INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Rahmat Bin Ali

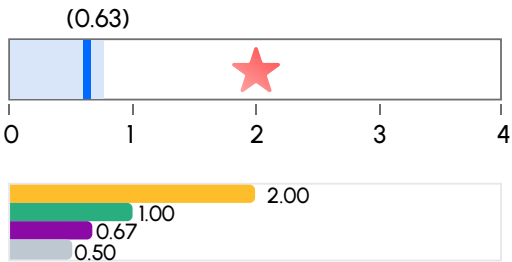**Date:** 02/08/2023

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.
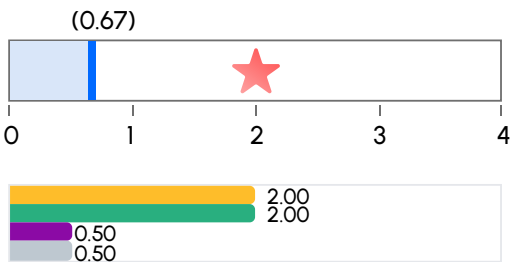
▮ Average Gap Size	★ Self Gap Size	▢ Overall Survey Average Gap Size	
🟧 Self	🟩 Immediate Supervisor	🟪 Peers	⬜ Subordinates

SPEAK UP

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

(0.63)
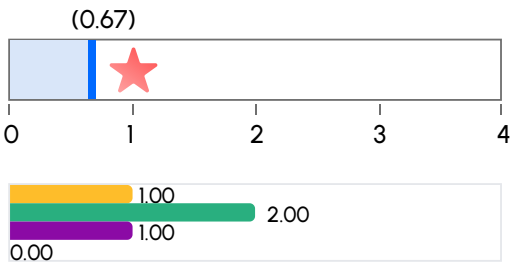
Self: 2.00
Immediate Supervisor: 1.00
Peers: 0.67
Subordinates: 0.50

AGILE MINDSET

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

(0.67)

Self: 2.00
Immediate Supervisor: 2.00
Peers: 0.50
Subordinates: 0.50

SPEAK UP

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

(0.67)

Self: 1.00
Immediate Supervisor: 2.00
Peers: 1.00
Subordinates: 0.00

SPEAK UP

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

(0.67)

Self: 2.00
Immediate Supervisor: 2.00
Peers: 0.50
Subordinates: 0.50

KNOW YOUR CUSTOMER

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

(0.75)

0	1	2	3	4

2.00
1.00
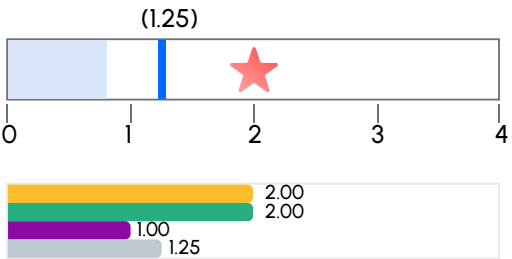0.67
0.75

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.
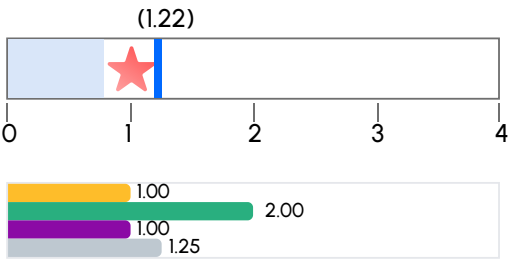
▌ Average Gap Size	★ Self Gap Size	Overall Survey Average Gap Size
▬ Self	▬ Immediate Supervisor	▬ Peers ▬ Subordinates

LIFELONG LEARNING

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

(1.25)

Self: 2.00
Immediate Supervisor: 2.00
Peers: 1.00
Subordinates: 1.25

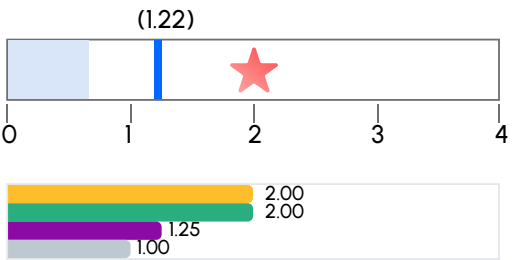### PURPOSEFUL PARTNERSHIP

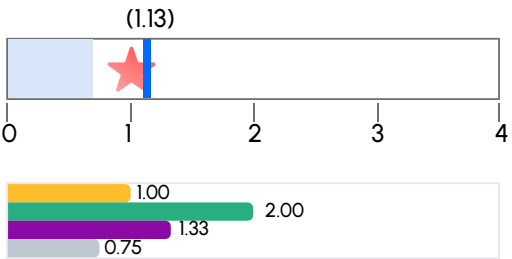Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.

(1.22)

Self: 1.00
Immediate Supervisor: 2.00
Peers: 1.00
Subordinates: 1.25

LIFELONG LEARNING

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

(1.22)

Self: 2.00
Immediate Supervisor: 2.00
Peers: 1.25
Subordinates: 1.00

KNOW YOUR CUSTOMER

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

(1.13)

Self: 1.00
Immediate Supervisor: 2.00
Peers: 1.33
Subordinates: 0.75

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.

(1.13)

1.00	
	2.00
1.00	
1.00	

COMPETENCIES REPORT IN ASCENDING ORDER

▍ Average Gap Size	★ Self Gap Size	▢ Overall Survey Average Gap Size

HOLISTIC THINKING
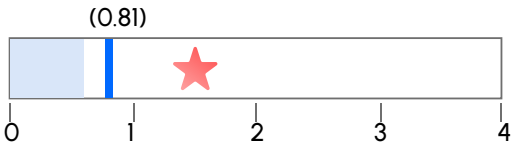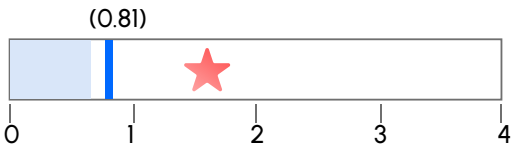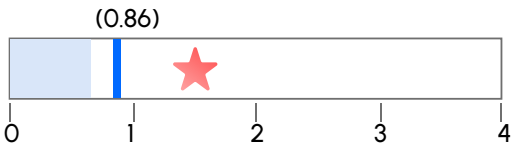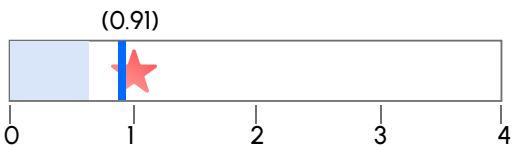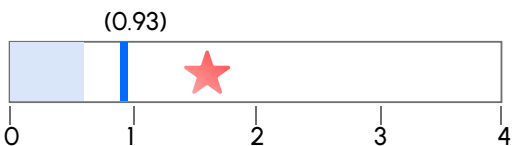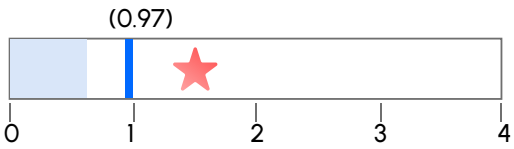
(0.81)

0   1   2   3   4

SPEAK UP

(0.81)

0   1   2   3   4

AGILE MINDSET

(0.86)

0   1   2   3   4

KEEP UP-TO-DATE

(0.91)

0   1   2   3   4

COURAGE TO ACT

(0.93)

0   1   2   3   4

KNOW YOUR CUSTOMER

(0.97)

0   1   2   3   4

ENGAGE WITH EMPATHY

(1.00)

0   1   2   3   4

PURPOSEFUL PARTNERSHIP

(1.08)

0   1   2   3   4

LIFELONG LEARNING

(1.10)
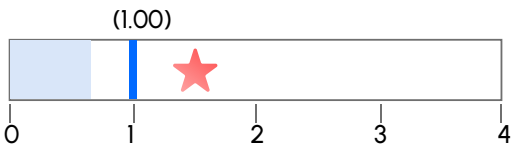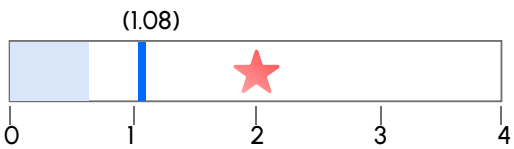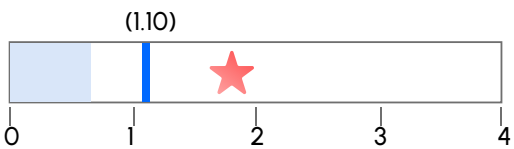
0   1   2   3   4

INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

Agile Mindset

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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	2.00	-	-	-	1	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.50	-	2	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	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

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

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

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

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

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

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	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	1.25	-	1	1	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	3.00	-	-	-	-	1	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

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

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

Speak Up

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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	2.00	-	-	-	1	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

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

Keep Up-to-date

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

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

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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

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

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

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

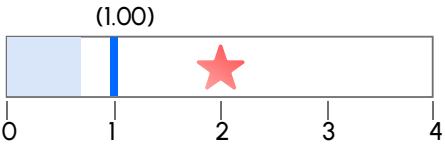|	
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.63
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.67
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.67
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.67
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.75
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.78
Q3. Identify new possibilities to address current business issues.	0.78
Q4. Manage teams' resources to collate information from multiple sources.	0.78
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.78
Q28. Encourage and value innovative ideas and suggestions from others.	0.78
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.78
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.86
Q8. Provide coaching to help others adapt and be more versatile.	0.88

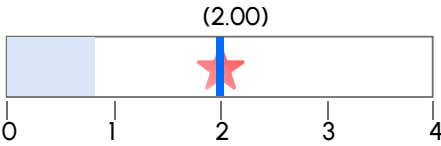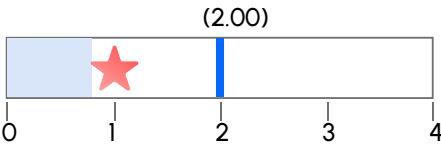|	
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.88
Q30. Give space for self and team members to take risks and learn from mistakes.	0.88
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.89
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.89
Q15. Share similar experiences that may be adapted to their work circumstances.	0.89
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.89
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	1.00
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.00
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	1.00
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.00
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.00
Q29. Maintain focus to deliver the chosen strategy.	1.00
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.00
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.00
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.00
Q6. Ensure change plans are executed effectively and in a timely manner.	1.11

Q16. Empathise whilst balancing the need of individuals and the business. · **1.11**

Q18. Leverage one's network and connection to gather market data. · **1.11**

Q23. Encourage constructive feedback and be objective in addressing disagreements. · **1.11**

Q38. Make effort to teach / coach/ mentor team members. · **1.11**

Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants. · **1.13**

Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space. · **1.13**

Q27. Drive implementation with persistence to deliver results despite obstacles. · **1.13**

Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes. · **1.22**

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills. · **1.22**

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

- Knowledgeable and structured

- 1) speech 2) presentation

- a) Approachable and Engaging b) Empathy

- Resilience - ability to bounce back from setbacks and maintain positive attitude. Empathy - showing empathy towards his staff

- leadership skills and creative minded

- Knowlwdgeable & able to teach others

- 1. Communication - can influence others 2. Experience - he leverage his 30 years working experience in EPF with others

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

- Communication

- 1) Communication 2) Understanding

- a) Strategic Thinking b) Critical Thinking

- Analytical thinking. Conflict resolution, need to take accountability and bold decision

- new technology adaption and managing approach

- Right decision making and firm with decision

- 1. Listening skill - listening first before make a decision 2. Teamwork - provide people with more opportunity for development

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

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

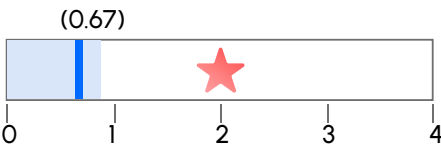|	Average Gap Size	⭐ Self Gap Size	Overall Survey Average Gap Size

KNOW YOUR CUSTOMER

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

(1.00)

0   1   2   3   4

ENGAGE WITH EMPATHY

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

(1.00)

0   1   2   3   4

SPEAK UP

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

(1.00)

0   1   2   3   4
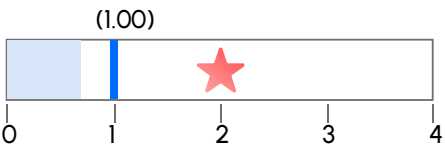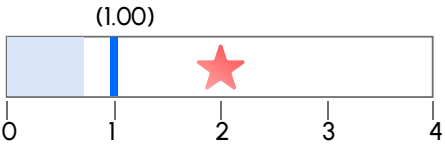
ENGAGE WITH EMPATHY

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

(1.00)

0   1   2   3   4
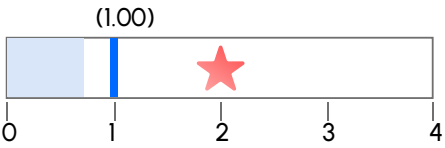
COURAGE TO ACT

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

(1.00)

0   1   2   3   4
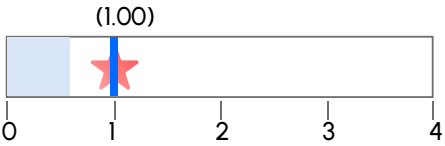
STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

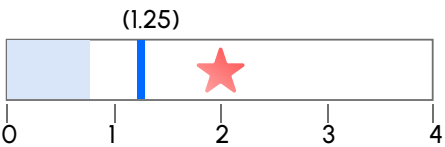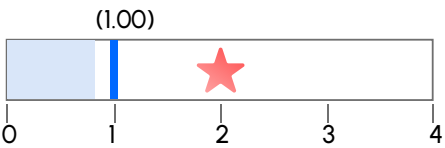| | Average Gap Size | | Self Gap Size | | Overall Survey Average Gap Size |

KEEP UP-TO-DATE

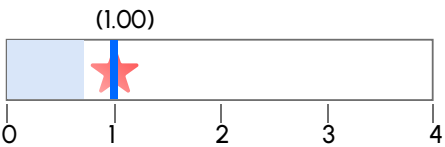Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.

(2.00)

0   1   2   3   4

LIFELONG LEARNING

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

(2.00)

0   1   2   3   4

COURAGE TO ACT

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

(2.00)

0   1   2   3   4

SPEAK UP

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

(2.00)

0   1   2   3   4

HOLISTIC THINKING

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

(2.00)

0   1   2   3   4
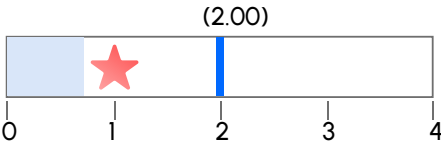
STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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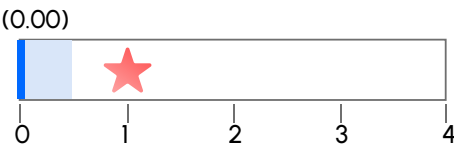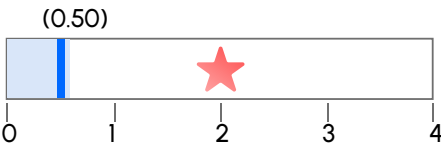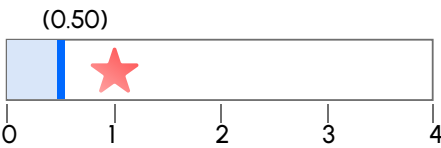
Average Gap Size	Self Gap Size	Overall Survey Average Gap Size

AGILE MINDSET

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

(0.50)

0 1 2 3 4
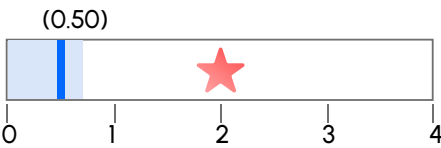
HOLISTIC THINKING

Q4. Manage teams' resources to collate information from multiple sources.
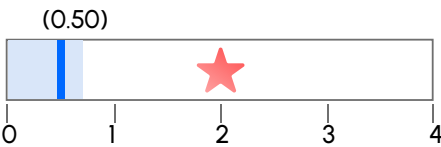
(0.50)

0 1 2 3 4

SPEAK UP

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

(0.50)

0 1 2 3 4

KNOW YOUR CUSTOMER

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

(0.67)

0 1 2 3 4

COURAGE TO ACT

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

(0.67)

0 1 2 3 4
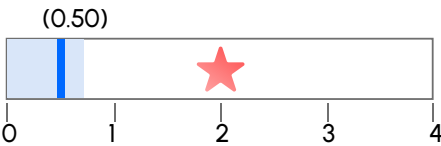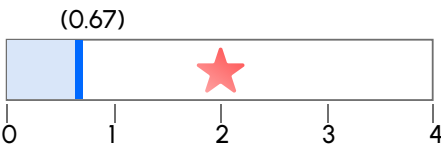
STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Development Needs

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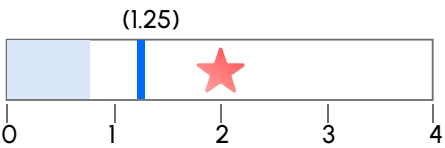
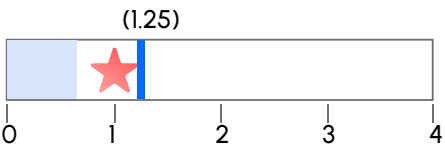| Average Gap Size	Self Gap Size	Overall Survey Average Gap Size

KNOW YOUR CUSTOMER

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

(1.33)

LIFELONG LEARNING

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

(1.25)

KEEP UP-TO-DATE

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

(1.00)

LIFELONG LEARNING

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

(1.00)

SPEAK UP

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

(1.00)

STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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

Average Gap Size	⭐ Self Gap Size	Overall Survey Average Gap Size

SPEAK UP

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

(0.00)

KEEP UP-TO-DATE

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

(0.50)

AGILE MINDSET

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

(0.50)

HOLISTIC THINKING

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

(0.50)

SPEAK UP

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

(0.50)
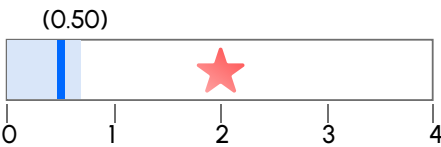
STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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

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

LIFELONG LEARNING

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

(1.25)

PURPOSEFUL PARTNERSHIP

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

(1.25)

ENGAGE WITH EMPATHY

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

(1.25)

ENGAGE WITH EMPATHY

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

(1.00)

PURPOSEFUL PARTNERSHIP

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

(1.00)
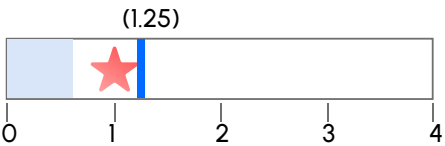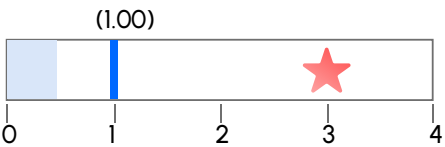
AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

■ Self Gap Size ☐ Average Gap Size

Q1. Leverage on own and others' relevant experience and insights to make decisions.
- Self Gap Size: 1.00
- Average Gap Size: 0.89

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.
- Self Gap Size: 1.00
- Average Gap Size: 0.78

Q3. Identify new possibilities to address current business issues.
- Self Gap Size: 2.00
- Average Gap Size: 0.78

Q4. Manage teams' resources to collate information from multiple sources.
- Self Gap Size: 2.00
- Average Gap Size: 0.78
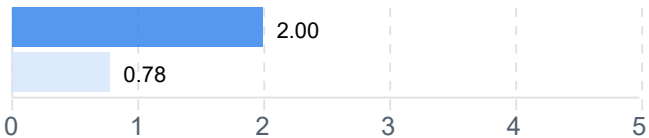
AGILE MINDSET

■ Self Gap Size ☐ Average Gap Size

Q5. Assess the effectiveness and constantly update plans to adapt to different situations.
- Self Gap Size: 2.00
- Average Gap Size: 0.67

Q6. Ensure change plans are executed effectively and in a timely manner.
- Self Gap Size: 2.00
- Average Gap Size: 1.11

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

1.00
0.78

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

1.00
0.88
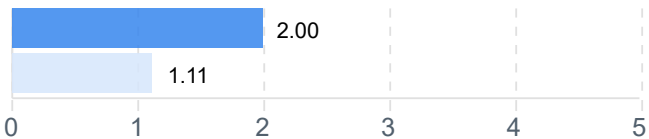
KNOW YOUR CUSTOMER

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.

2.00
0.75

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

2.00
1.00

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

1.00
1.13

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

1.00
1.00
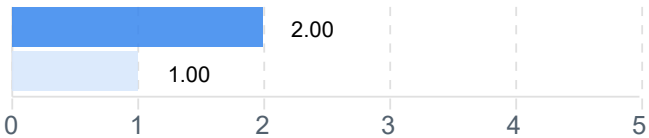
ENGAGE WITH EMPATHY

Self Gap Size   Average Gap Size

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

Self Gap Size: 2.00
Average Gap Size: 0.89

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

Self Gap Size: 1.00
Average Gap Size: 1.13

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

Self Gap Size: 2.00
Average Gap Size: 0.89

Q16. Empathise whilst balancing the need of individuals and the business.
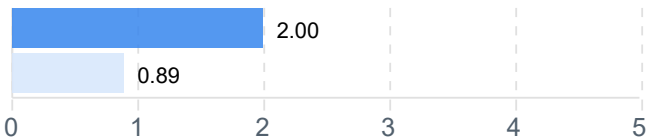
Self Gap Size: 1.00
Average Gap Size: 1.11

PURPOSEFUL PARTNERSHIP

Legend: ■ Self Gap Size   ■ Average Gap Size

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

Self Gap Size: 3.00
Average Gap Size: 1.00

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

Self Gap Size: 3.00
Average Gap Size: 1.11

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

Self Gap Size: 1.00
Average Gap Size: 1.22

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

1.00
1.00

| 0 | 1 | 2 | 3 | 4 | 5 |
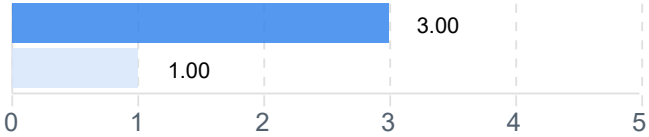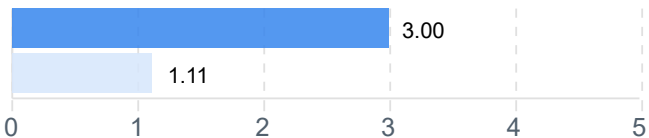
SPEAK UP

■ Self Gap Size   ■ Average Gap Size

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

1.00
1.00

| 0 | 1 | 2 | 3 | 4 | 5 |

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

2.00
0.63

| 0 | 1 | 2 | 3 | 4 | 5 |

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

2.00
1.11

| 0 | 1 | 2 | 3 | 4 | 5 |

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

1.00
0.67

| 0 | 1 | 2 | 3 | 4 | 5 |

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

2.00
0.67

| 0 | 1 | 2 | 3 | 4 | 5 |

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.

2.00
0.88

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

2.00
1.13

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

1.00
0.78

Q29. Maintain focus to deliver the chosen strategy.

2.00
1.00

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

1.00
0.88
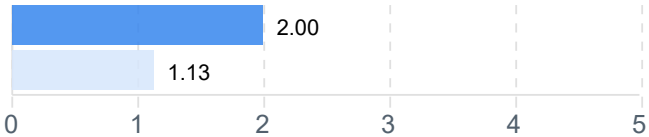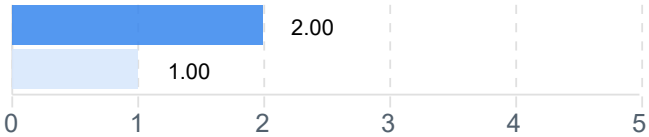
KEEP UP-TO-DATE

■ 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.

1.00
0.89

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

1.00
1.00

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

1.00

1.00

0   1   2   3   4   5

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

1.00

0.78

0   1   2   3   4   5

LIFELONG LEARNING

Self Gap Size   Average Gap Size

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

2.00

1.00

0   1   2   3   4   5

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

2.00

1.25

0   1   2   3   4   5

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

2.00

1.22

0   1   2   3   4   5

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

2.00

1.11

0   1   2   3   4   5

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

1.00

0.86

0   1   2   3   4   5
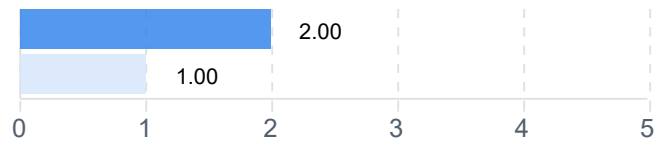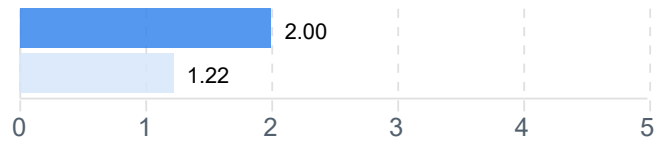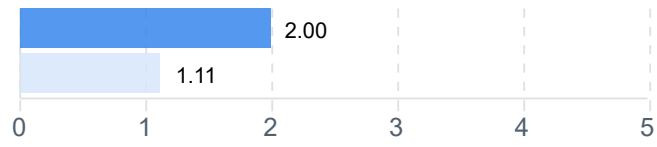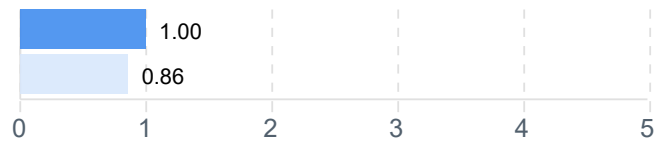
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP   ▬ Self Rating   ▬ Average Gap Rating

-- There are no Blind Spots to show --

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP   ▬ Self Rating   ▬ Average Gap Rating

TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP
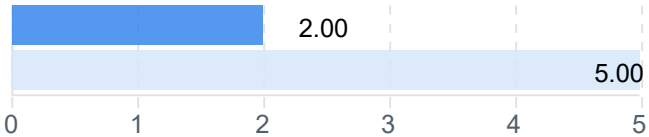
■ Self Rating   ■ Average Gap Rating

PURPOSEFUL PARTNERSHIP

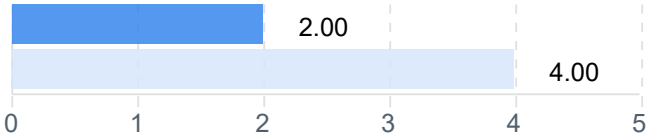Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.

- Self Rating: 3.00
- Average Gap Rating: 1.00

PURPOSEFUL PARTNERSHIP

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

- Self Rating: 3.00
- Average Gap Rating: 1.11

SPEAK UP

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

- Self Rating: 2.00
- Average Gap Rating: 0.63

AGILE MINDSET

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

- Self Rating: 2.00
- Average Gap Rating: 0.67

SPEAK UP

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

- Self Rating: 2.00
- Average Gap Rating: 0.67
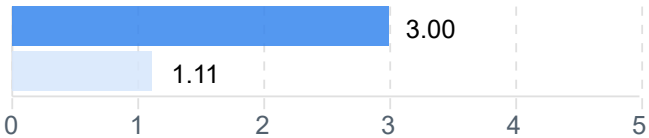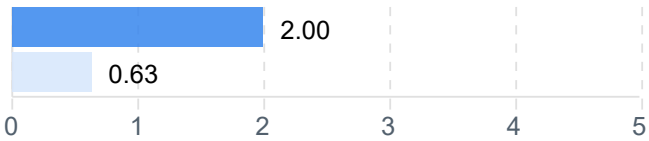
AVG GAP PER ROLE BY COMPETENCY

Holistic Thinking
- Self: 1.50
- Immediate Supervisor: 2.00
- Peers: 0.69
- Subordinates: 0.63

Agile Mindset
- Self: 1.50
- Immediate Supervisor: 2.00
- Peers: 0.80
- Subordinates: 0.63

Know Your Customer
- Self: 1.50
- Immediate Supervisor: 1.75
- Peers: 0.93
- Subordinates: 0.81

Engage With Empathy
- Self: 1.50
- Immediate Supervisor: 1.50
- Peers: 0.80
- Subordinates: 1.06

Purposeful Partnership
- Self: 2.00
- Immediate Supervisor: 1.75
- Peers: 1.00
- Subordinates: 1.00

Legend: Self | Immediate Supervisor | Peers | Subordinates

(Please Turn Over)

	Self	Immediate Supervisor	Peers	Subordinates
Speak Up	1.60	1.80	0.83	0.55
Courage To Act	1.60	1.60	0.88	0.80
Keep Up-to-date	1.00	2.00	0.93	0.63
Lifelong Learning	1.80	1.80	1.06	0.95

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

RATING FROM SELF

Current   Expected

PURPOSEFUL PARTNERSHIP

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

2.00

5.00

PURPOSEFUL PARTNERSHIP

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

2.00

5.00

AGILE MINDSET

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

2.00

4.00

ENGAGE WITH EMPATHY

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

3.00

5.00

COURAGE TO ACT

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

2.00

4.00

KNOW YOUR CUSTOMER

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

3.00
5.00

LIFELONG LEARNING

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

2.00
4.00

COURAGE TO ACT

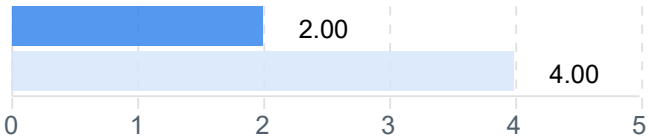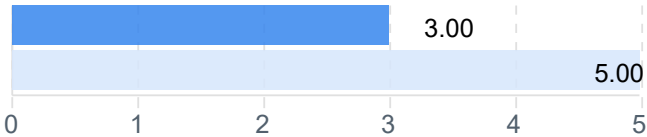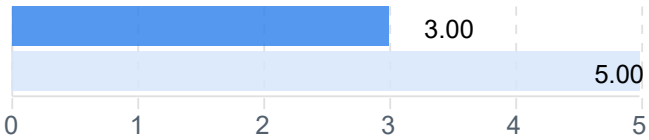Q27. Drive implementation with persistence to deliver results despite obstacles.

3.00
5.00

SPEAK UP

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

3.00
5.00

AGILE MINDSET

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

2.00
4.00

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.

Current: 3.00
Expected: 5.00

HOLISTIC THINKING

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

Current: 3.00
Expected: 5.00

AGILE MINDSET

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

Current: 3.00
Expected: 5.00

SPEAK UP

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

Current: 3.00
Expected: 5.00

COURAGE TO ACT

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

Current: 3.00
Expected: 5.00

LIFELONG LEARNING

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.
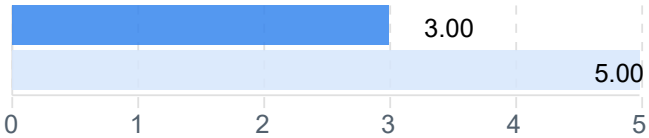
3.00

5.00

0   1   2   3   4   5

KEEP UP-TO-DATE

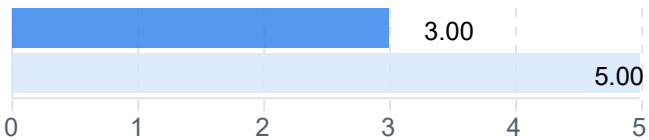Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.

3.00

5.00

0   1   2   3   4   5

COURAGE TO ACT

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

3.00

5.00

0   1   2   3   4   5

PURPOSEFUL PARTNERSHIP

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

3.00

5.00

0   1   2   3   4   5

HOLISTIC THINKING

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.
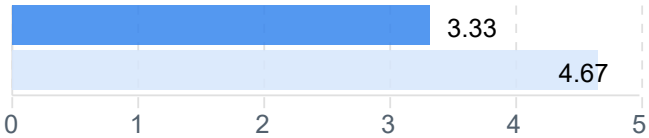
3.00

5.00

0   1   2   3   4   5

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

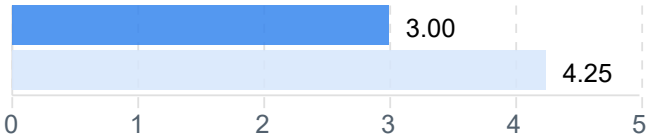### RATING FROM PEERS

■ Current   ■ Expected

KNOW YOUR CUSTOMER

Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.
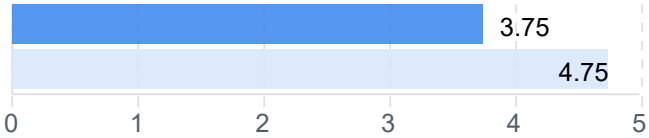
3.33
4.67

LIFELONG LEARNING

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

3.00
4.25

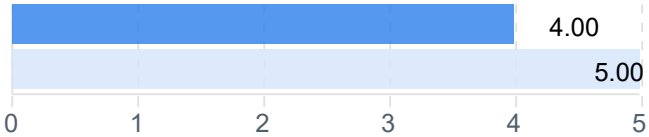#### PURPOSEFUL PARTNERSHIP

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

3.75
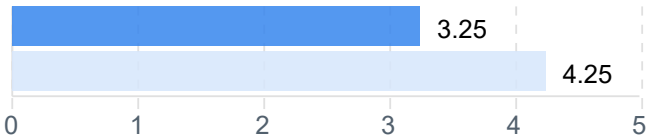4.75

SPEAK UP

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.
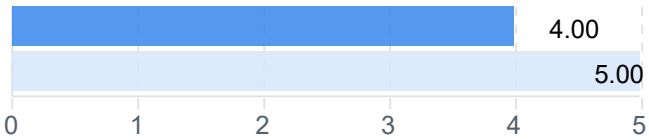
4.00
5.00

LIFELONG LEARNING

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.
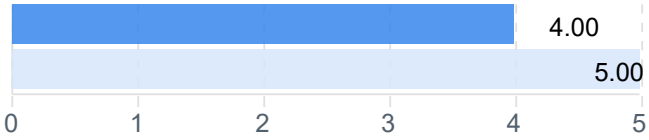
3.25
4.25

KEEP UP-TO-DATE

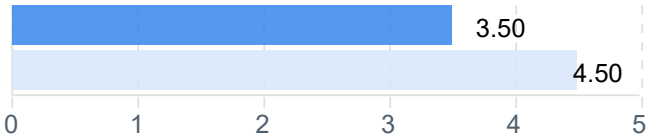Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.

4.00
5.00

COURAGE TO ACT

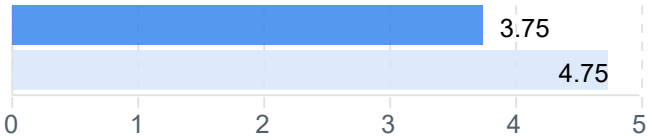Q27. Drive implementation with persistence to deliver results despite obstacles.

4.00
5.00

PURPOSEFUL PARTNERSHIP

Q18. Leverage one's network and connection to gather market data.
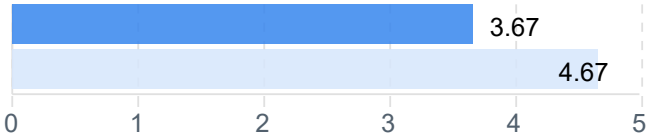
3.50
4.50

AGILE MINDSET

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

3.75
4.75

LIFELONG LEARNING

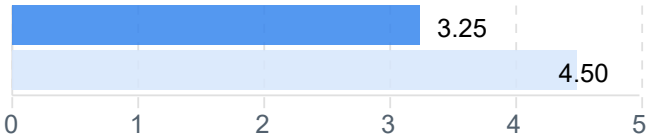Q36. Purposefully manage career development and professional growth of team members.

3.67
4.67

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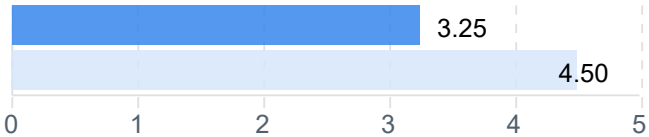
RATING FROM SUBORDINATES

■ Current   ■ Expected

LIFELONG LEARNING

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

Current: 3.25
Expected: 4.50

PURPOSEFUL PARTNERSHIP

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

Current: 3.25
Expected: 4.50

ENGAGE WITH EMPATHY

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

Current: 3.25
Expected: 4.50

ENGAGE WITH EMPATHY

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

Current: 3.25
Expected: 4.25

COURAGE TO ACT

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

Current: 3.25
Expected: 4.25

PURPOSEFUL PARTNERSHIP

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

3.25

4.25

AGILE MINDSET

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

3.25

4.25

KNOW YOUR CUSTOMER

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

3.25

4.25

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.

3.50

4.50

LIFELONG LEARNING

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

3.50

4.50
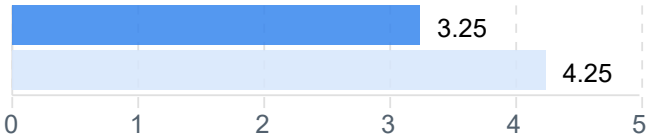
TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

	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.	3.0	4.0	3.0	5.0	3.5	4.3	3.3	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	3.0	4.0	3.0	5.0	3.8	4.5	3.5	4.0
Q3. Identify new possibilities to address current business issues.	2.0	4.0	3.0	5.0	4.3	5.0	3.5	4.0
Q4. Manage teams' resources to collate information from multiple sources.	3.0	5.0	3.0	5.0	3.8	4.3	3.3	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	2.0	4.0	3.0	5.0	4.0	4.5	3.5	4.0
Q6. Ensure change plans are executed effectively and in a timely manner.	2.0	4.0	3.0	5.0	3.8	4.8	3.3	4.3
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	5.0	3.0	5.0	4.0	4.8	3.3	3.8
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	3.0	5.0	3.7	4.7	3.5	4.0
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	5.0	4.0	4.7	3.5	4.3
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	2.0	4.0	3.0	5.0	3.3	4.0	3.3	4.3
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	4.0	3.0	5.0	3.3	4.7	3.3	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	3.0	5.0	3.8	4.8	3.5	4.3

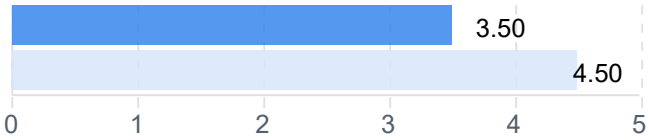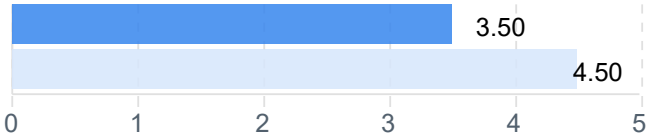| How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.0	5.0	4.0	5.0	3.8	4.5	3.3	4.3
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.0	4.0	3.0	5.0	3.7	4.7	3.5	4.5
Q15. Share similar experiences that may be adapted to their work circumstances.	2.0	4.0	4.0	5.0	3.8	4.5	3.3	4.3
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	5.0	3.0	5.0	3.8	4.5	3.3	4.5
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	2.0	5.0	3.0	5.0	3.8	4.8	3.0	3.8
Q18. Leverage one's network and connection to gather market data.	2.0	5.0	3.0	5.0	3.5	4.5	3.3	4.3
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	5.0	3.0	5.0	3.8	4.8	3.3	4.5
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	4.0	5.0	3.5	4.5	3.3	4.3
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.0	4.0	3.0	5.0	4.0	5.0	3.5	4.3
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	5.0	4.0	5.0	4.0	4.7	3.8	4.3
Q23. Encourage constructive feedback and be objective in addressing disagreements.	2.0	4.0	3.0	5.0	3.5	4.5	3.3	4.3
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	3.0	5.0	4.0	5.0	4.3	4.3
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.0	5.0	3.0	5.0	3.8	4.3	3.8	4.3
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	2.0	4.0	3.0	5.0	4.0	4.7	3.5	4.3

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.0	5.0	3.0	5.0	4.0	5.0	3.3	4.3
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	4.0	5.0	3.8	4.5	3.5	4.3
Q29. Maintain focus to deliver the chosen strategy.	3.0	5.0	3.0	5.0	3.8	4.8	3.5	4.3
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	4.0	5.0	3.7	4.7	3.5	4.3
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.0	4.0	3.0	5.0	4.0	5.0	4.0	4.5
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	5.0	3.0	5.0	3.5	4.5	3.8	4.5
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	4.0	3.0	5.0	3.7	4.7	3.3	4.0
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	5.0	4.0	4.8	3.5	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	2.0	4.0	3.0	5.0	3.3	4.3	3.5	4.3
Q36. Purposefully manage career development and professional growth of team members.	3.0	5.0	3.0	5.0	3.7	4.7	3.3	4.5
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	5.0	3.0	5.0	3.0	4.3	3.5	4.5
Q38. Make effort to teach / coach/ mentor team members.	3.0	5.0	3.0	5.0	3.8	4.8	3.5	4.5
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	4.0	4.0	5.0	4.0	5.0	3.8	4.5

* Responses based on Rating scale of 1-5