



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

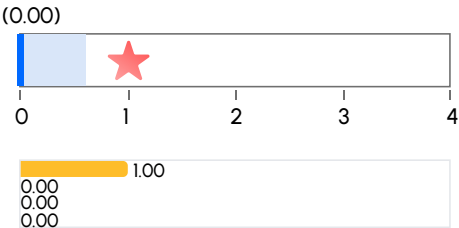
Strengths

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



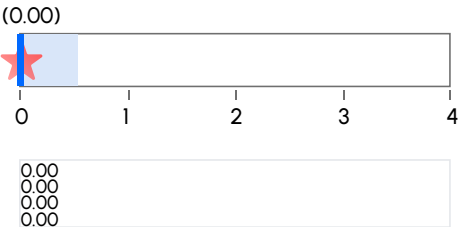
COURAGE TO ACT

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



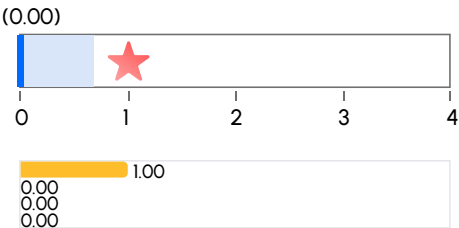
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



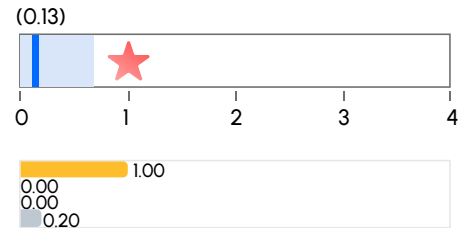
KEEP UP-TO-DATE

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



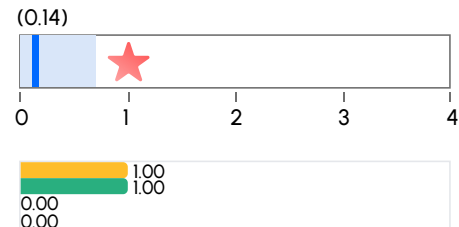
KEEP UP-TO-DATE

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



KEEP UP-TO-DATE

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



STRENGTHS AND DEVELOPMENT NEEDS

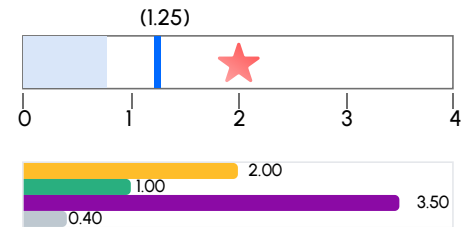
Development Needs

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



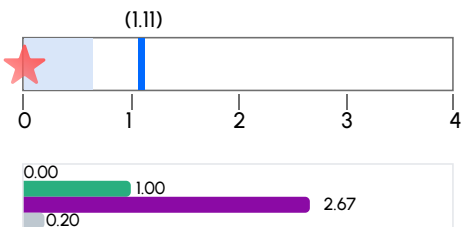
PURPOSEFUL PARTNERSHIP

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



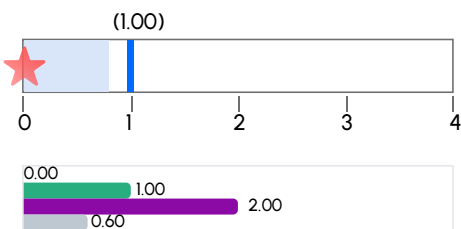
PURPOSEFUL PARTNERSHIP

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



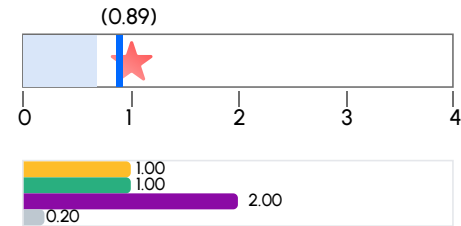
ENGAGE WITH EMPATHY

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



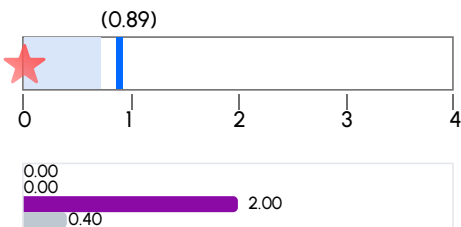
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

KEEP UP-TO-DATE



COURAGE TO ACT



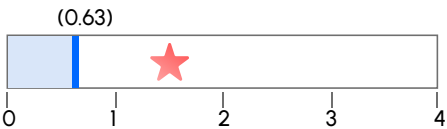
HOLISTIC THINKING



LIFELONG LEARNING



KNOW YOUR CUSTOMER



SPEAK UP



AGILE MINDSET



ENGAGE WITH EMPATHY



PURPOSEFUL PARTNERSHIP



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.67	-	1	1	-	-	1
Subordinates	0.00	-	5	-	-	-	-

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	1.67	-	1	1	-	-	1
Subordinates	0.00	-	5	-	-	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.50	-	-	1	-	-	1
Subordinates	0.20	-	4	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	1.33	-	2	-	-	-	1
Subordinates	0.00	-	5	-	-	-	-

Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	1	-	-	-	1
Subordinates	0.40	-	3	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.50	-	-	1	-	-	1
Subordinates	0.00	-	5	-	-	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	4.00	-	-	-	-	-	1
Subordinates	0.00	-	5	-	-	-	-

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	2.50	-	-	1	-	-	1
Subordinates	0.40	-	3	2	-	-	-

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	0.00	-	1	-	-	-	-
Peers	1.33	-	2	-	-	-	1
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	2	-	-	1
Subordinates	0.20	-	4	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	0.00	-	1	-	-	-	-
Peers	3.00	-	-	-	1	-	1
Subordinates	0.00	-	5	-	-	-	-

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	2	-	-	1
Subordinates	0.40	-	3	2	-	-	-

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	2.00	-	1	-	-	-	1
Subordinates	0.60	-	3	1	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	1.00	-	-	1	-	-	-
	Immediate Supervisor	0.00	-	1	-	-	-	-
	Peers	1.33	-	2	-	-	-	1
	Subordinates	0.40	-	3	2	-	-	-

Q16. Empathise whilst balancing the need of individuals and the business.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	0.00	-	1	-	-	-	-
	Peers	1.67	-	1	1	-	-	1
	Subordinates	0.40	-	3	2	-	-	-

Purposeful Partnership

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	0.00	-	1	-	-	-	-
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	2.67	-	-	-	2	-	1
	Subordinates	0.20	-	4	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	1.33	-	1	1	-	1	-
	Subordinates	0.00	-	5	-	-	-	-

Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	2.00	-	-	-	1	-	-
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	3.50	-	-	-	-	1	1
	Subordinates	0.40	-	3	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	2.00	-	-	2	-	-	1
Subordinates	0.00	-	5	-	-	-	-

Speak Up

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	2	-	-	1
Subordinates	0.20	-	4	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	2.00	-	1	-	1	-	1
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.67	-	1	1	-	-	1
Subordinates	0.40	-	3	2	-	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	2	-	-	1
Subordinates	0.20	-	4	1	-	-	-

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	4.00	-	-	-	-	-	1
Subordinates	0.00	-	5	-	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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	0.00	-	2	-	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.20	-	4	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	0.00	-	5	-	-	-	-

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	4.00	-	-	-	-	-	1
Subordinates	0.40	-	3	2	-	-	-

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	4.00	-	-	-	-	-	1
Subordinates	0.40	-	3	2	-	-	-

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	1.00	-	-	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	-	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	4.00	-	-	-	-	-	1
Subordinates	0.00	-	5	-	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q27. Drive implementation with persistence to deliver results despite obstacles.	0.00
Q29. Maintain focus to deliver the chosen strategy.	0.00
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.00
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.13
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.14
Q38. Make effort to teach / coach/ mentor team members.	0.17
Q28. Encourage and value innovative ideas and suggestions from others.	0.25
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.29
Q30. Give space for self and team members to take risks and learn from mistakes.	0.33
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.43
Q4. Manage teams' resources to collate information from multiple sources.	0.44
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.44
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.44
Q18. Leverage one's network and connection to gather market data.	0.44
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.56
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.56

Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.57
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.57
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.57
Q15. Share similar experiences that may be adapted to their work circumstances.	0.67
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.67
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.67
Q3. Identify new possibilities to address current business issues.	0.75
Q6. Ensure change plans are executed effectively and in a timely manner.	0.75
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.75
Q16. Empathise whilst balancing the need of individuals and the business.	0.78
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.78
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.78
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.78
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.78
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.86
Q36. Purposefully manage career development and professional growth of team members.	0.86
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.88
Q8. Provide coaching to help others adapt and be more versatile.	0.88
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.89

Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.89
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.00
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	1.11
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.25

QUALITATIVE FEEDBACK

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

- High integrity, high reliability
- Very objective and considerably innovative in considering the best practice from option(s) available.
- problem solver attention to detail
- very knowledgeable in his subject matter. approachable and friendly leader.
- 1. genius 2. most diligent person
- 1. strong knowledge background - demonstrate strong knowledge background which enables the participant to give quick thought and views on issues 2. comprehensive view - able to view issues comprehensively and to response
- Knowledge and experience in Islamic Finance, demonstrate strong ownership of work
- Firm with decisions and have a holistic view approach and structure to follow with any volatility element at the enterprise level.
- 1. Specialised in the area Syariah. 2. Knowledge and skill could be utilized for the betterment of the organization.

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

- Have more engagement with the team and provide more opportunities for others to explore new things (skills, knowledge, external relationship) beyond internal trainings.
- bigger responsibility Delegation
- further develop leadership skills to groom the next leaders.
- 1. chill 2. chill more
- 1. to be more outstanding among senior management of EPF to convey quick thought and views on issues, and put an argument to the management if necessary
- Incorporation of technology into the scope of work, building trust and capacity in the team.

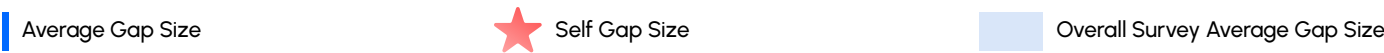
With the skills, capabilities, and competencies that the participant has, two areas that can develop are: first, public relations with top management to lobby for any interest regarding shariah governance. Second, leadership is needed to carry all team members from a small section to a new department. The job is at the enterprise level and is not limited to any department in future.

- 1. To improve on soft skill, i.e, communication and people relation. 2.

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

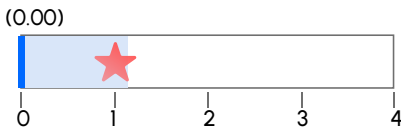
Strengths

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



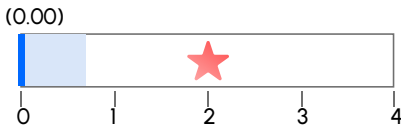
KEEP UP-TO-DATE

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



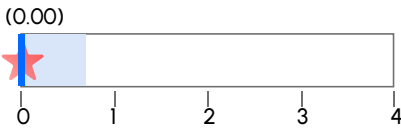
KNOW YOUR CUSTOMER

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



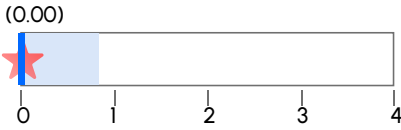
ENGAGE WITH EMPATHY

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



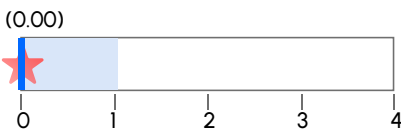
LIFELONG LEARNING

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



COURAGE TO ACT

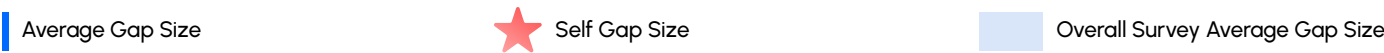
Q26. Explore and adopt innovative approaches to increase the team’s performance through changing work policies, modeling, and structure.



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

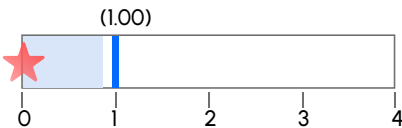
Development Needs

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



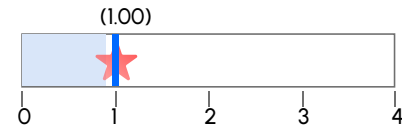
PURPOSEFUL PARTNERSHIP

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



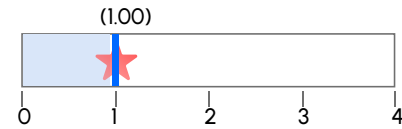
AGILE MINDSET

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



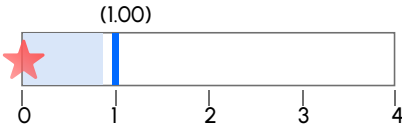
AGILE MINDSET

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



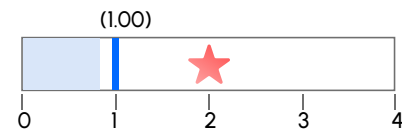
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

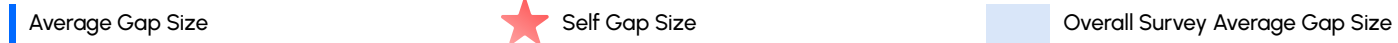
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

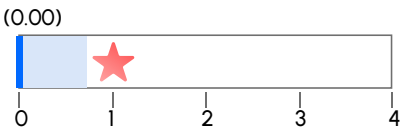
Strengths

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



KEEP UP-TO-DATE

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



COURAGE TO ACT

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



KEEP UP-TO-DATE

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



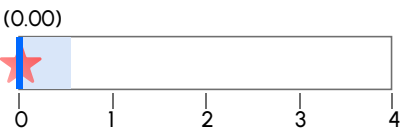
KEEP UP-TO-DATE

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



COURAGE TO ACT

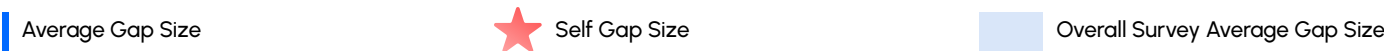
Q29. Maintain focus to deliver the chosen strategy.



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.



LIFELONG LEARNING

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



COURAGE TO ACT

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



LIFELONG LEARNING

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



AGILE MINDSET

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



LIFELONG LEARNING

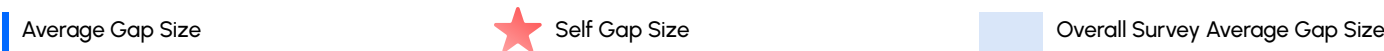
Q39. Nurture an environment that supports coaching and honest performance feedback.



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.



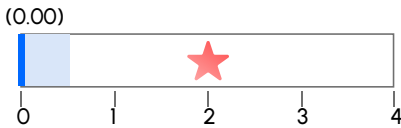
KEEP UP-TO-DATE

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



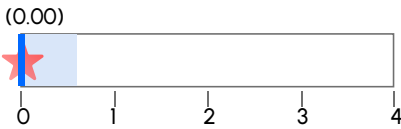
KNOW YOUR CUSTOMER

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



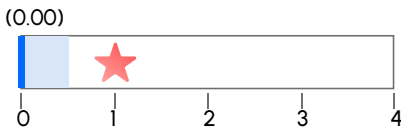
COURAGE TO ACT

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



SPEAK UP

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



HOLISTIC THINKING

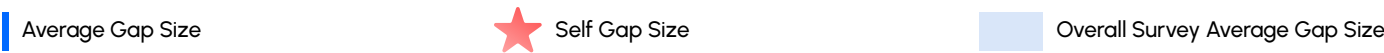
Q1. Leverage on own and others’ relevant experience and insights to make decisions.



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.



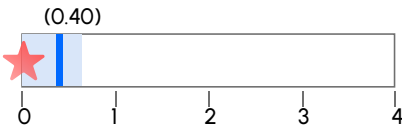
ENGAGE WITH EMPATHY

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



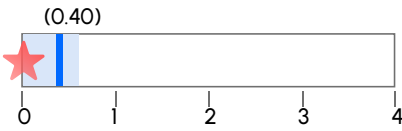
ENGAGE WITH EMPATHY

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



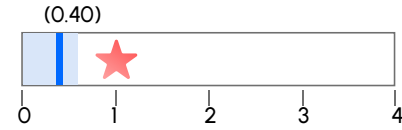
LIFELONG LEARNING

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



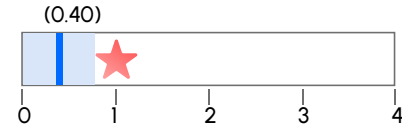
AGILE MINDSET

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



LIFELONG LEARNING

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap SizeAverage 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 SizeAverage Gap Size

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



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



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



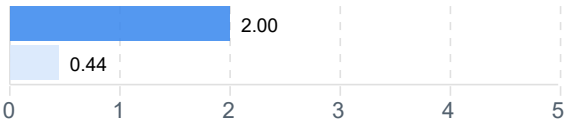
Q8. Provide coaching to help others adapt and be more versatile.



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self RatingAverage Gap Rating

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.



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.



SPEAK UP

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



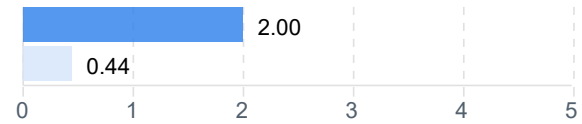
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

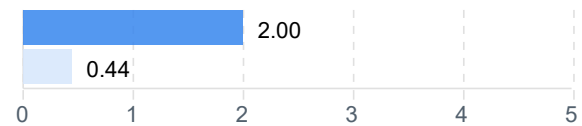
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



COURAGE TO ACT

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

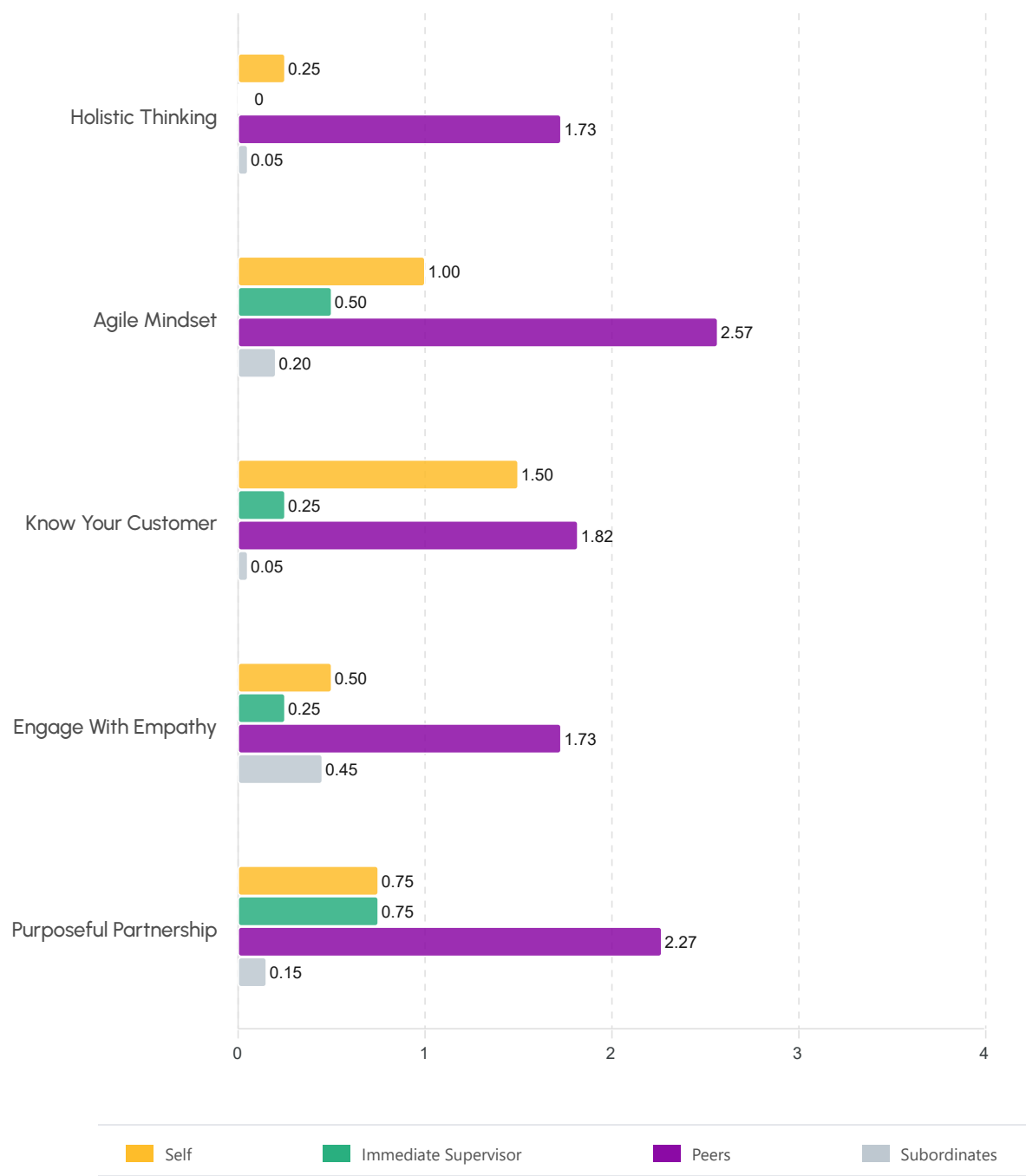


KEEP UP-TO-DATE

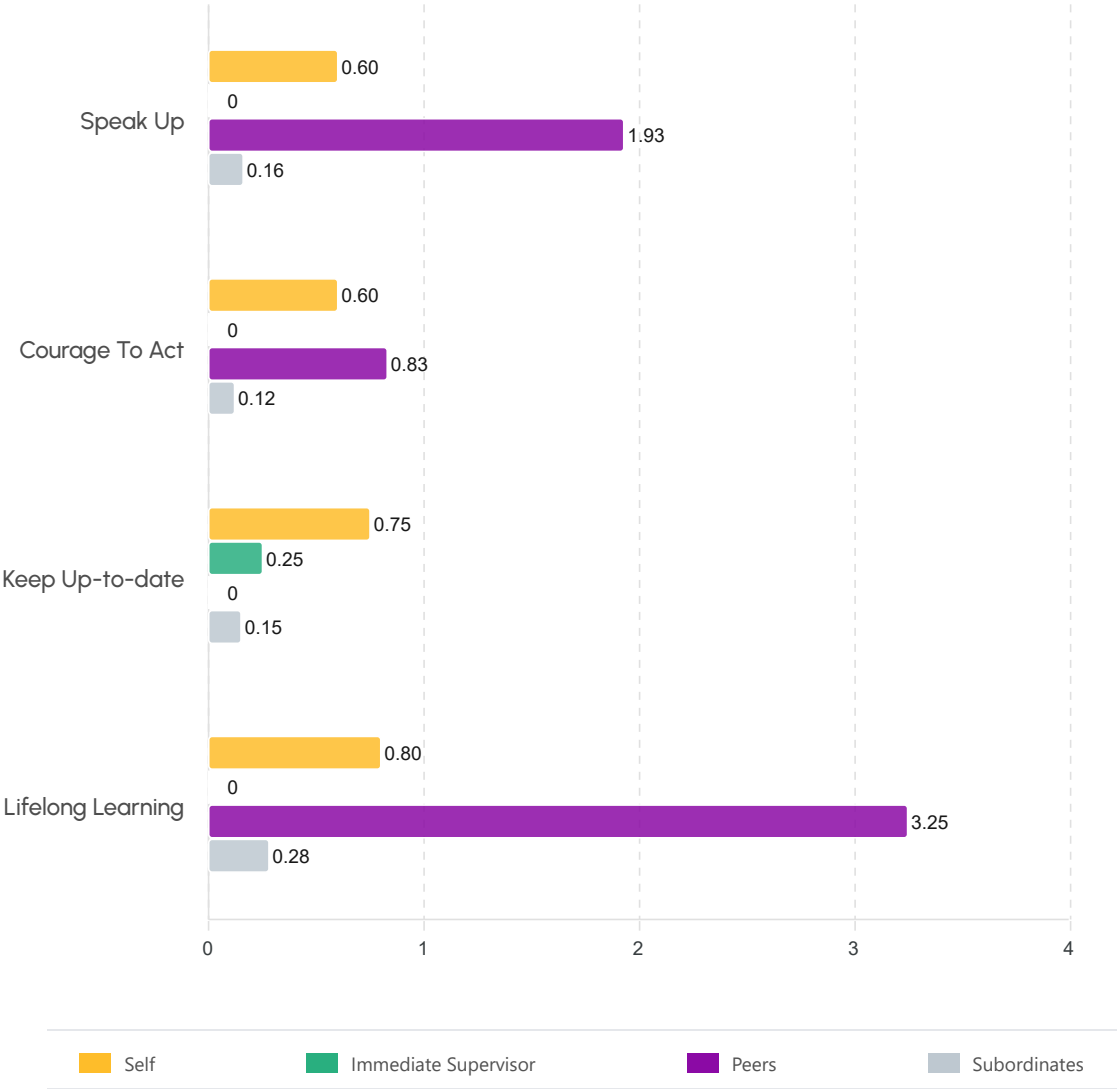
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



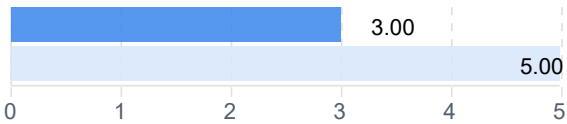
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

KNOW YOUR CUSTOMER

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



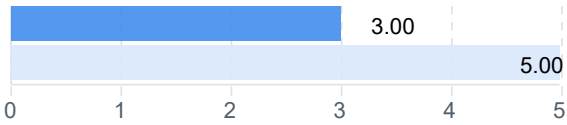
KNOW YOUR CUSTOMER

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



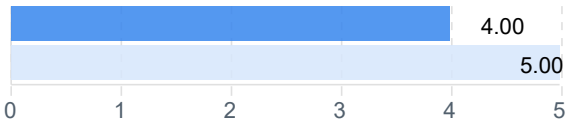
PURPOSEFUL PARTNERSHIP

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



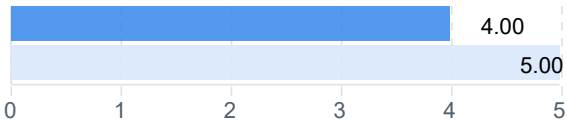
SPEAK UP

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



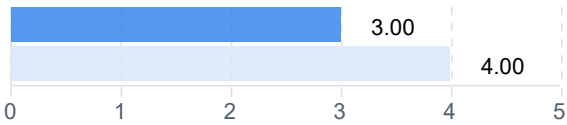
KEEP UP-TO-DATE

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



AGILE MINDSET

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



COURAGE TO ACT

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



KEEP UP-TO-DATE

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



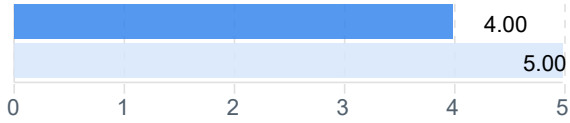
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



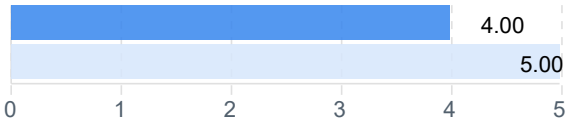
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

PURPOSEFUL PARTNERSHIP

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



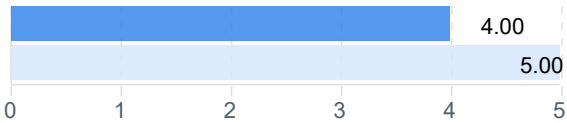
AGILE MINDSET

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



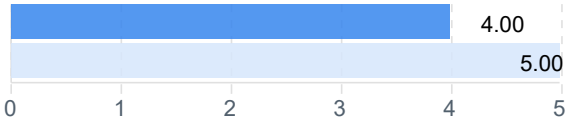
ENGAGE WITH EMPATHY

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



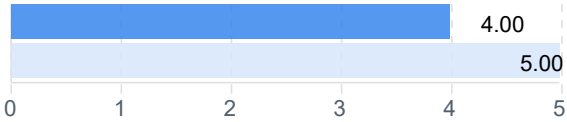
AGILE MINDSET

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



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.



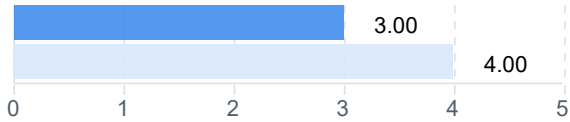
PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



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

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.



LIFELONG LEARNING

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



AGILE MINDSET

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



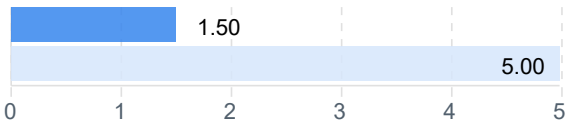
LIFELONG LEARNING

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



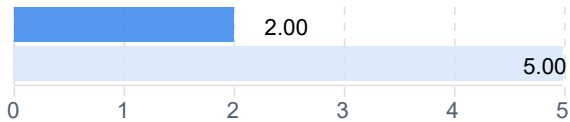
PURPOSEFUL PARTNERSHIP

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



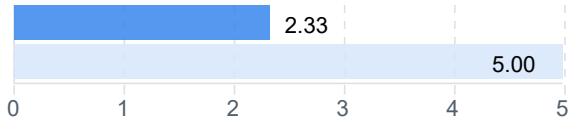
KNOW YOUR CUSTOMER

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



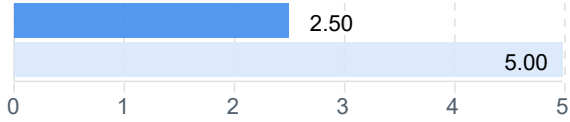
PURPOSEFUL PARTNERSHIP

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



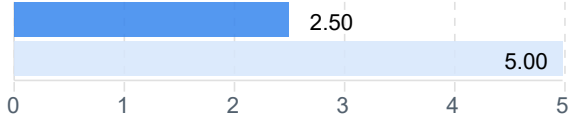
AGILE MINDSET

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



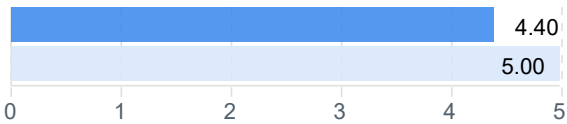
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

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.



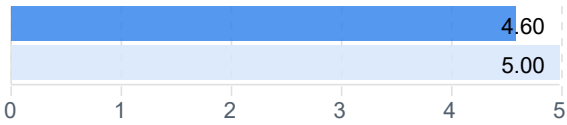
AGILE MINDSET

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



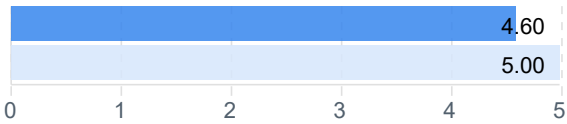
LIFELONG LEARNING

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



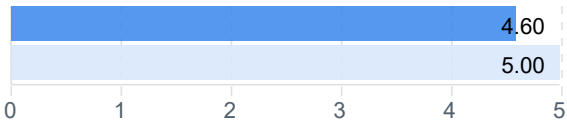
ENGAGE WITH EMPATHY

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



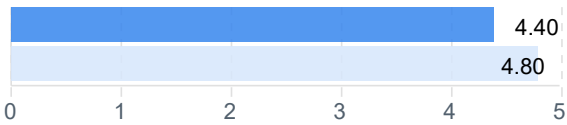
COURAGE TO ACT

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



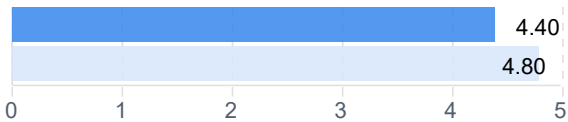
LIFELONG LEARNING

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



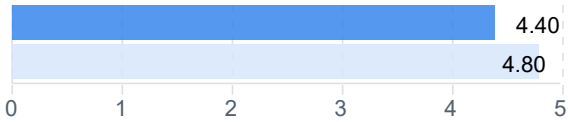
ENGAGE WITH EMPATHY

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



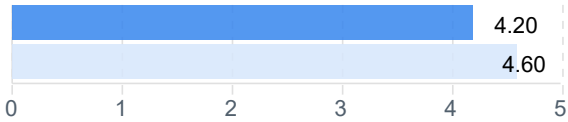
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



PURPOSEFUL PARTNERSHIP

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

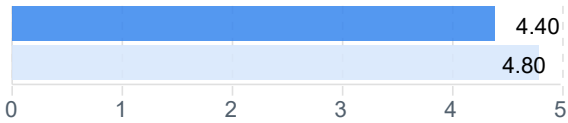


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.0	4.0	5.0	5.0	3.3	5.0	4.8	4.8
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	4.0	5.0	5.0	3.3	5.0	5.0	5.0
Q3. Identify new possibilities to address current business issues.	3.0	4.0	5.0	5.0	2.5	5.0	4.8	5.0
Q4. Manage teams' resources to collate information from multiple sources.	4.0	4.0	4.0	4.0	3.7	5.0	4.8	4.8
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	4.0	4.0	5.0	3.0	5.0	4.6	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	3.0	4.0	4.0	5.0	2.5	5.0	5.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.0	4.0	4.0	4.0	1.0	5.0	5.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	3.0	4.0	4.0	4.0	2.5	5.0	4.4	4.8
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	5.0	4.0	4.0	3.7	5.0	5.0	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.0	5.0	4.0	4.0	3.7	5.0	5.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	4.0	4.0	5.0	3.0	5.0	4.6	4.8
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	4.0	4.0	2.0	5.0	5.0	5.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	4.0	4.0	4.0	3.0	5.0	4.4	4.8
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	4.0	4.0	5.0	3.0	5.0	4.4	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	4.0	4.0	3.7	5.0	4.4	4.8
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	4.0	4.0	4.0	3.3	5.0	4.6	5.0

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	4.0	4.0	5.0	2.3	5.0	4.6	4.8
Q18. Leverage one's network and connection to gather market data.	4.0	5.0	5.0	5.0	3.7	5.0	4.6	4.6
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	5.0	3.0	4.0	1.5	5.0	4.4	4.8
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	4.0	4.0	5.0	3.0	5.0	4.8	4.8
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	5.0	5.0	5.0	3.0	5.0	4.8	4.8
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	4.0	5.0	5.0	3.0	5.0	4.8	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	4.0	4.0	4.0	3.0	5.0	4.8	4.8
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	5.0	5.0	3.3	5.0	4.4	4.8
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.0	4.0	5.0	5.0	3.0	5.0	4.8	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	4.0	5.0	5.0	1.0	5.0	4.8	4.8
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	5.0	5.0	5.0	5.0	4.8	4.8
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	5.0	5.0	4.5	5.0	4.8	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	4.0	4.0	-	-	4.6	5.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	4.0	4.0	5.0	5.0	5.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	4.0	4.0	4.0	5.0	5.0	4.8	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.0	4.0	4.0	4.0	5.0	5.0	4.2	4.6

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	3.0	4.0	5.0	5.0	5.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	4.0	4.0	4.0	1.0	5.0	4.4	4.8
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.0	4.0	4.0	1.0	5.0	4.4	4.8
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	4.0	4.0	4.0	4.0	5.0	4.6	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.0	4.0	4.0	4.0	-	-	4.6	4.8
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	4.0	4.0	4.0	1.0	5.0	4.6	4.6

* Responses based on Rating scale of 1-5