-

Innovative and Critical Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	3.00	-	-	-	-	3	-
Subordinates	0.75	-	2	1	1	-	-

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

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

Q5. Challenge the status quo and push for positive change and impact?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	2.00	-	-	-	3	-	-
	Subordinates	1.00	-	1	2	1	-	-

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	2.00	-	-	1	-	1	-
	Subordinates	0.75	-	2	1	1	-	-

Foster Teamwork

Q7. Treat all team members in a respectful, courteous and professional manner?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	0.67	-	1	2	-	-	-
	Subordinates	0.25	-	3	1	-	-	-

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	2.00	-	-	-	2	-	-
	Subordinates	0.75	-	2	1	1	-	-

Q9. Take accountability and ownership of his/her team's performance?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	1.00	-	1	1	1	-	-
	Subordinates	0.00	-	4	-	-	-	-

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	2.67	-	-	-	1	2	-
	Subordinates	0.00	-	4	-	-	-	-

Business Acumen

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

Q12. Keep up to date with business trends and industry development for potential business opportunities?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.33	-	1	-	2	-	-
	Subordinates	0.50	-	3	-	1	-	-

Q13. Instill a business-oriented mindset that drives the business of YYC?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	0.00	-	1	-	-	-	-
	Peers	1.00	-	1	2	1	-	-
	Subordinates	0.00	-	4	-	-	-	-

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.67	-	-	1	2	-	-
	Subordinates	0.25	-	3	1	-	-	-



Client-Focused

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	-	3	-	-
Subordinates	0.25	-	3	1	-	-	-

Q16. Respond and Resolve client issues effectively?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

Q17. Demonstrate personal accountability to serve clients well?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

Sets Clear Directions

Q19. Take action despite ambiguity?

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

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	2.00	-	-	1	1	1	-
	Subordinates	0.25	-	3	1	-	-	-

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	2.33	-	-	-	2	1	-
	Subordinates	1.25	-	1	1	2	-	-

Q22. Set priorities which help subordinates focus on the most important issues or objectives.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	3.00	-	-	-	-	2	-
	Subordinates	1.25	-	-	3	1	-	-

Drives For Result

Q23. Show initiative, energy and the feeling that the work must be done quickly?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	1.50	-	1	1	1	1	-
	Subordinates	1.25	-	1	2	-	1	-

Q24. Deal in a clear, strong way with subordinates who are not performing?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	2.50	-	-	-	1	1	-
	Subordinates	0.25	-	3	1	-	-	-

Q25. Push himself/herself and others every day for results?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	2.00	-	-	-	2	-	-
	Subordinates	0.50	-	2	2	-	-	-

Q26. Bring clarity and decisiveness during crisis management?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	3.00	-	-	-	1	-	1
	Subordinates	0.33	-	2	1	-	-	-

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	3.00	-	-	-	-	2	-
	Subordinates	1.25	-	-	3	1	-	-

Communicate With Impact

Q28. Communicate with enthusiasm and passion to inspire and motivate others?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.33	-	-	2	1	-	-
	Subordinates	0.75	-	2	1	1	-	-

Q29. Convey persuasive thoughts and views with confidence and clarity?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	2.50	-	-	-	1	1	-
	Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	3.50	-	-	-	-	1	1
Subordinates	0.75	-	2	1	1	-	-

Develop Self And Others

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.50	-	-	-	1	1	-
Subordinates	0.75	-	1	3	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	0.75	-	1	3	-	-	-

	Rater Group	Avg Gap Size	R	0	1	2	3	4
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	2.00	-	-	-	2	-	-
	Subordinates	0.50	-	2	2	-	-	-

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q13. Instill a business-oriented mindset that drives the business of YYC?	0.44
Q7. Treat all team members in a respectful, courteous and professional manner?	0.50
Q9. Take accountability and ownership of his/her team's performance?	0.63
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.75
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.88
Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.88
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	0.88
Q17. Demonstrate personal accountability to serve clients well?	0.88
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.89
Q15. Build cross functional team relationship that can effectively address the needs of clients?	0.89
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	1.00
Q16. Respond and Resolve client issues effectively?	1.00
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.00
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.00
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.13

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Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.13
Q34. Active listening, without making judgements, to help others explore solutions?	1.13
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	1.14
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	1.14
Q24. Deal in a clear, strong way with subordinates who are not performing?	1.14
Q25. Push himself/herself and others every day for results?	1.14
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	1.25
Q19. Take action despite ambiguity?	1.25
Q29. Convey persuasive thoughts and views with confidence and clarity?	1.29
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	1.29
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.29
Q26. Bring clarity and decisiveness during crisis management?	1.33
Q5. Challenge the status quo and push for positive change and impact?	1.38
Q23. Show initiative, energy and the feeling that the work must be done quickly?	1.44
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.57
Q3. Develop well thought-out conclusions and solutioning plan?	1.63
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.63
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.71
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.71

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

1.86



## QUALITATIVE FEEDBACK

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

- Entrepreneurial and willing to try new things
- Don't know the participant well enough to comment.
- Entrepreneur and Friendly
- Can operate independently and demonstrate entrepreneurship
- Willing to try/Explorer mindset Confidence in public speaking As Head of Southern region
- Business Acumen Proactive care to client

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

- To be able to develop next in line who is loyal to him and help to improve. Have more empathy and read more to improve business acumen
- Don't know the participant well enough to comment.
- Execution Consistency
- Learn how to build up a team and communicate better as a leader
- People management Prioritisation
- Clearer directions with measurement in place Consistent standard imposed

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

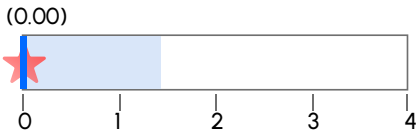
Strengths

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



BUSINESS ACUMEN

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



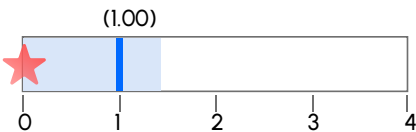
TECHNICAL CAPABILITIES

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



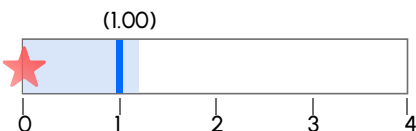
INNOVATIVE AND CRITICAL THINKING

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



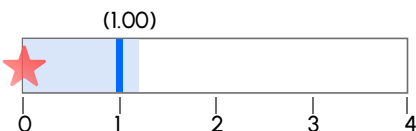
FOSTER TEAMWORK

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



BUSINESS ACUMEN

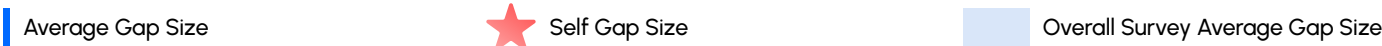
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

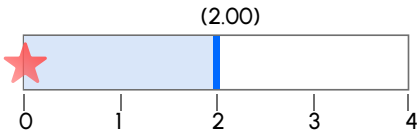
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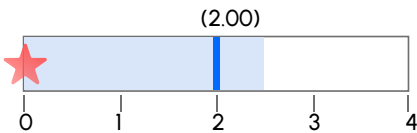
DRIVES FOR RESULT

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



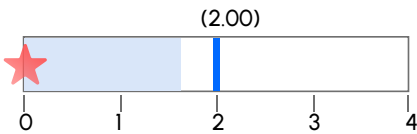
DEVELOP SELF AND OTHERS

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



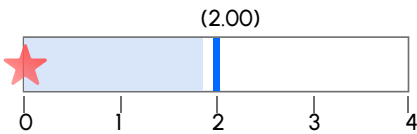
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



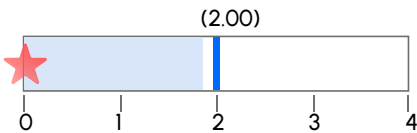
TECHNICAL CAPABILITIES

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



DRIVES FOR RESULT

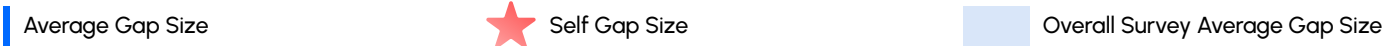
Q24. Deal in a clear, strong way with subordinates who are not performing?



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.



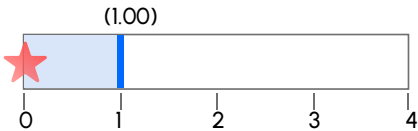
FOSTER TEAMWORK

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



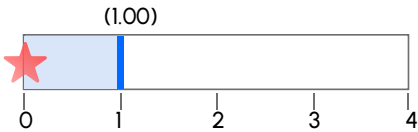
BUSINESS ACUMEN

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



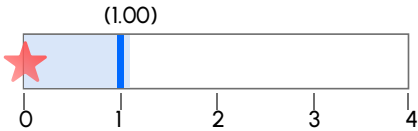
FOSTER TEAMWORK

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



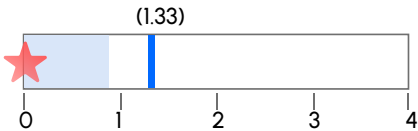
BUSINESS ACUMEN

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



TECHNICAL CAPABILITIES

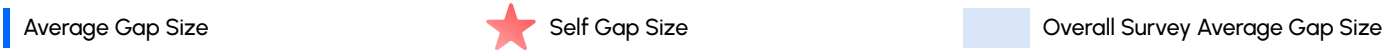
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

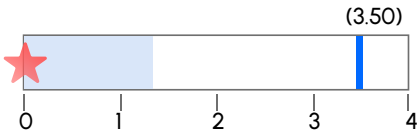
Development Needs

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



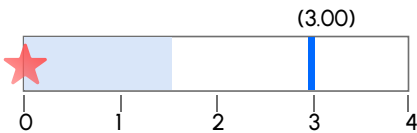
COMMUNICATE WITH IMPACT

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



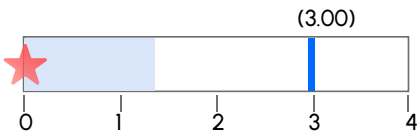
INNOVATIVE AND CRITICAL THINKING

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



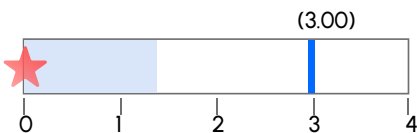
DEVELOP SELF AND OTHERS

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



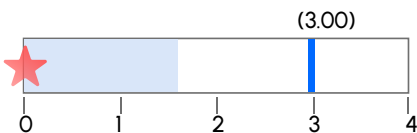
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



SETS CLEAR DIRECTIONS

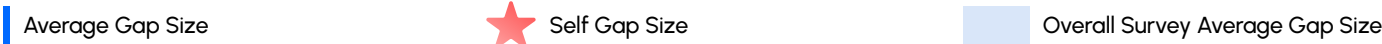
Q22. Set priorities which help subordinates focus on the most important issues or objectives.



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.



FOSTER TEAMWORK

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



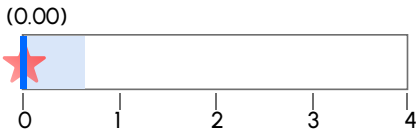
BUSINESS ACUMEN

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



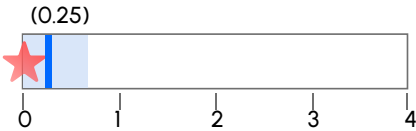
FOSTER TEAMWORK

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



FOSTER TEAMWORK

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



CLIENT-FOCUSED

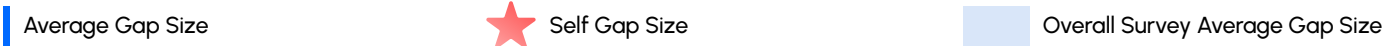
Q15. Build cross functional team relationship that can effectively address the needs of clients?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

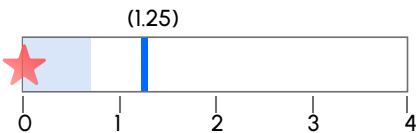
Development Needs

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



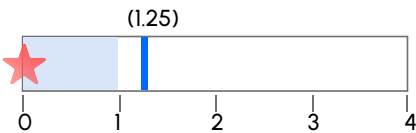
DRIVES FOR RESULT

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



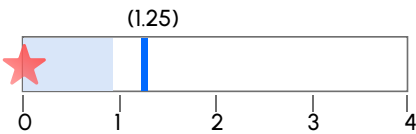
SETS CLEAR DIRECTIONS

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



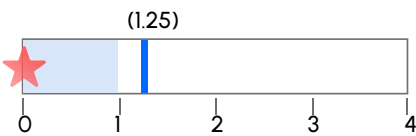
SETS CLEAR DIRECTIONS

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



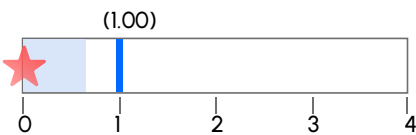
DRIVES FOR RESULT

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



INNOVATIVE AND CRITICAL THINKING

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

TECHNICAL CAPABILITIES

Self Gap Size    Average Gap Size

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



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



INNOVATIVE AND CRITICAL THINKING

Self Gap Size    Average Gap Size

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



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



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



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



FOSTER TEAMWORK

Self Gap Size    Average Gap Size



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



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



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



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



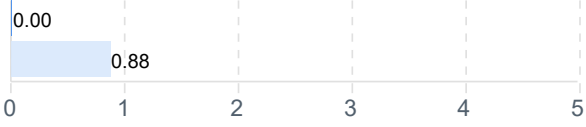
BUSINESS ACUMEN

Self Gap Size    Average Gap Size

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



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



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



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



CLIENT-FOCUSED

Self Gap Size    Average Gap Size

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



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



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



SETS CLEAR DIRECTIONS

Self Gap Size    Average Gap Size

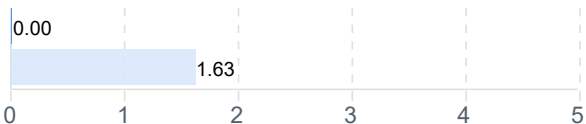
Q19. Take action despite ambiguity?



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



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



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



DRIVES FOR RESULT

Self Gap Size    Average Gap Size

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



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



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



Q26. Bring clarity and decisiveness during crisis management?



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



COMMUNICATE WITH IMPACT

Self Gap Size    Average Gap Size

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



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



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



DEVELOP SELF AND OTHERS

Self Gap Size    Average Gap Size

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



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



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



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



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



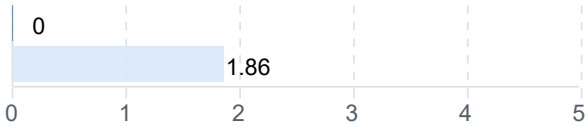
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

DRIVES FOR RESULT

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



COMMUNICATE WITH IMPACT

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



SETS CLEAR DIRECTIONS

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



INNOVATIVE AND CRITICAL THINKING

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



SETS CLEAR DIRECTIONS

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



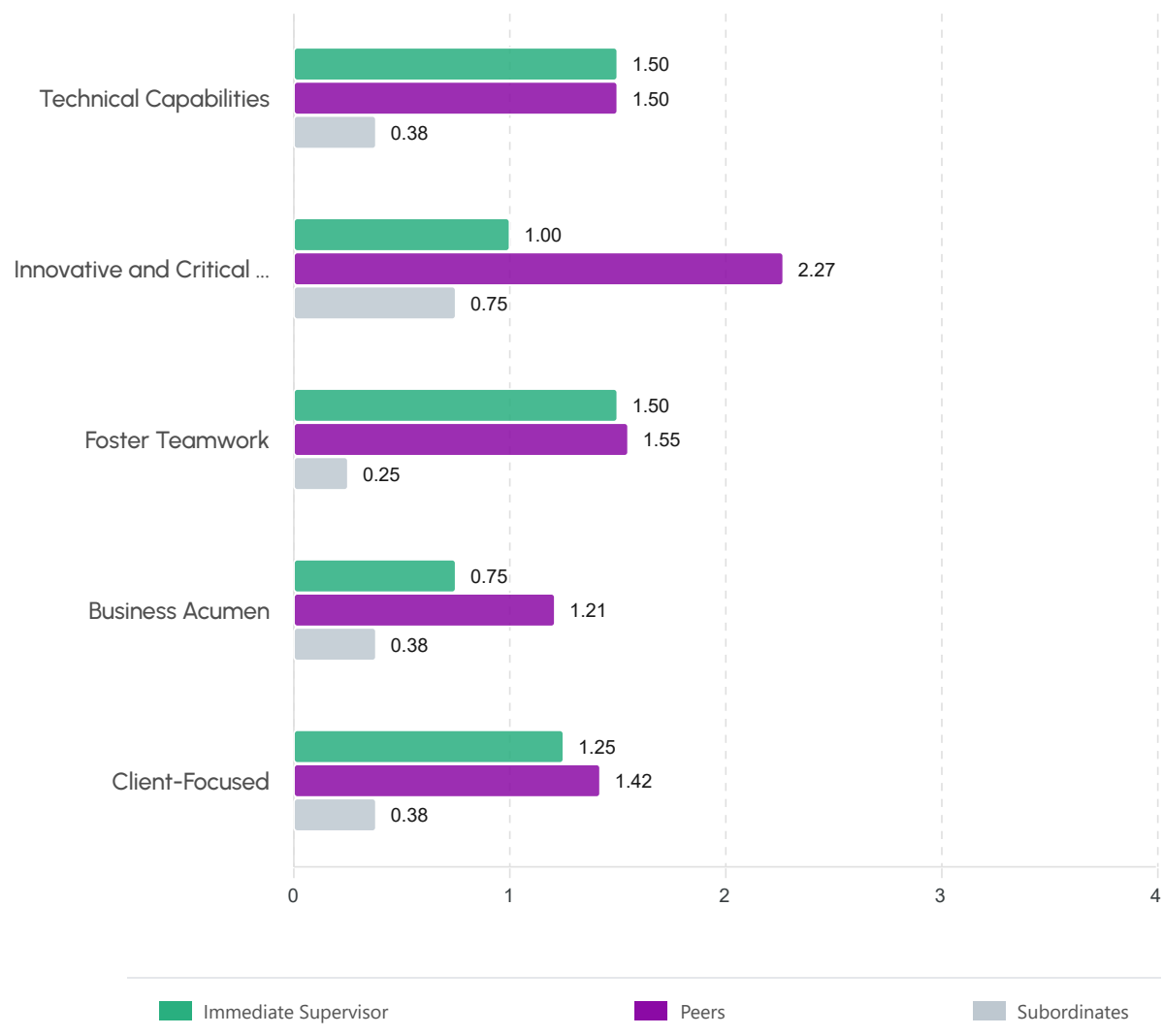
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating  Average Gap Rating

-- There are no Underestimated to show --

AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)





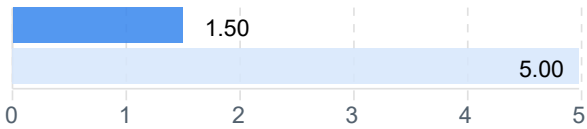
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

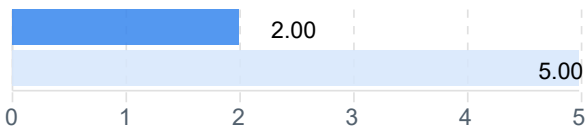
COMMUNICATE WITH IMPACT

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



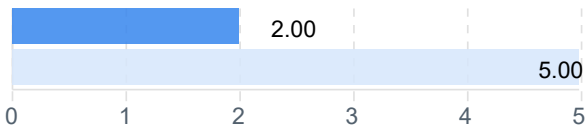
INNOVATIVE AND CRITICAL THINKING

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



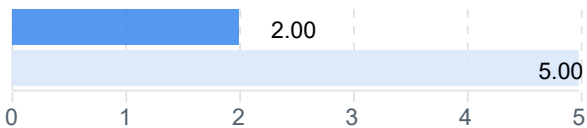
DEVELOP SELF AND OTHERS

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



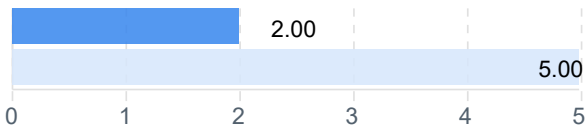
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



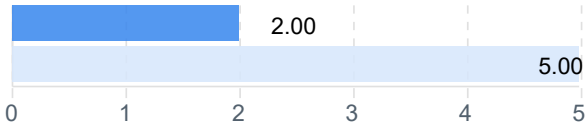
SETS CLEAR DIRECTIONS

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



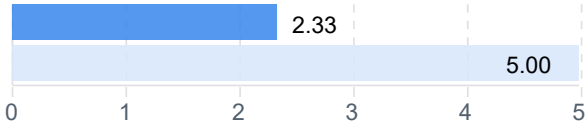
DRIVES FOR RESULT

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



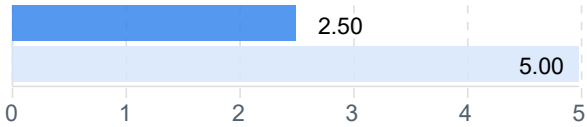
FOSTER TEAMWORK

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



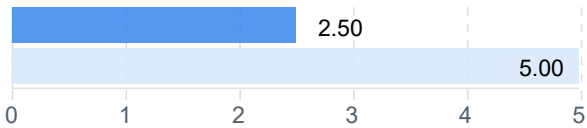
COMMUNICATE WITH IMPACT

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



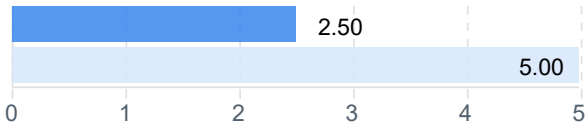
DRIVES FOR RESULT

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DEVELOP SELF AND OTHERS

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



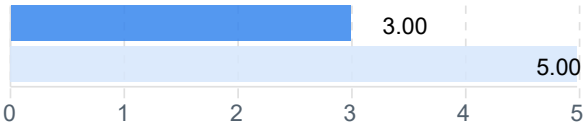
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

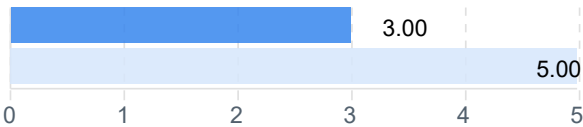
DRIVES FOR RESULT

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



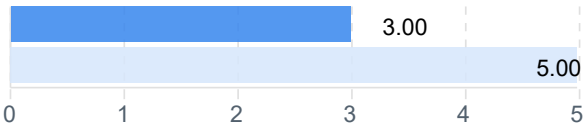
DEVELOP SELF AND OTHERS

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



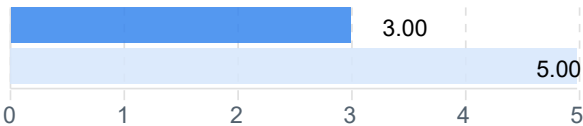
TECHNICAL CAPABILITIES

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



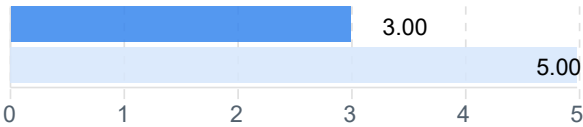
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



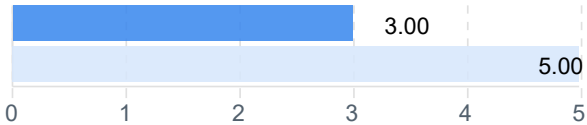
SETS CLEAR DIRECTIONS

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



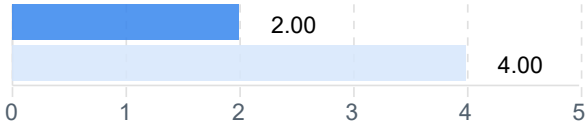
DRIVES FOR RESULT

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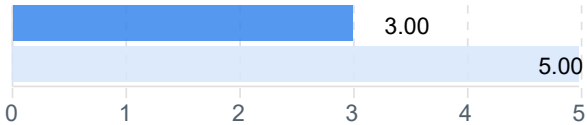
COMMUNICATE WITH IMPACT

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



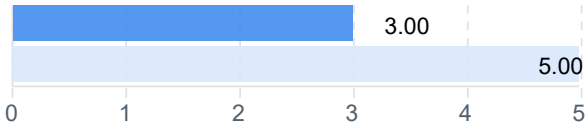
FOSTER TEAMWORK

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



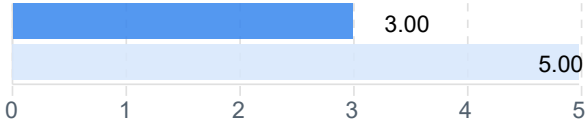
DRIVES FOR RESULT

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



FOSTER TEAMWORK

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



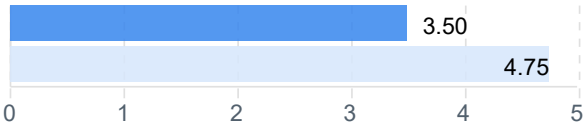
CURRENT & EXPECTED BEHAVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

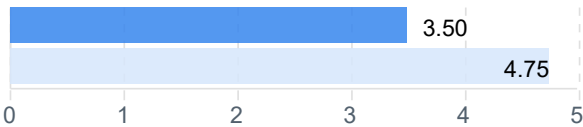
SETS CLEAR DIRECTIONS

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



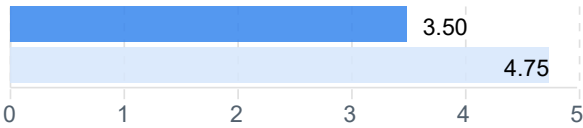
SETS CLEAR DIRECTIONS

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



DRIVES FOR RESULT

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



DRIVES FOR RESULT

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



INNOVATIVE AND CRITICAL THINKING

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



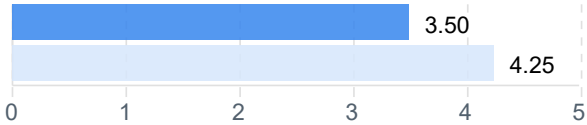
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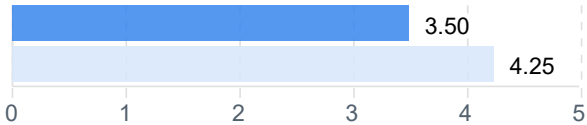
INNOVATIVE AND CRITICAL THINKING

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



COMMUNICATE WITH IMPACT

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



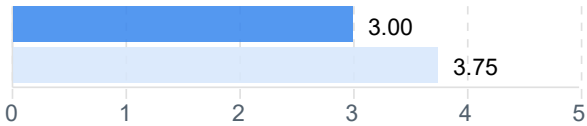
DEVELOP SELF AND OTHERS

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



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



## TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Peers		Immediate Supervisor		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	3.7	5.0	3.0	4.0	3.8	4.3
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	3.3	5.0	3.0	5.0	4.8	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	2.0	5.0	3.0	4.0	3.5	4.3
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	2.7	4.7	3.0	4.0	4.3	4.8
Q5. Challenge the status quo and push for positive change and impact?	3.0	5.0	3.0	4.0	3.5	4.5
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	3.0	5.0	3.0	4.0	3.5	4.3
Q7. Treat all team members in a respectful, courteous and professional manner?	4.3	5.0	3.0	4.0	4.3	4.5
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.0	5.0	3.0	4.0	3.8	4.5
Q9. Take accountability and ownership of his/her team's performance?	4.0	5.0	3.0	5.0	4.5	4.5
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	2.3	5.0	3.0	5.0	4.5	4.5
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	3.8	4.8	3.0	4.0	3.8	4.5
Q12. Keep up to date with business trends and industry development for potential business opportunities?	3.3	4.7	3.0	4.0	4.3	4.8
Q13. Instill a business-oriented mindset that drives the business of YYC?	3.8	4.8	4.0	4.0	4.5	4.5
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.3	5.0	3.0	4.0	4.0	4.3
Q15. Build cross functional team relationship that can effectively address the needs of clients?	3.3	4.8	4.0	5.0	4.5	4.8

How often does this person demonstrate the following -	Peers		Immediate Supervisor		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp
Q16. Respond and Resolve client issues effectively?	3.5	5.0	3.0	5.0	4.3	4.8
Q17. Demonstrate personal accountability to serve clients well?	3.7	5.0	4.0	5.0	4.3	4.8
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.7	5.0	4.0	5.0	4.5	4.8
Q19. Take action despite ambiguity?	3.0	5.0	3.0	4.0	3.0	3.8
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.0	5.0	3.0	5.0	4.5	4.8
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	2.7	5.0	3.0	4.0	3.5	4.8
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	2.0	5.0	3.0	4.0	3.5	4.8
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.3	4.8	3.0	5.0	3.3	4.5
Q24. Deal in a clear, strong way with subordinates who are not performing?	2.5	5.0	3.0	5.0	4.0	4.3
Q25. Push himself/herself and others every day for results?	3.0	5.0	3.0	5.0	3.8	4.3
Q26. Bring clarity and decisiveness during crisis management?	2.0	5.0	3.0	4.0	4.3	4.7
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	2.0	5.0	3.0	5.0	3.5	4.8
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	3.7	5.0	3.0	4.0	3.5	4.3
Q29. Convey persuasive thoughts and views with confidence and clarity?	2.5	5.0	3.0	4.0	4.0	4.8
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.5	5.0	2.0	4.0	3.8	4.5
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	3.0	5.0	3.0	5.0	3.5	4.3
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	2.5	5.0	3.0	4.0	4.0	4.8
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	2.0	5.0	3.0	4.0	3.8	4.8
Q34. Active listening, without making judgements, to help others explore solutions?	3.0	4.7	3.0	4.0	4.0	4.8



How often does this person demonstrate the following -	Peers		Immediate Supervisor		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	3.0	5.0	3.0	4.0	3.8	4.3

\* Responses based on Rating scale of 1-5