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## INSIGHT 360 FEEDBACK FOR LEADERS

**Company Name:** YYC

**Name:** YAP ZHI CHAU

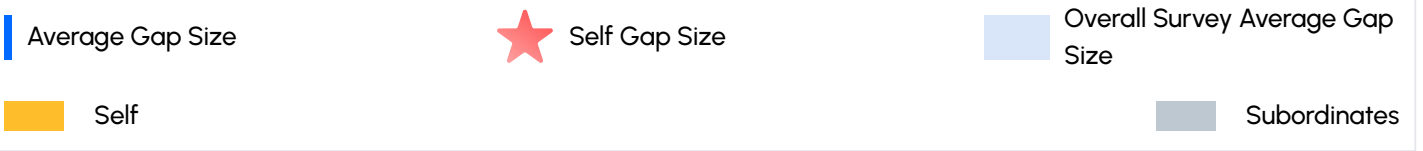
**Date:** 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

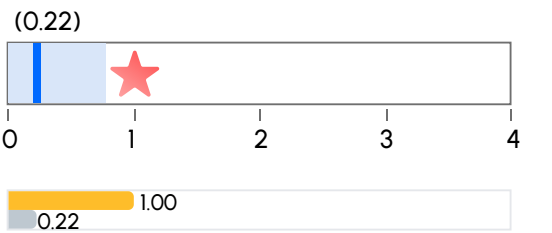
Strengths

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



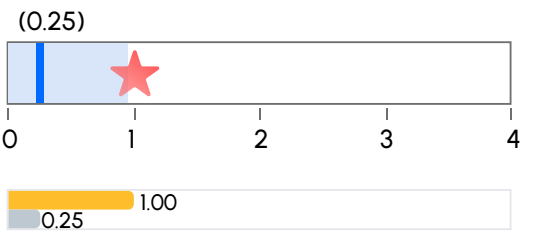
BUSINESS ACUMEN

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



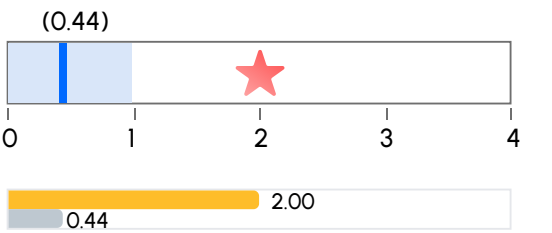
DEVELOP SELF AND OTHERS

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



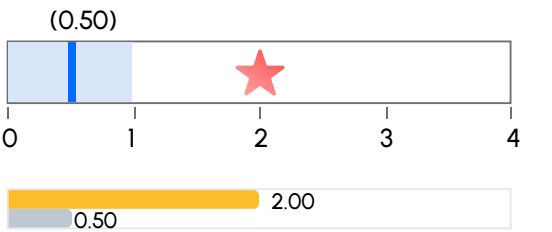
DRIVES FOR RESULT

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



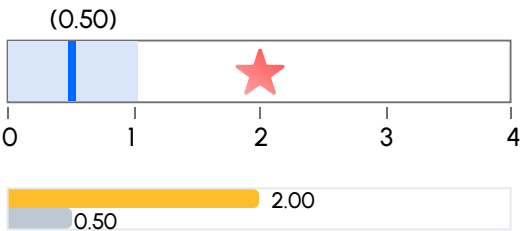
INNOVATIVE AND CRITICAL THINKING

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



CLIENT-FOCUSED

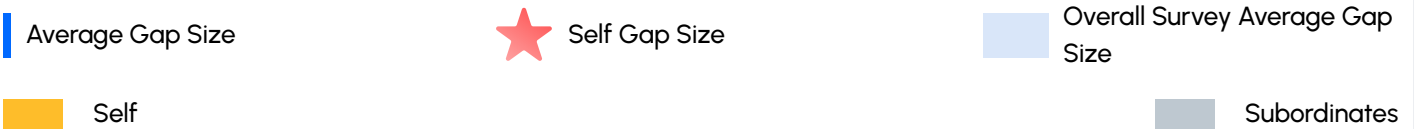
Q15. Build cross functional team relationship that can effectively address the needs of clients?



STRENGTHS AND DEVELOPMENT NEEDS

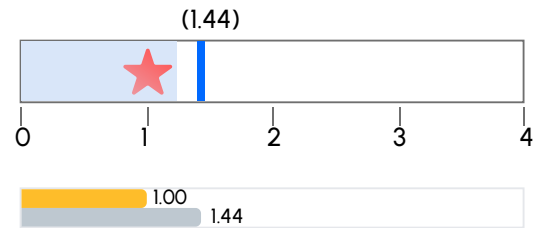
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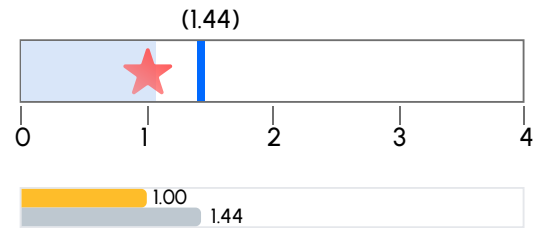
INNOVATIVE AND CRITICAL THINKING

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



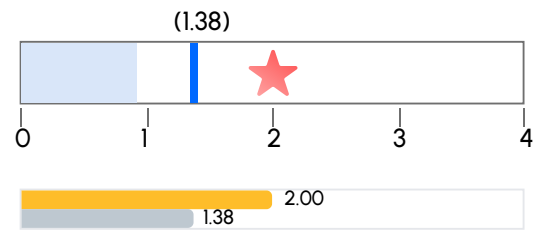
DEVELOP SELF AND OTHERS

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



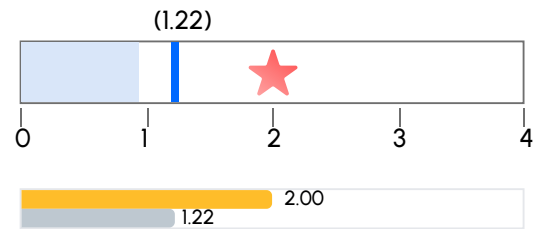
TECHNICAL CAPABILITIES

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



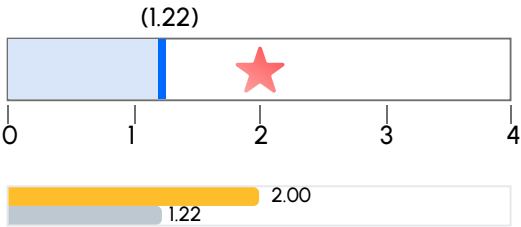
BUSINESS ACUMEN

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

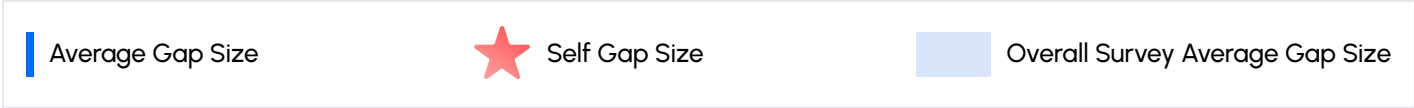


DRIVES FOR RESULT

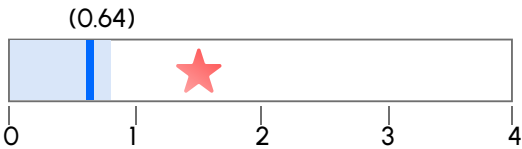
Q24. Deal in a clear, strong way with subordinates who are not performing?



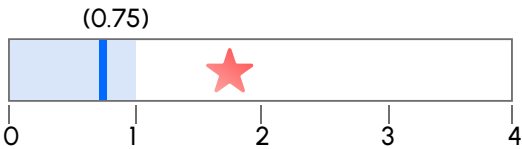
COMPETENCIES REPORT IN ASCENDING ORDER



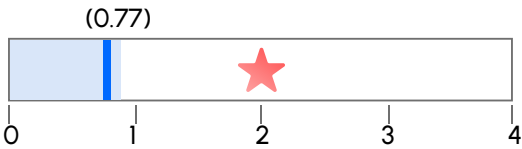
BUSINESS ACUMEN



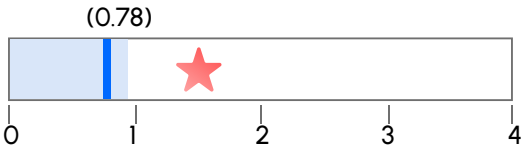
SETS CLEAR DIRECTIONS



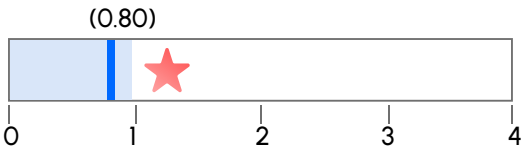
CLIENT-FOCUSED



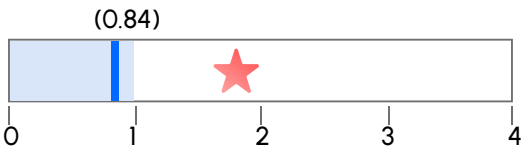
FOSTER TEAMWORK



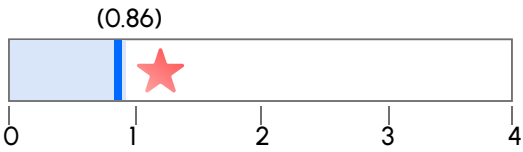
INNOVATIVE AND CRITICAL THINKING



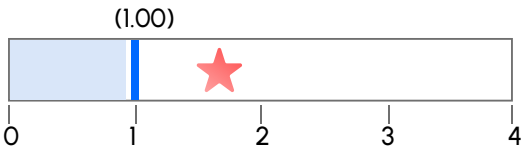
DRIVES FOR RESULT



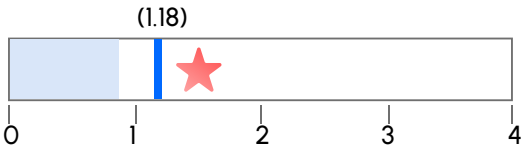
DEVELOP SELF AND OTHERS



COMMUNICATE WITH IMPACT



TECHNICAL CAPABILITIES



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	1.00	-	1	7	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	1.38	-	1	3	4	-	-

Innovative and Critical Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	1.44	-	1	5	1	2	-

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

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



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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.56	-	4	5	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.67	-	4	4	1	-	-

### Foster Teamwork

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.78	-	4	3	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.89	-	3	4	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.56	-	6	2	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.89	-	3	4	2	-	-

### Business Acumen

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.56	1	4	3	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.56	1	5	2	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.22	-	7	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	1.22	-	2	4	2	1	-

### Client-Focused

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

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

Q16. Respond and Resolve client issues effectively?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.67	-	5	3	-	1	-

Q17. Demonstrate personal accountability to serve clients well?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.89	-	3	4	2	-	-

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

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

### Sets Clear Directions

Q19. Take action despite ambiguity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.67	-	4	4	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.56	-	5	3	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.78	-	4	3	2	-	-

### Drives For Result

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.44	-	6	2	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	1.22	-	2	5	1	-	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.56	-	6	2	-	1	-

Q26. Bring clarity and decisiveness during crisis management?

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	1.22	-	1	7	-	-	1

### Communicate With Impact

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	1.11	-	2	5	1	1	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	1.13	1	1	3	3	-	-

## Develop Self And Others

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.25	-	6	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.89	-	5	2	1	-	1

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	1.44	-	1	3	5	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.67	-	4	4	1	-	-

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q13. Instill a business-oriented mindset that drives the business of YYC?	0.22
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	0.25
Q23. Show initiative, energy and the feeling that the work must be done quickly?	0.44
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	0.50
Q15. Build cross functional team relationship that can effectively address the needs of clients?	0.50
Q5. Challenge the status quo and push for positive change and impact?	0.56
Q9. Take accountability and ownership of his/her team's performance?	0.56
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.56
Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.56
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	0.56
Q25. Push himself/herself and others every day for results?	0.56
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	0.67
Q16. Respond and Resolve client issues effectively?	0.67
Q19. Take action despite ambiguity?	0.67

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	0.67
Q26. Bring clarity and decisiveness during crisis management?	0.75
Q29. Convey persuasive thoughts and views with confidence and clarity?	0.75
Q7. Treat all team members in a respectful, courteous and professional manner?	0.78
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	0.78
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	0.89
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	0.89
Q17. Demonstrate personal accountability to serve clients well?	0.89
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	0.89
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	1.00
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	1.00
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.00
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.00
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.11
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.13
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	1.22



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Q24. Deal in a clear, strong way with subordinates who are not performing?	1.22
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.22
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	1.38
Q3. Develop well thought-out conclusions and solutioning plan?	1.44
Q34. Active listening, without making judgements, to help others explore solutions?	1.44

## QUALITATIVE FEEDBACK

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

- \* Big picture, Chau is often able to step back and see the big picture and see things as its truth level. This is
- important to ensure that the resource spend on certain direction or task with well spend. \* Patience. Chau has demonstrated much more patience over the recent 1-2 years as he listen and helps and provide guidance more too.
- 1. Good in multi-tasking with clear mind set; 2. Always forward thinking and provide strategic ideas.
- Entrepreneur and Decisive
- Strong in thinking from different perspectives and finding ideas and solutions to problems
- Self reflective Progressive improvement Leadership skill improved
- 1. Able to think of long term strategies 2. Has a clear vision
- Excellent business acumen Reads alot and thinks alot, good with 'out of the box' ideas

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

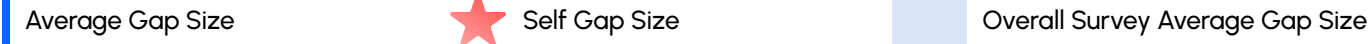
- \* Being Present. To be present and involve in a discussion and really take some time to listen and discuss before
- coming to a conclusion or into solution mode. \* Digitization mindset to bring the company operation efficiency to the next level.
- 1. To stay focus on the priority and work on the details to deliver the desired results; To give empowerment to next level without interference by giving clear expectation.
- Listen more
- Learning how to give feedback for people to improve without demotivating them. Learn how to communicate better with people.
- People management Prioritisation
- 1. Listen more to the voices of subordinates 2. Think thoroughly before making sudden decision

- Give time and resources for change Provide time for planning for change and impact study before a change is decided

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.



BUSINESS ACUMEN

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



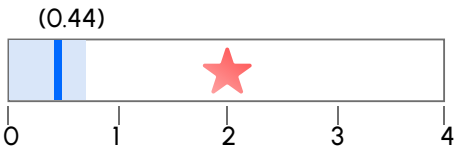
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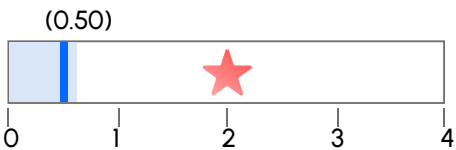
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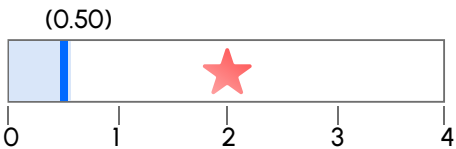
CLIENT-FOCUSED

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



INNOVATIVE AND CRITICAL THINKING

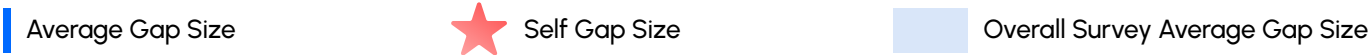
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

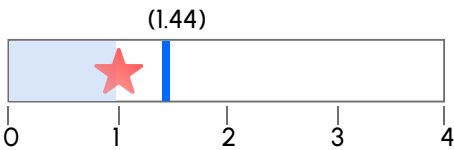
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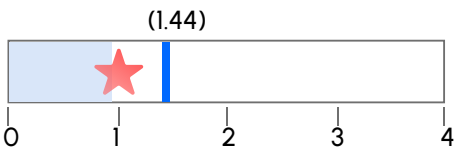
INNOVATIVE AND CRITICAL THINKING

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



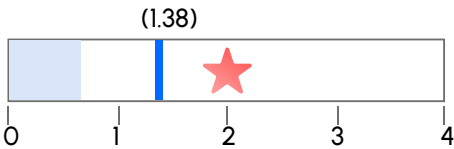
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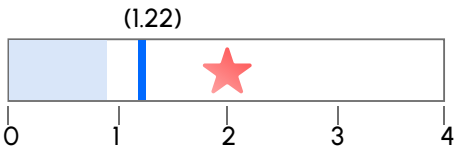
TECHNICAL CAPABILITIES

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



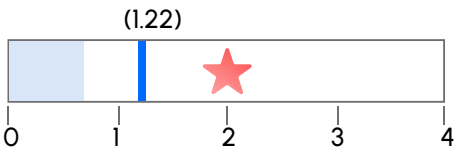
DRIVES FOR RESULT

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



BUSINESS ACUMEN

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



## AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

### TECHNICAL CAPABILITIES

Self Gap Size Average Gap Size

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



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



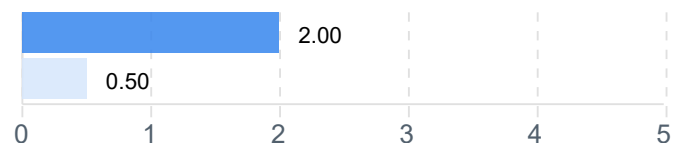
### INNOVATIVE AND CRITICAL THINKING

Self Gap Size Average Gap Size

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



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



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



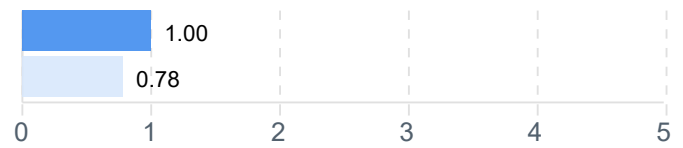
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



## FOSTER TEAMWORK

Self Gap Size Average Gap Size

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



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



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



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



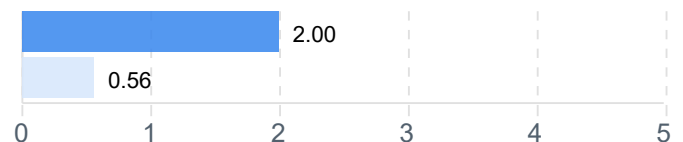
## BUSINESS ACUMEN

Self Gap Size Average Gap Size

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



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



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



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



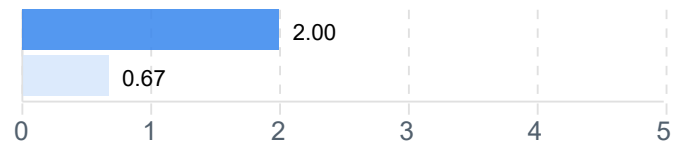
## CLIENT-FOCUSED

Self Gap Size Average Gap Size

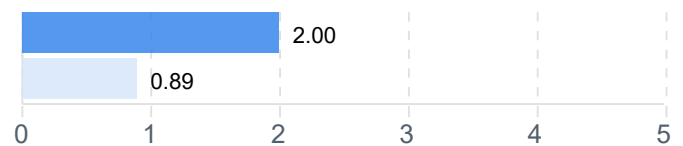
Q15. Build cross functional team relationship that can effectively address the needs of clients?



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



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



## SETS CLEAR DIRECTIONS

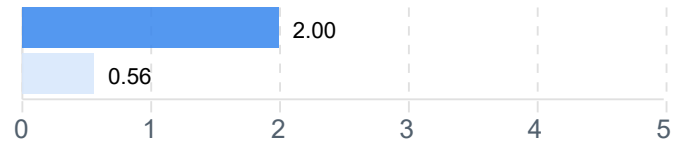
Self Gap Size Average Gap Size

Q19. Take action despite ambiguity?

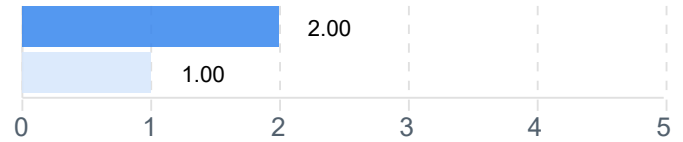




Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



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



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



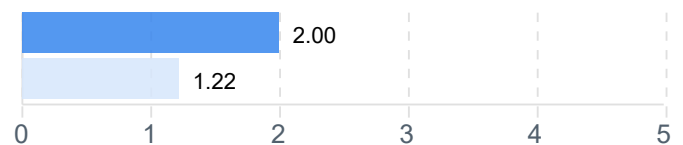
## DRIVES FOR RESULT

■ Self Gap Size ■ Average Gap Size

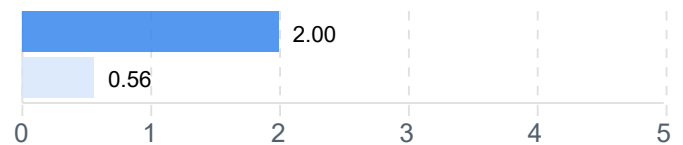
Q23. Show initiative, energy and the feeling that the work must be done quickly?



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



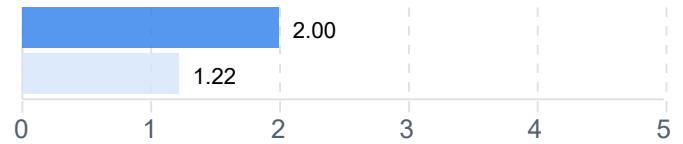
Q25. Push himself/herself and others every day for results?



Q26. Bring clarity and decisiveness during crisis management?



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



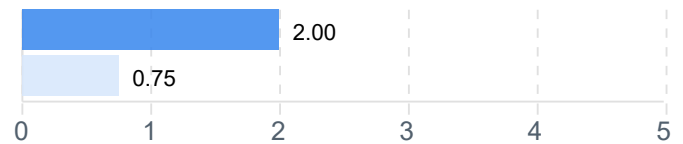
## COMMUNICATE WITH IMPACT

Self Gap Size Average Gap Size

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



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



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



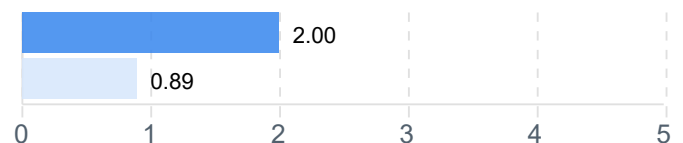
## DEVELOP SELF AND OTHERS

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating  Average Gap Rating

-- There are no Blind Spots to show --

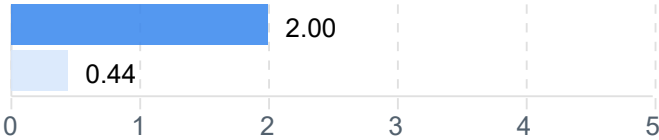
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

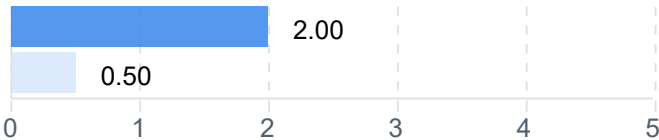
DRIVES FOR RESULT

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



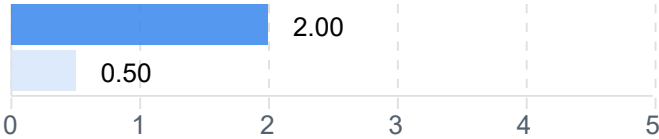
CLIENT-FOCUSED

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



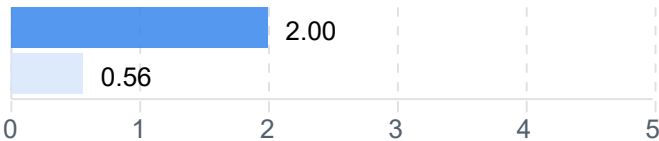
INNOVATIVE AND CRITICAL THINKING

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



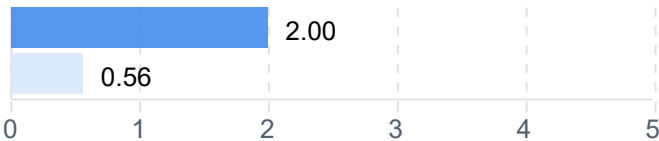
SETS CLEAR DIRECTIONS

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

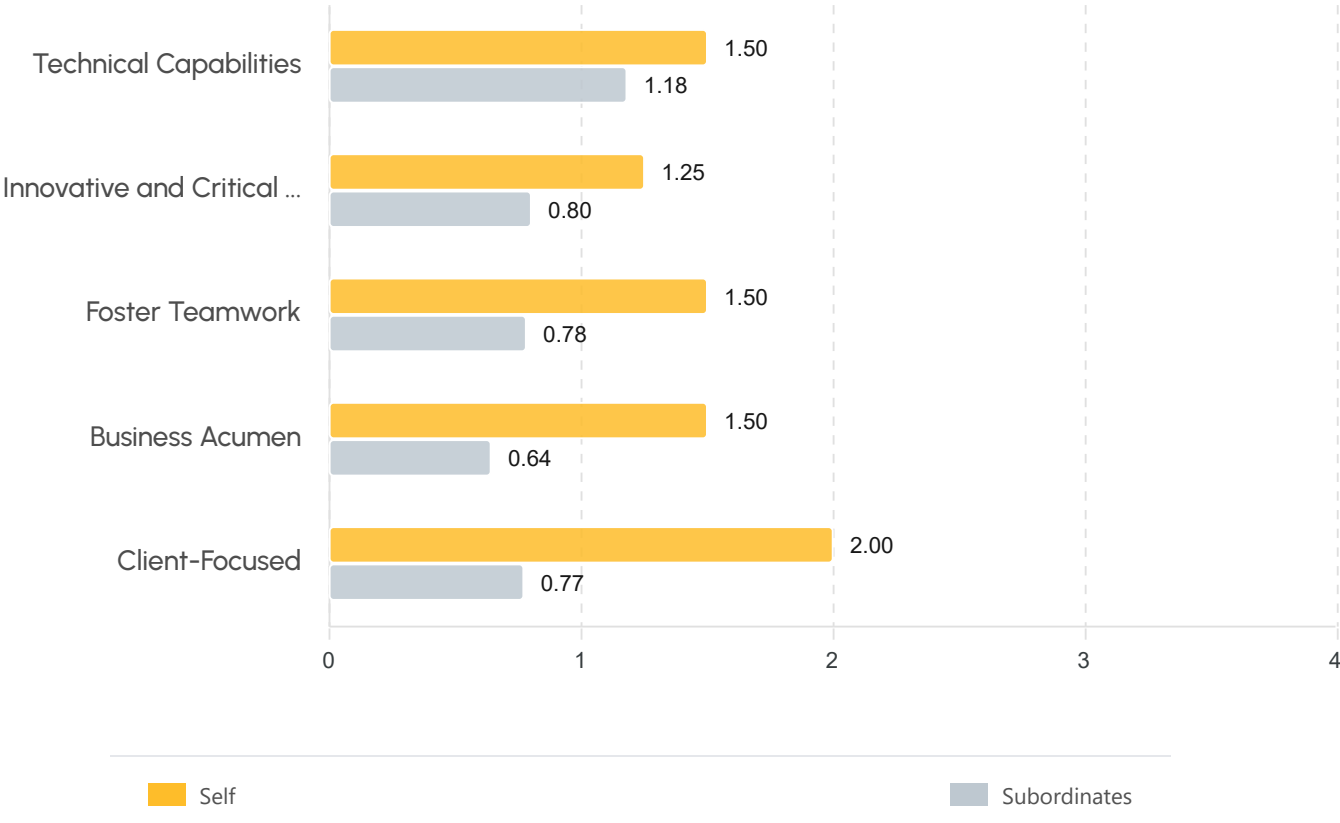


BUSINESS ACUMEN

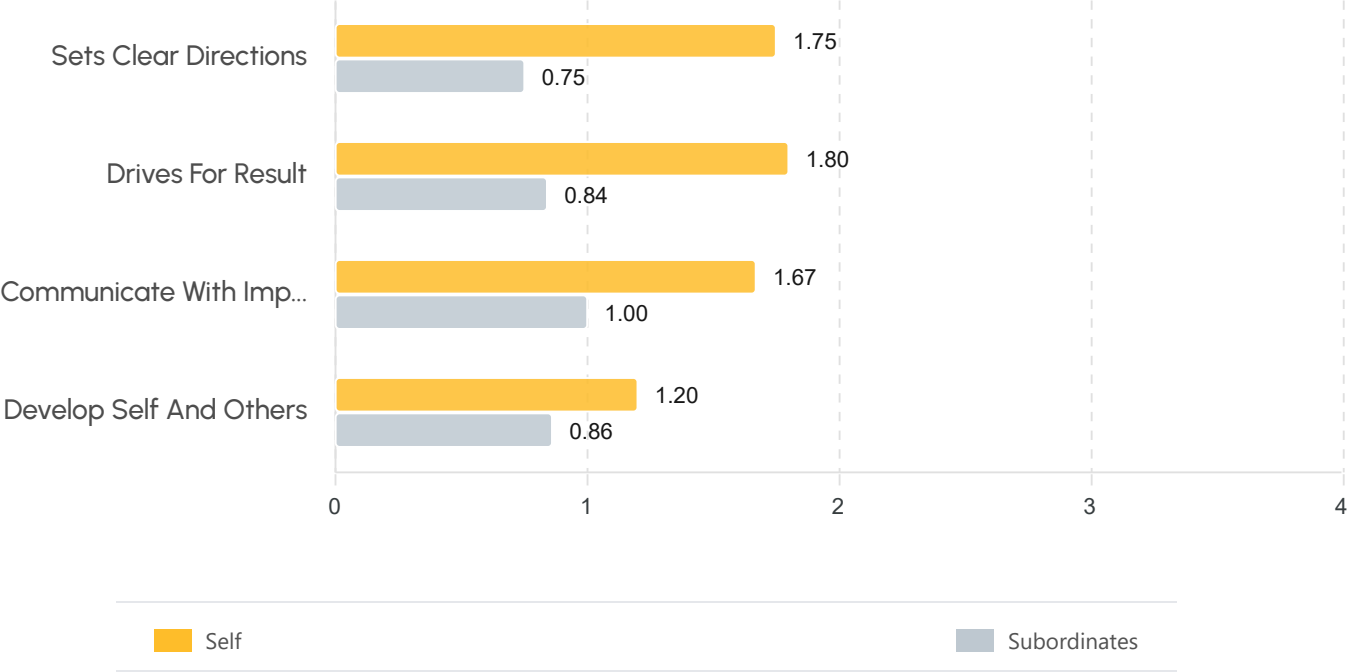
Q12. Keep up to date with business trends and industry development for potential business opportunities?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



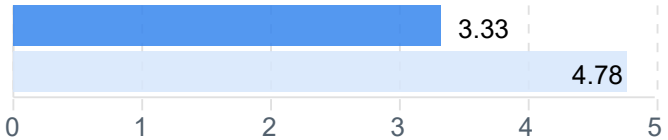
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

CurrentExpected

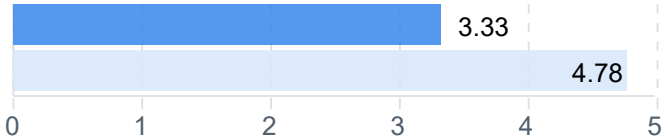
INNOVATIVE AND CRITICAL THINKING

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



DEVELOP SELF AND OTHERS

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



TECHNICAL CAPABILITIES

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



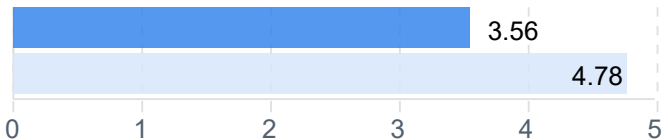
DRIVES FOR RESULT

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



BUSINESS ACUMEN

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





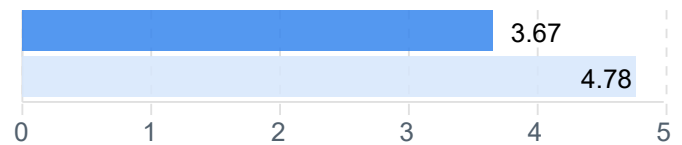
### DRIVES FOR RESULT

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



### COMMUNICATE WITH IMPACT

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



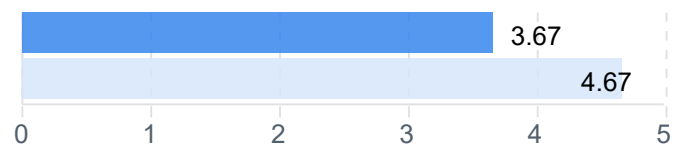
### TECHNICAL CAPABILITIES

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



### SETS CLEAR DIRECTIONS

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



### DEVELOP SELF AND OTHERS

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



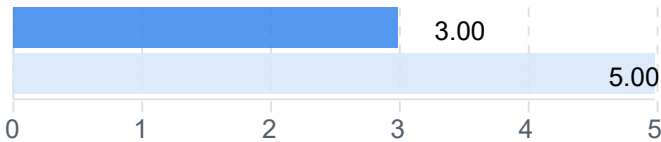
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

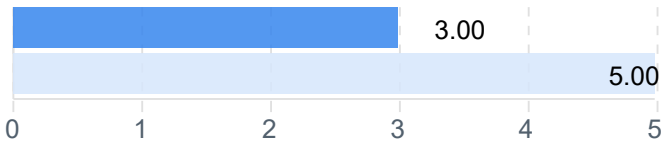
DRIVES FOR RESULT

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



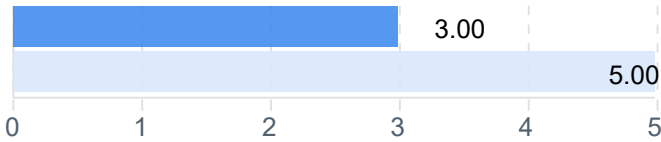
CLIENT-FOCUSED

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



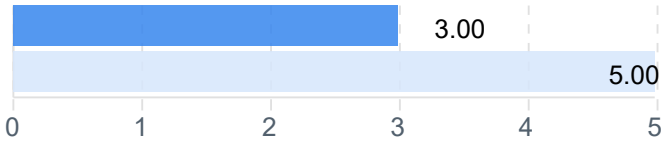
DRIVES FOR RESULT

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



TECHNICAL CAPABILITIES

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



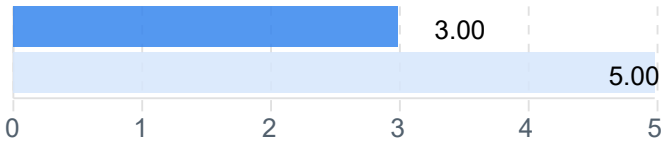
INNOVATIVE AND CRITICAL THINKING

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



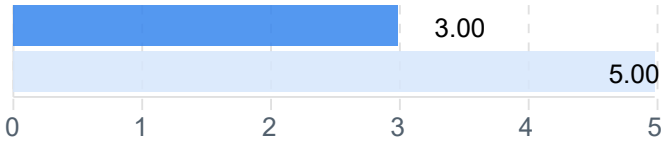
BUSINESS ACUMEN

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



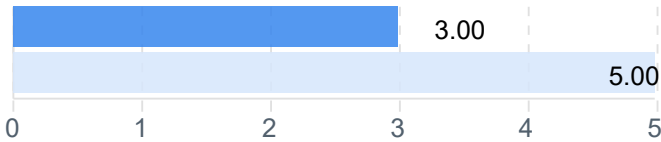
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



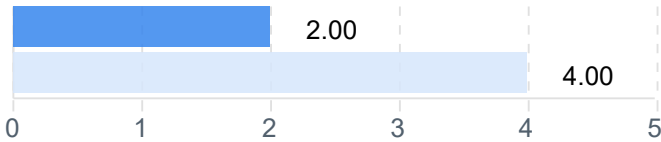
SETS CLEAR DIRECTIONS

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



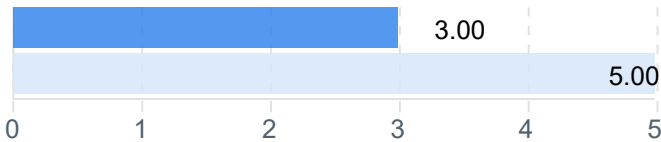
DEVELOP SELF AND OTHERS

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



COMMUNICATE WITH IMPACT

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



## TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Subordinates		Self	
	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	3.7	4.7	3.0	4.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	3.6	5.0	3.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	3.3	4.8	4.0	5.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	4.1	4.6	3.0	5.0
Q5. Challenge the status quo and push for positive change and impact?	4.4	5.0	4.0	5.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	4.2	4.9	4.0	5.0
Q7. Treat all team members in a respectful, courteous and professional manner?	4.0	4.8	3.0	4.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.8	4.7	4.0	5.0
Q9. Take accountability and ownership of his/her team's performance?	4.3	4.9	3.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	4.0	4.9	3.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	4.3	4.8	4.0	5.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	4.4	4.9	3.0	5.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	4.6	4.8	4.0	5.0

How often does this person demonstrate the following -	Subordinates		Self	
	Curr	Exp	Curr	Exp
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.6	4.8	3.0	5.0
Q15. Build cross functional team relationship that can effectively address the needs of clients?	4.1	4.6	3.0	5.0
Q16. Respond and Resolve client issues effectively?	3.9	4.6	3.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	3.9	4.8	3.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.8	4.8	2.0	4.0
Q19. Take action despite ambiguity?	4.0	4.7	4.0	5.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	4.2	4.8	3.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.7	4.7	2.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.9	4.7	3.0	5.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	4.2	4.7	3.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.7	4.9	3.0	5.0
Q25. Push himself/herself and others every day for results?	4.2	4.8	3.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	4.3	5.0	4.0	5.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	3.6	4.8	3.0	5.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	3.7	4.8	3.0	4.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	3.9	4.6	3.0	5.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	3.6	4.6	2.0	4.0

How often does this person demonstrate the following -	Subordinates		Self	
	Curr	Exp	Curr	Exp
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	4.8	5.0	4.0	5.0
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	3.9	4.8	2.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.8	4.8	3.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	3.3	4.8	3.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	4.1	4.8	3.0	4.0

\* Responses based on Rating scale of 1-5