



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

Name: ANTHONY NG SU WE

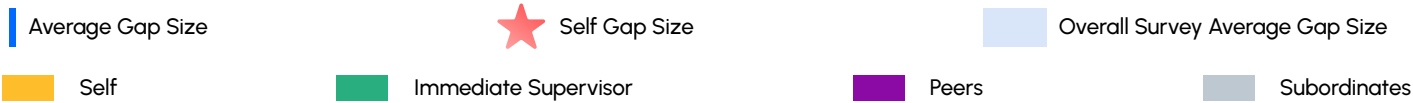
Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

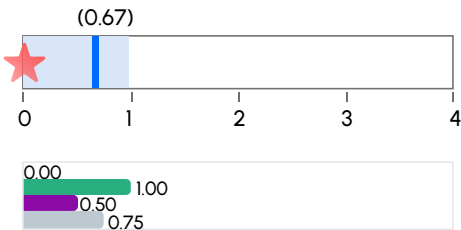
Strengths

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



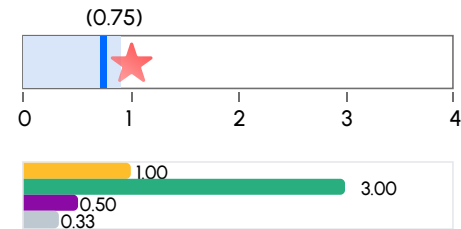
FOSTER TEAMWORK

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



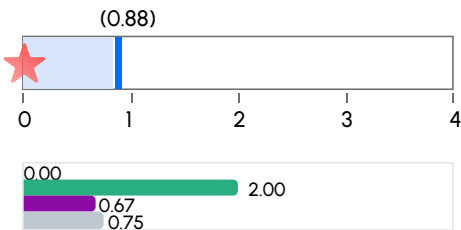
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



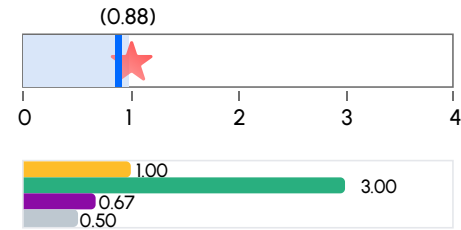
FOSTER TEAMWORK

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



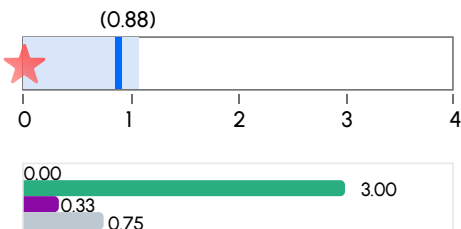
COMMUNICATE WITH IMPACT

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



DEVELOP SELF AND OTHERS

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



STRENGTHS AND DEVELOPMENT NEEDS

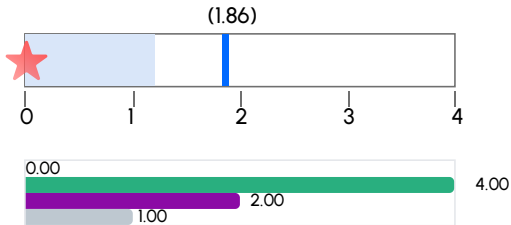
Development Needs

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



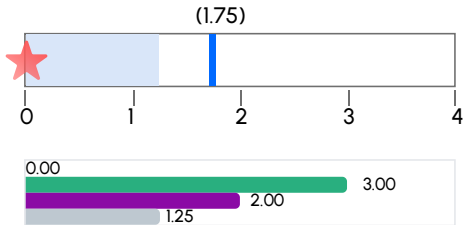
SETS CLEAR DIRECTIONS

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



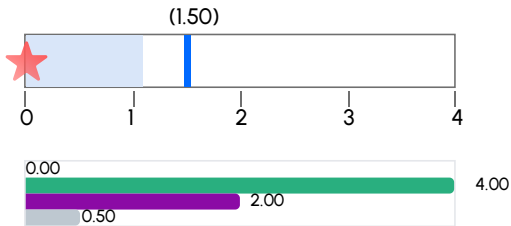
INNOVATIVE AND CRITICAL THINKING

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



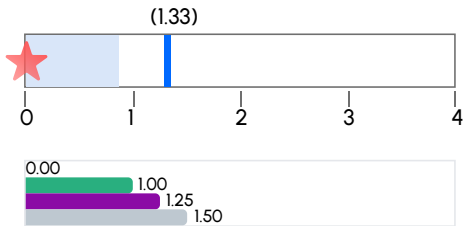
COMMUNICATE WITH IMPACT

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



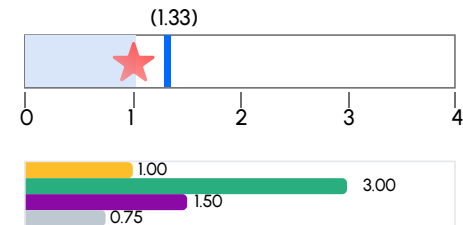
TECHNICAL CAPABILITIES

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

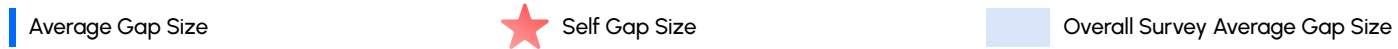


CLIENT-FOCUSED

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



COMPETENCIES REPORT IN ASCENDING ORDER





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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	1.50	-	-	2	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.25	-	3	1	-	-	-

Innovative and Critical Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	2.00	-	-	1	1	1	-
Subordinates	1.25	-	-	3	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	-	3	-	-
Subordinates	0.50	1	1	2	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.50	1	1	2	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	3	-	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.50	-	2	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	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	1.00	-	1	1	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.00	-	1	2	1	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.50	-	1	-	3	-	-
Subordinates	0.75	-	2	1	1	-	-

Q16. Respond and Resolve client issues effectively?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.25	1	2	1	-	-	-

Q17. Demonstrate personal accountability to serve clients well?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	3	-	1	-	-
Subordinates	0.33	-	2	1	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

Sets Clear Directions

Q19. Take action despite ambiguity?

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	2.00	-	-	-	3	-	-
Subordinates	1.00	-	-	3	-	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.25	1	2	1	-	-	-

Drives For Result

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	-	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.75	-	1	3	-	-	-

Q26. Bring clarity and decisiveness during crisis management?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	-	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	1.00	-	1	-	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	0.50	-	1	1	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	2.00	-	-	1	1	1	-
Subordinates	0.50	-	2	2	-	-	-

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	-	-	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	1.50	-	-	1	1	-	-
Subordinates	0.50	-	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.00	-	1	2	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q9. Take accountability and ownership of his/her team's performance?	0.67
Q17. Demonstrate personal accountability to serve clients well?	0.75
Q7. Treat all team members in a respectful, courteous and professional manner?	0.88
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	0.88
Q34. Active listening, without making judgements, to help others explore solutions?	0.88
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.89
Q19. Take action despite ambiguity?	0.89
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	1.00
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.00
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	1.00
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	1.00
Q16. Respond and Resolve client issues effectively?	1.00
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.00
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.00
Q23. Show initiative, energy and the feeling that the work must be done quickly?	1.00
Q24. Deal in a clear, strong way with subordinates who are not performing?	1.00
Q26. Bring clarity and decisiveness during crisis management?	1.00

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.00
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.00
Q5. Challenge the status quo and push for positive change and impact?	1.11
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	1.11
Q13. Instill a business-oriented mindset that drives the business of YYC?	1.11
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	1.13
Q25. Push himself/herself and others every day for results?	1.13
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	1.14
Q29. Convey persuasive thoughts and views with confidence and clarity?	1.14
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.14
Q12. Keep up to date with business trends and industry development for potential business opportunities?	1.25
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.29
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	1.29
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	1.33
Q15. Build cross functional team relationship that can effectively address the needs of clients?	1.33
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.50
Q3. Develop well thought-out conclusions and solutioning plan?	1.75
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.86

QUALITATIVE FEEDBACK

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

- Continuous learning, networking
- Humorous, Responsible
- 1. Good in entertaining clients and build relationship; 2. Good observant by giving feedback for improvement
- Friendly and Highly technical
- Technically strong in Audit Compliant As Head of Audit, demonstrating review and providing Audit advice

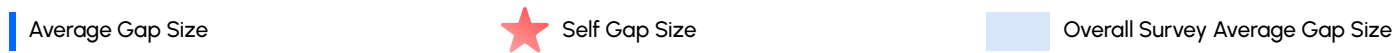
What are the 2 areas that the participant can develop to make him or her more effective in the organisation?

- Soft skill
- Think about more creative ways in term of problem solving
- 1. To improve communication with the team instead of giving instructions without clear explanations; 2. To be agile in mode of communication and react promptly to resolve matters.
- Accountable and Entrepreneuership
- People management Confidence in public speaking

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

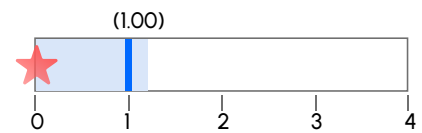
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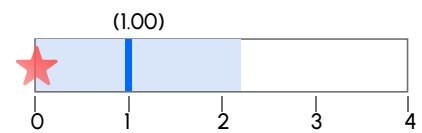
TECHNICAL CAPABILITIES

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



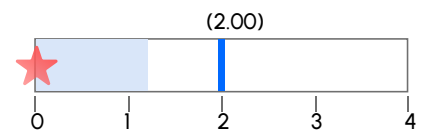
FOSTER TEAMWORK

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



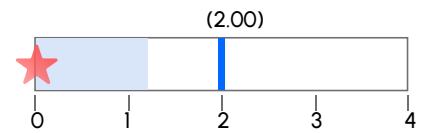
FOSTER TEAMWORK

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



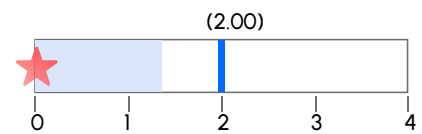
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



INNOVATIVE AND CRITICAL THINKING

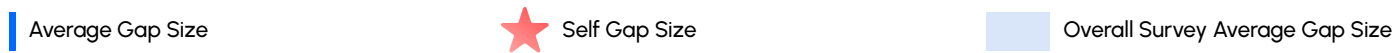
Q5. Challenge the status quo and push for positive change and impact?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

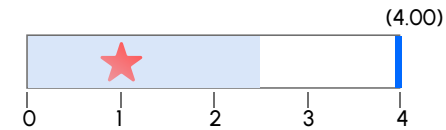
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These practices were identified by your Immediate Supervisor as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.



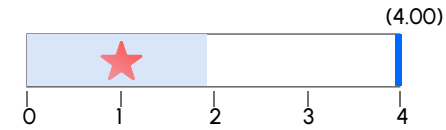
DEVELOP SELF AND OTHERS

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



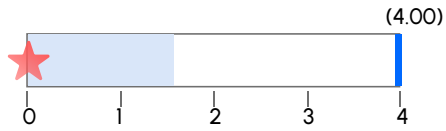
BUSINESS ACUMEN

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



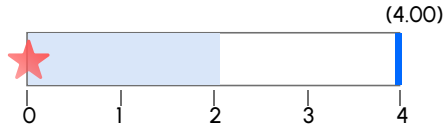
COMMUNICATE WITH IMPACT

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



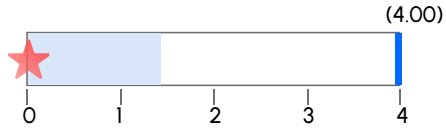
COMMUNICATE WITH IMPACT

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



SETS CLEAR DIRECTIONS

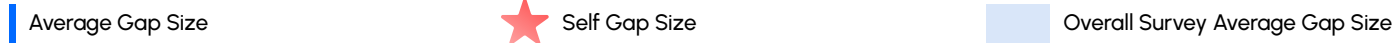
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

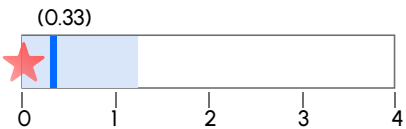
Strengths

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



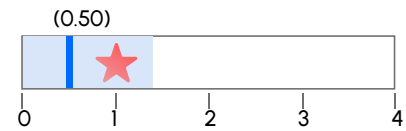
DEVELOP SELF AND OTHERS

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



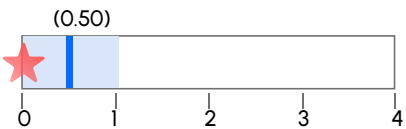
DEVELOP SELF AND OTHERS

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



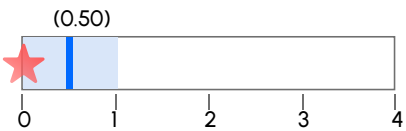
COMMUNICATE WITH IMPACT

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



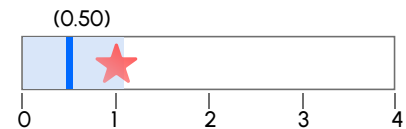
FOSTER TEAMWORK

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



CLIENT-FOCUSED

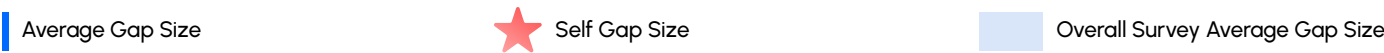
Q17. Demonstrate personal accountability to serve clients well?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

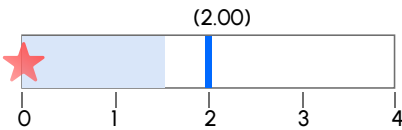
Development Needs

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



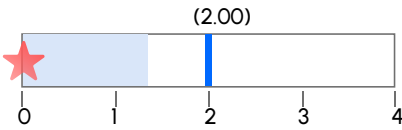
INNOVATIVE AND CRITICAL THINKING

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



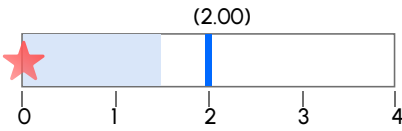
COMMUNICATE WITH IMPACT

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



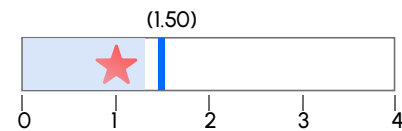
SETS CLEAR DIRECTIONS

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



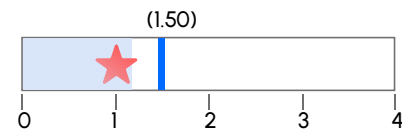
CLIENT-FOCUSED

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



DEVELOP SELF AND OTHERS

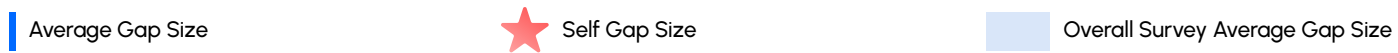
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

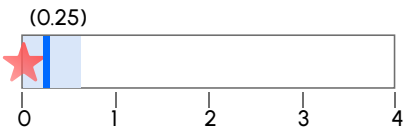
Strengths

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



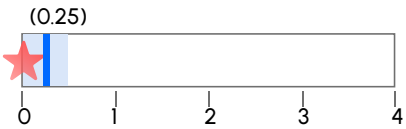
TECHNICAL CAPABILITIES

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



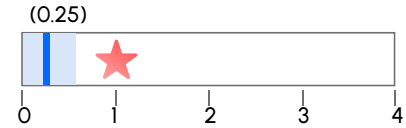
SETS CLEAR DIRECTIONS

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



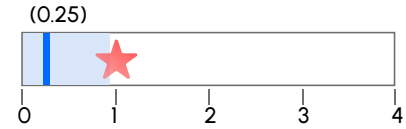
INNOVATIVE AND CRITICAL THINKING

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



SETS CLEAR DIRECTIONS

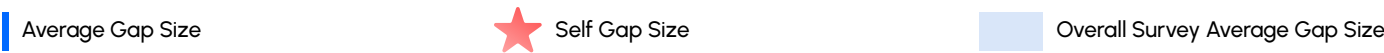
Q22. Set priorities which help subordinates focus on the most important issues or objectives.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

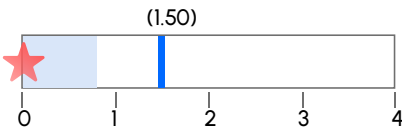
Development Needs

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



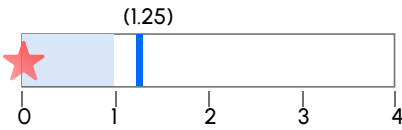
TECHNICAL CAPABILITIES

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



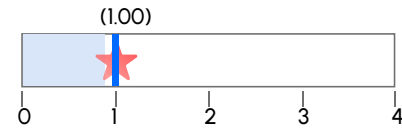
INNOVATIVE AND CRITICAL THINKING

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



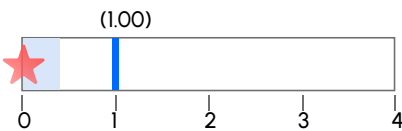
DEVELOP SELF AND OTHERS

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



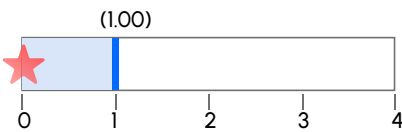
BUSINESS ACUMEN

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



SETS CLEAR DIRECTIONS

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

TECHNICAL CAPABILITIES

Self Gap SizeAverage 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 SizeAverage 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 SizeAverage 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 SizeAverage 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 SizeAverage 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?



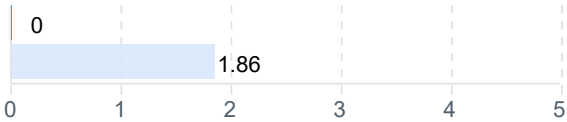
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self RatingAverage Gap Rating

SETS CLEAR DIRECTIONS

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



INNOVATIVE AND CRITICAL THINKING

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



COMMUNICATE WITH IMPACT

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



TECHNICAL CAPABILITIES

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



DRIVES FOR RESULT

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



COMMUNICATE WITH IMPACT

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



BUSINESS ACUMEN

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



INNOVATIVE AND CRITICAL THINKING

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

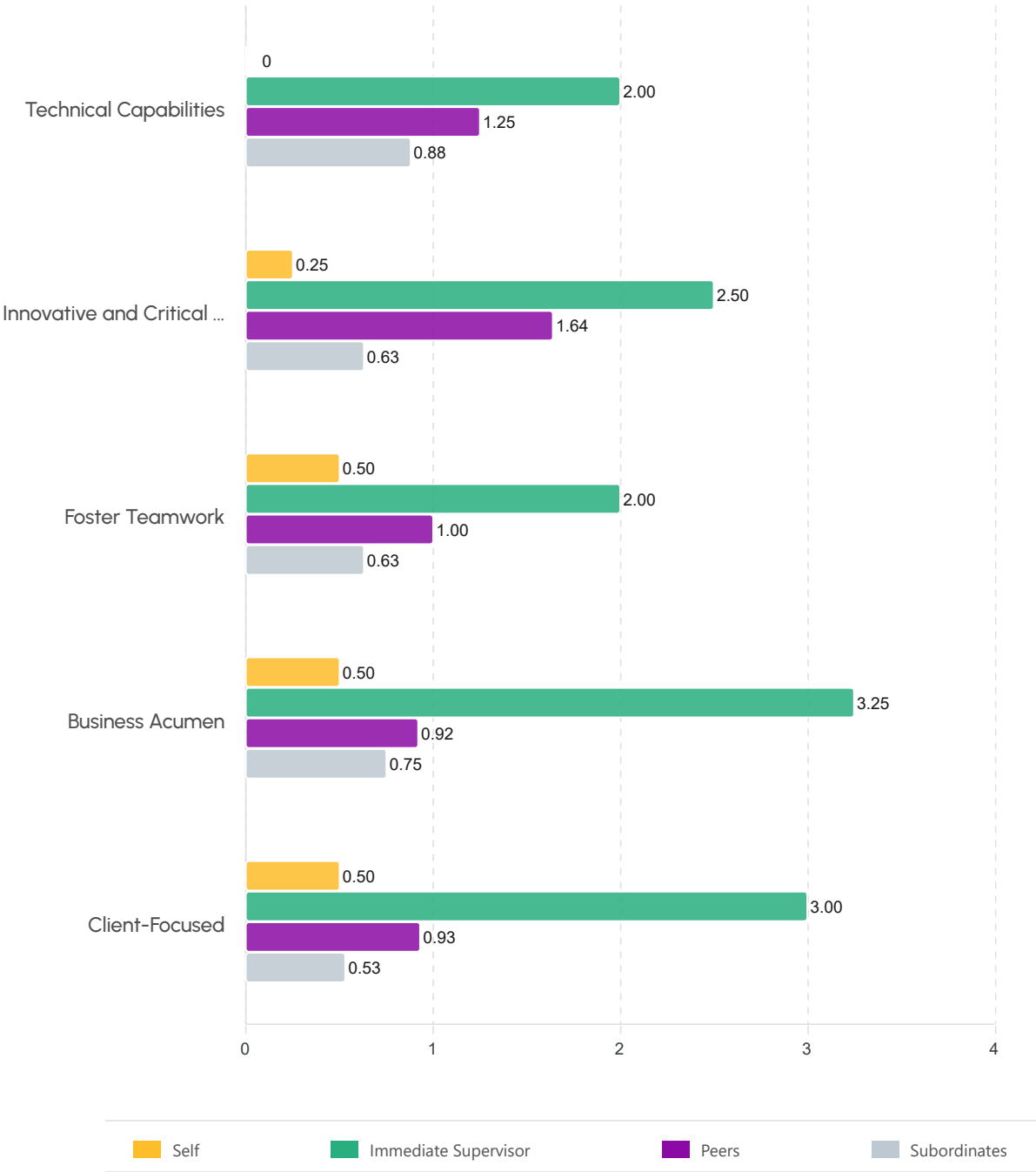


FOSTER TEAMWORK

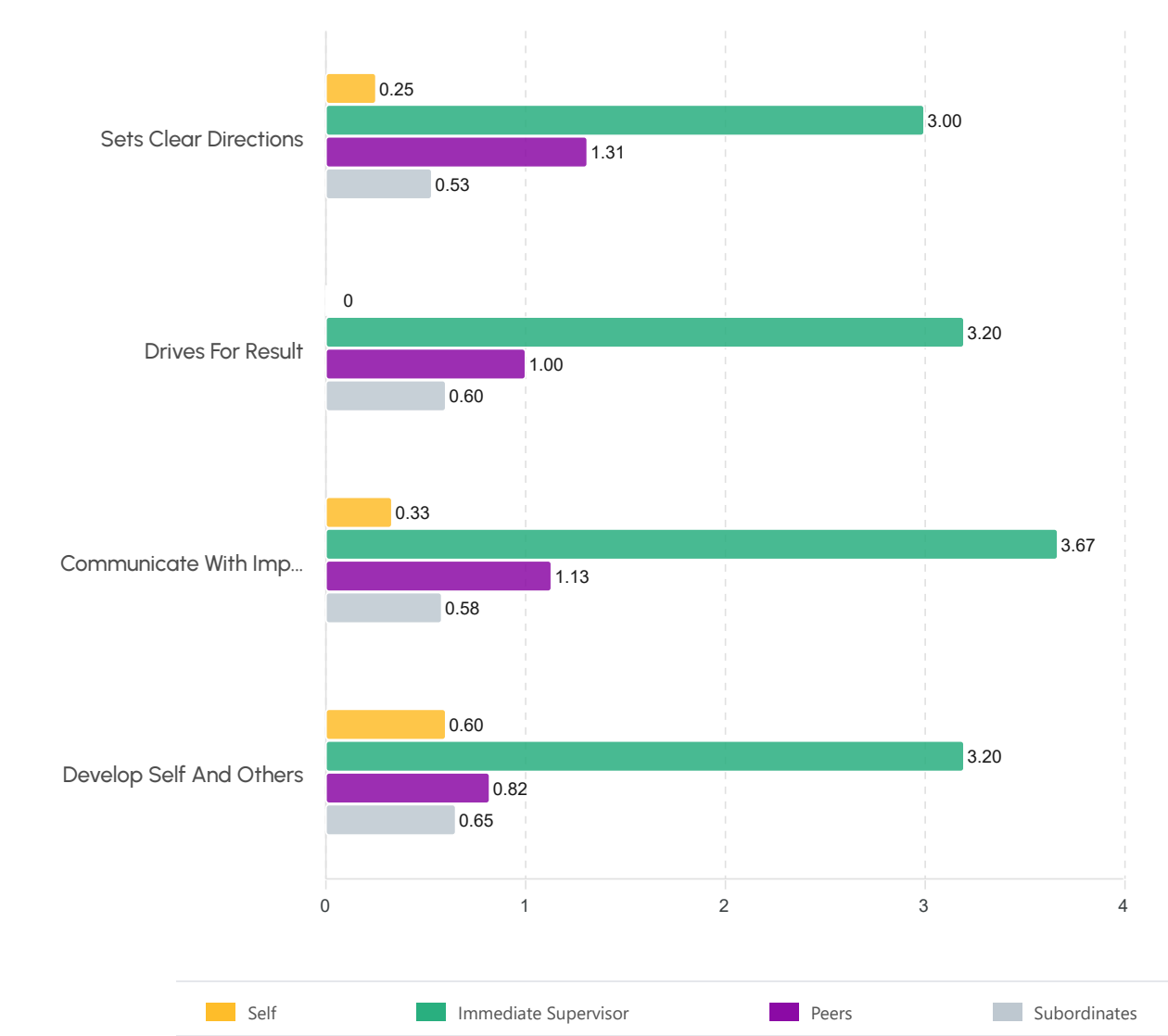
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



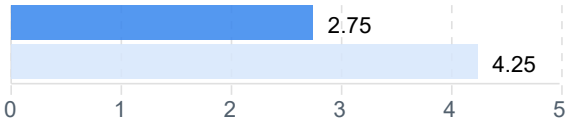
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

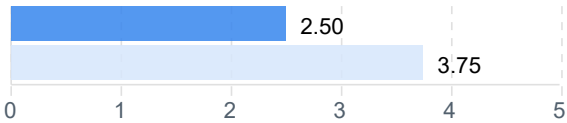
TECHNICAL CAPABILITIES

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



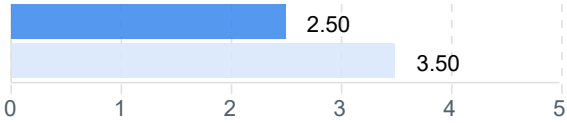
INNOVATIVE AND CRITICAL THINKING

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



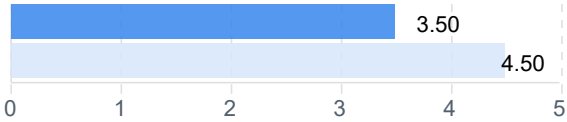
DEVELOP SELF AND OTHERS

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



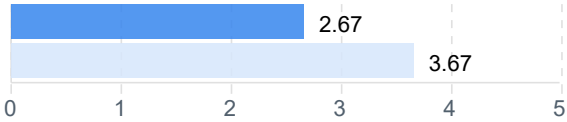
BUSINESS ACUMEN

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



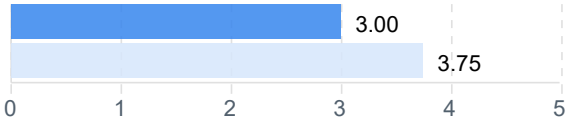
SETS CLEAR DIRECTIONS

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



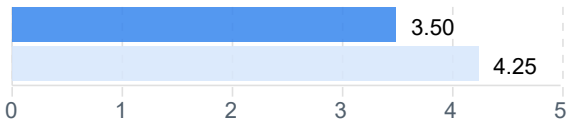
FOSTER TEAMWORK

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



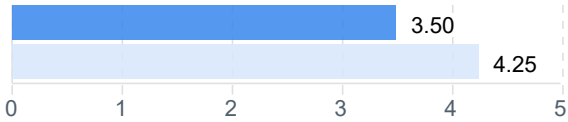
CLIENT-FOCUSED

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



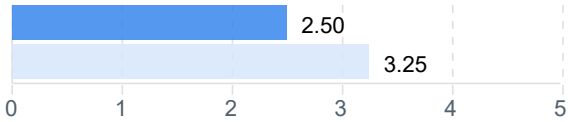
BUSINESS ACUMEN

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



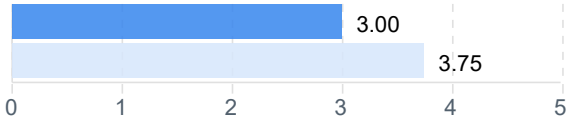
COMMUNICATE WITH IMPACT

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



FOSTER TEAMWORK

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



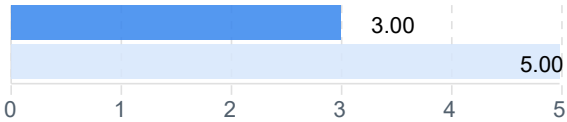
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

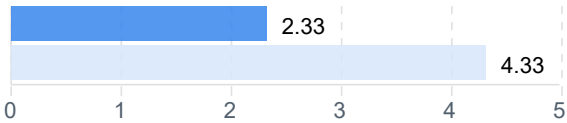
INNOVATIVE AND CRITICAL THINKING

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



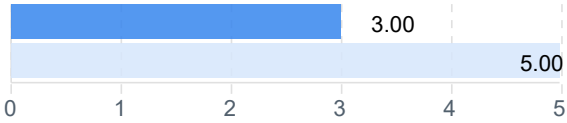
COMMUNICATE WITH IMPACT

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



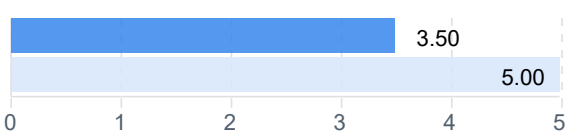
SETS CLEAR DIRECTIONS

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



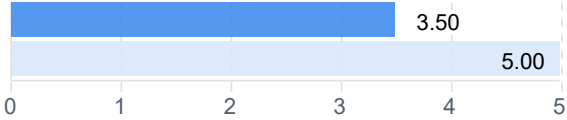
DEVELOP SELF AND OTHERS

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



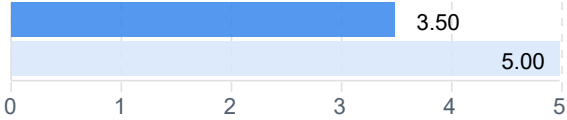
CLIENT-FOCUSED

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



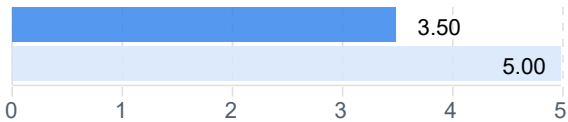
INNOVATIVE AND CRITICAL THINKING

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



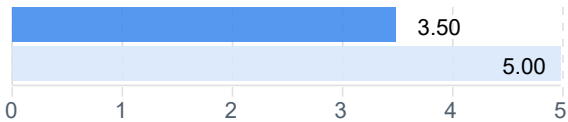
FOSTER TEAMWORK

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



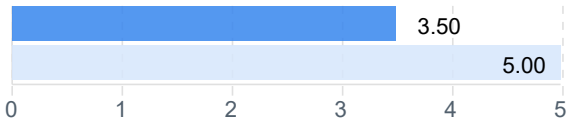
INNOVATIVE AND CRITICAL THINKING

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



INNOVATIVE AND CRITICAL THINKING

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



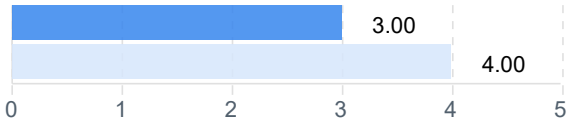
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

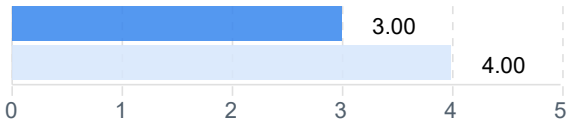
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Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



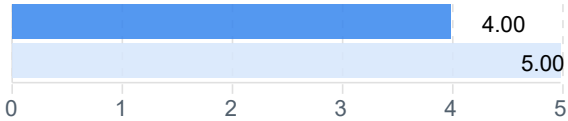
CLIENT-FOCUSED

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



BUSINESS ACUMEN

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



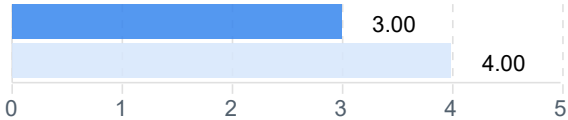
COMMUNICATE WITH IMPACT

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



DEVELOP SELF AND OTHERS

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



INNOVATIVE AND CRITICAL THINKING

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



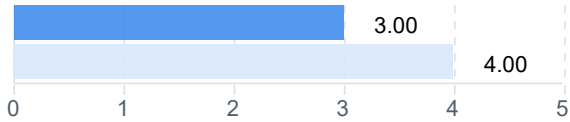
FOSTER TEAMWORK

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



BUSINESS ACUMEN

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



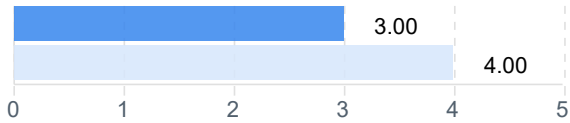
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



FOSTER TEAMWORK

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



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

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

DEVELOP SELF AND OTHERS

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



BUSINESS ACUMEN

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



COMMUNICATE WITH IMPACT

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



COMMUNICATE WITH IMPACT

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



SETS CLEAR DIRECTIONS

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



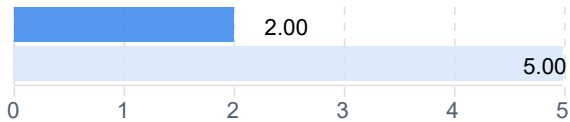
DRIVES FOR RESULT

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



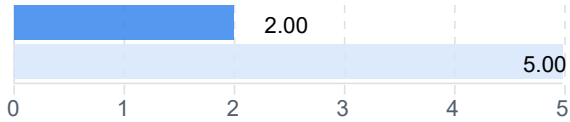
DRIVES FOR RESULT

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



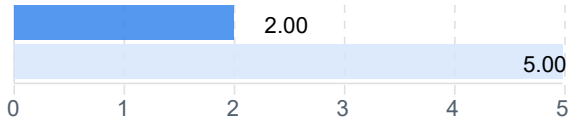
INNOVATIVE AND CRITICAL THINKING

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



CLIENT-FOCUSED

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



BUSINESS ACUMEN

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

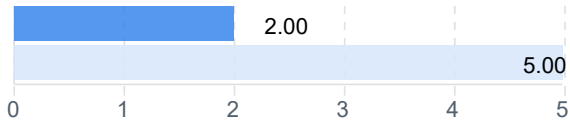


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Subordinates		Peers		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	2.8	4.3	3.8	5.0	5.0	5.0	4.0	5.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	3.8	4.0	3.5	4.8	5.0	5.0	2.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	2.5	3.8	3.0	5.0	5.0	5.0	2.0	5.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	3.3	3.5	3.5	5.0	4.0	5.0	2.0	5.0
Q5. Challenge the status quo and push for positive change and impact?	3.3	3.5	3.3	4.8	5.0	5.0	3.0	5.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	3.3	3.5	3.5	5.0	4.0	4.0	3.0	5.0
Q7. Treat all team members in a respectful, courteous and professional manner?	3.0	3.8	4.0	4.7	4.0	4.0	3.0	5.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.3	3.8	3.5	5.0	4.0	5.0	2.0	5.0
Q9. Take accountability and ownership of his/her team's performance?	3.0	3.8	4.5	5.0	5.0	5.0	4.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	3.5	4.0	3.3	4.8	3.0	4.0	3.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	3.5	4.0	4.0	5.0	4.0	5.0	2.0	5.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	3.5	4.3	3.7	4.7	3.0	4.0	1.0	5.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	3.5	4.5	4.0	4.8	5.0	5.0	2.0	5.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.3	4.0	4.0	5.0	4.0	4.0	2.0	5.0
Q15. Build cross functional team relationship that can effectively address the needs of clients?	3.5	4.3	3.5	5.0	3.0	4.0	2.0	5.0
Q16. Respond and Resolve client issues effectively?	4.0	4.0	3.5	5.0	5.0	5.0	2.0	5.0

How often does this person demonstrate the following -	Subordinates		Peers		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q17. Demonstrate personal accountability to serve clients well?	4.0	4.3	4.5	5.0	4.0	5.0	2.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	4.0	4.8	4.5	5.0	5.0	5.0	2.0	5.0
Q19. Take action despite ambiguity?	2.3	2.8	3.8	4.5	4.0	4.0	3.0	5.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.3	3.5	3.3	4.5	4.0	4.0	2.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	2.7	3.7	3.0	5.0	4.0	4.0	1.0	5.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.5	3.5	3.5	5.0	4.0	5.0	2.0	5.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.0	3.5	4.0	5.0	4.0	4.0	2.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	2.8	3.3	4.0	5.0	5.0	5.0	2.0	5.0
Q25. Push himself/herself and others every day for results?	2.8	3.5	3.3	4.3	5.0	5.0	2.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	3.3	3.8	3.5	4.5	4.0	4.0	2.0	5.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	2.8	3.5	4.0	5.0	5.0	5.0	1.0	5.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	2.8	3.3	4.0	4.7	4.0	5.0	2.0	5.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	2.5	3.3	4.0	4.5	5.0	5.0	1.0	5.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	2.8	3.3	2.3	4.3	4.0	4.0	1.0	5.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	3.3	3.8	3.5	5.0	3.0	4.0	1.0	5.0
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	2.5	3.5	4.0	4.5	3.0	4.0	2.0	5.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	2.8	3.3	3.5	4.5	5.0	5.0	2.0	5.0
Q34. Active listening, without making judgements, to help others explore solutions?	2.8	3.5	4.0	4.3	4.0	4.0	2.0	5.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	3.0	3.5	3.5	4.5	4.0	5.0	2.0	5.0

* Responses based on Rating scale of 1-5