INSIGHT 360 FEEDBACK FOR LEADERS

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Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

Strengths

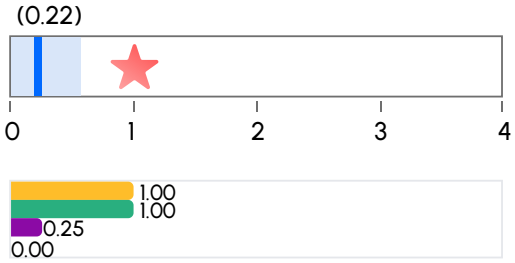
These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

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

Self | Immediate Supervisor | Peers | Subordinates

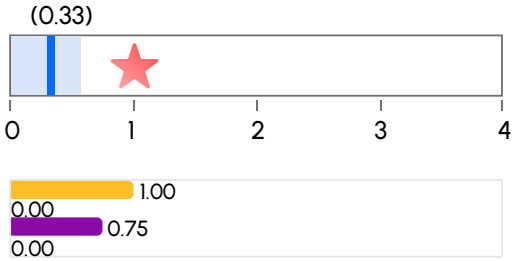
HOLISTIC THINKING

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



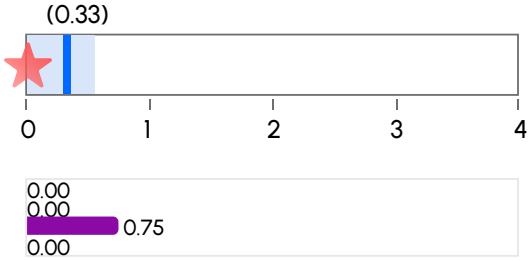
HOLISTIC THINKING

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



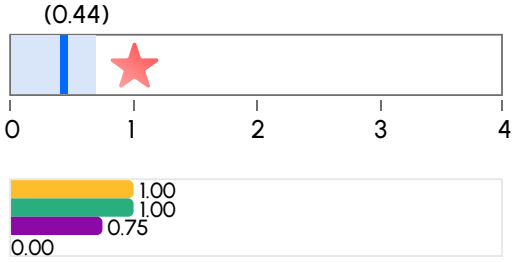
ENGAGE WITH EMPATHY

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



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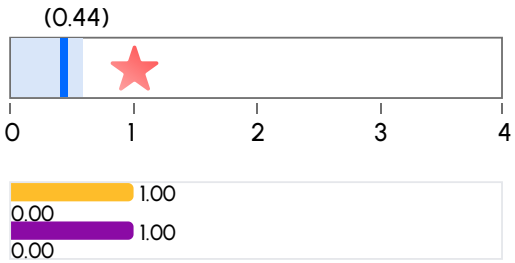
AGILE MINDSET

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



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STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

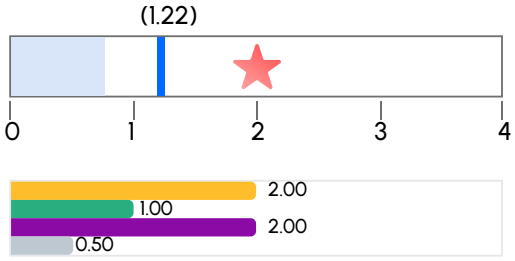
These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

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

Self | Immediate Supervisor | Peers | Subordinates

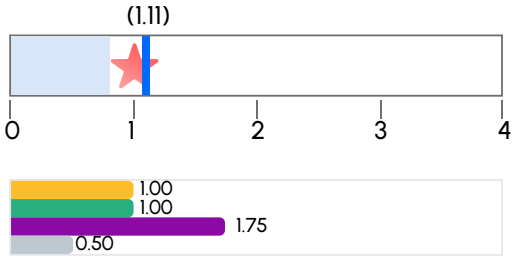
ENGAGE WITH EMPATHY

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



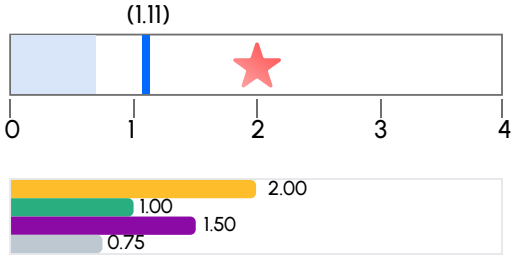
COURAGE TO ACT

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



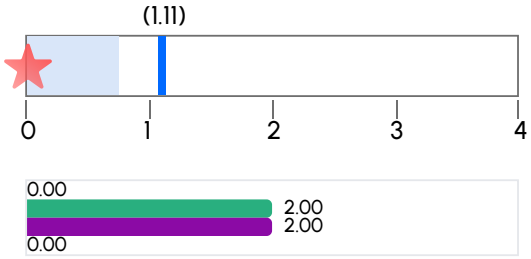
LIFELONG LEARNING

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



LIFELONG LEARNING

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



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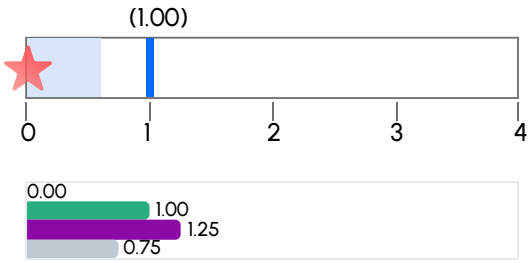
HOLISTIC THINKING

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



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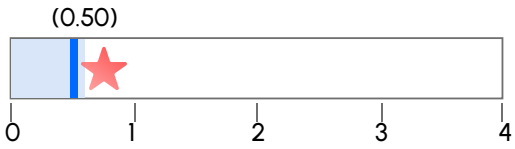
COMPETENCIES REPORT IN ASCENDING ORDER

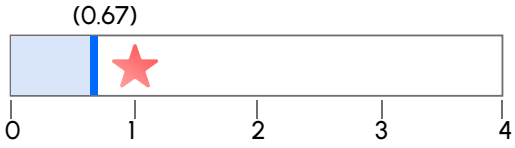
Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

HOLISTIC THINKING

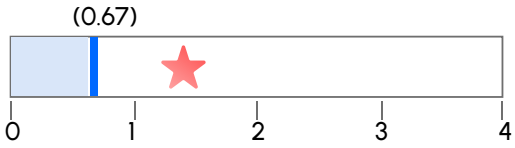


AGILE MINDSET

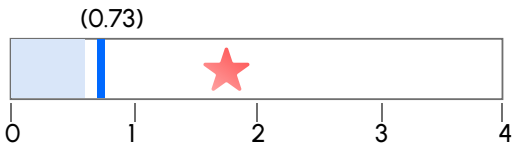
KNOW YOUR CUSTOMER



SPEAK UP



PURPOSEFUL PARTNERSHIP



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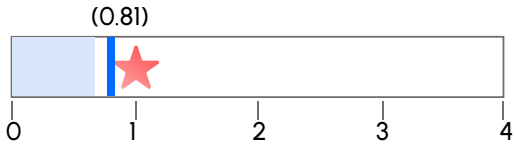
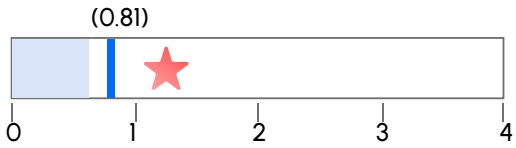
COURAGE TO ACT

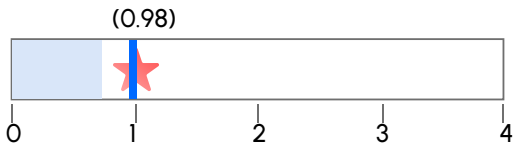
ENGAGE WITH EMPATHY



KEEP UP-TO-DATE



LIFELONG LEARNING



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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	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.00	-	4	-	-	-	-

Q3. Identify new possibilities to address current business issues.

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.75	-	1	3	-	-	-

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Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.75	-	1	3	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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

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

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

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

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

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

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	0.00	-	1	-	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.00	-	4	-	-	-	-

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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	2.00	-	-	2	-	2	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.75	-	1	3	-	-	-

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	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.00	-	4	-	-	-	-

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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	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.00	-	4	-	-	-	-

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	1.50	-	1	1	1	1	-
Subordinates	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

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

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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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	1.50	-	-	2	2	-	-
Subordinates	0.00	-	4	-	-	-	-

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Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.00	-	4	-	-	-	-

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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	1.00	-	-	1	-	-	-
Peers	2.00	-	-	2	-	2	-
Subordinates	0.00	-	4	-	-	-	-

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

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

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	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	2	-	2	-
Subordinates	0.00	-	4	-	-	-	-

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	0.00	-	4	-	-	-	-

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INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.22
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.33
Q15. Share similar experiences that may be adapted to their work circumstances.	0.33
Q3. Identify new possibilities to address current business issues.	0.44
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.44
Q8. Provide coaching to help others adapt and be more versatile.	0.44
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.44
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.56
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.56
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.56
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.56
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.56
Q29. Maintain focus to deliver the chosen strategy.	0.56

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Q30. Give space for self and team members to take risks and learn from mistakes.	0.56
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.56
Q16. Empathise whilst balancing the need of individuals and the business.	0.67
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.67
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.78
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.78
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.78
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.78
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.78
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.78
Q28. Encourage and value innovative ideas and suggestions from others.	0.78
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.78
Q18. Leverage one's network and connection to gather market data.	0.83
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.89
Q6. Ensure change plans are executed effectively and in a timely manner.	0.89
Q38. Make effort to teach / coach/ mentor team members.	0.89
Q4. Manage teams' resources to collate information from multiple sources.	1.00

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Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.00
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.00
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.00
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.00
Q36. Purposefully manage career development and professional growth of team members.	1.00
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.11
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.11
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.11
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.22

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QUALITATIVE FEEDBACK

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

- committed . teamwork
- hardworking - work round the clock persistent - persistency to complete difficult project/work
- 1. Committed & Dedicated - Always strive to give the best services to the customers. For an example, she will accommodate to the customers' request for meeting/discussion despite on leave and will invest her time to explain certain things for customers' understanding. 2. Hardworking and a good team player - Willing to allocate her time for discussion. with the team.
- 1. Responsible 2. Good team player
- Holistic thinking and agile mindset - As participant is the legal officer of EPF, she demonstrates her strength in holistic thinking when providing comments on provisions in the agreements where her comments are not limited to legal perspective but will include from commercial perspective and other aspect such as compliance, accounting treatment etc based on what she encountered before in similar situation/tasks. She also demonstrates being agile when she is willing to explore new ways of doing things to suit the management aspirations.
- 1. Open 2. Understanding clients
- knowledge and experience
- 1. She has the relevant knowledge and experience to go further in her career. 2. She is a team player

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

- No Comment.
- No comment.
- N/A.
- Purposeful partnership and Lifelong learning - Participants should be exposed to more training on these 2 areas and if possible be given a chance to be mentored by someone significant to offer her guidance and unleash her capability to serve the organization.

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- 1. Firm 2. Time Management

- share their knowledge and experience with others (not the team members only)

- 1. she needs to improve her communication and presentation skills. to ensure people understand what she said. 2. she also needs to improve her management of work to ensure objective of matters is achieved in timely manner 3. To be more empathy

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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

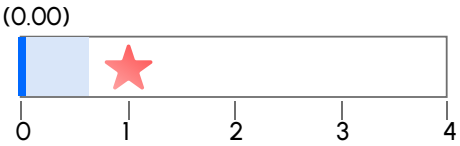
Strengths

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

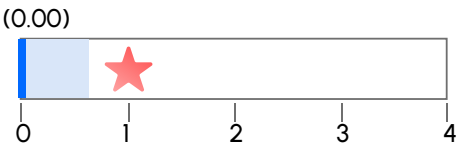
AGILE MINDSET

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



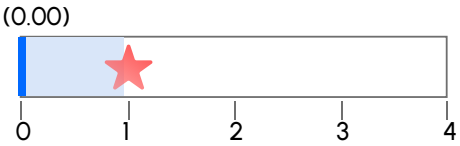
HOLISTIC THINKING

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



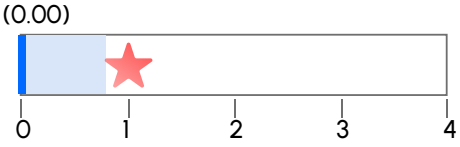
KEEP UP-TO-DATE

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



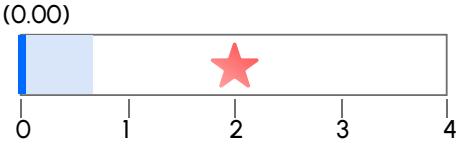
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

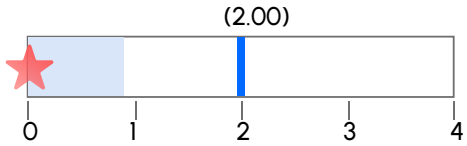
Development Needs

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

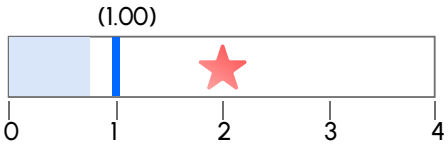
LIFELONG LEARNING

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



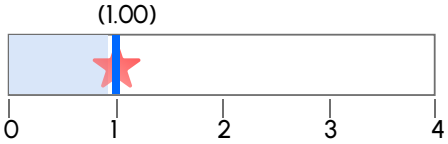
ENGAGE WITH EMPATHY

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



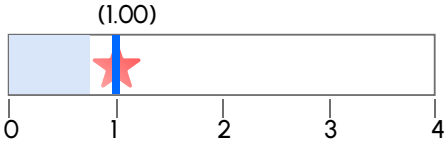
KNOW YOUR CUSTOMER

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



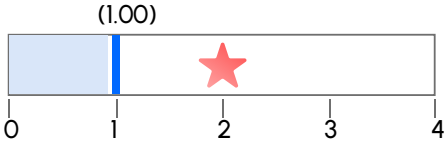
SPEAK UP

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



LIFELONG LEARNING

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

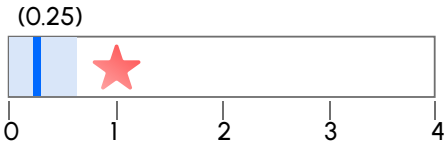
Strengths

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

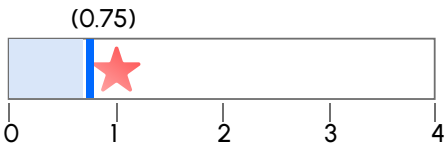
HOLISTIC THINKING

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



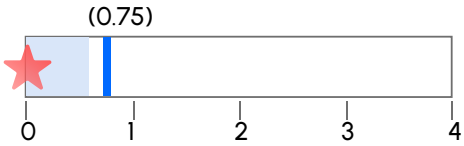
HOLISTIC THINKING

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



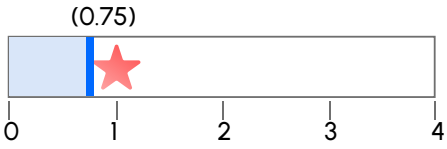
ENGAGE WITH EMPATHY

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



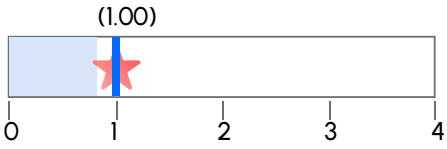
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KNOW YOUR CUSTOMER

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

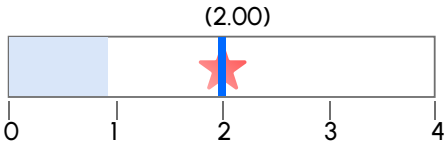
Development Needs

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

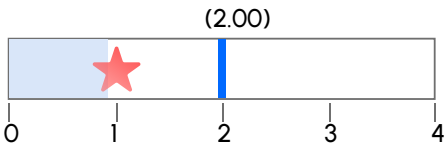
ENGAGE WITH EMPATHY

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



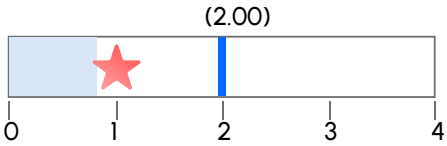
ENGAGE WITH EMPATHY

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



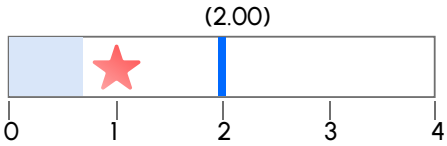
LIFELONG LEARNING

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



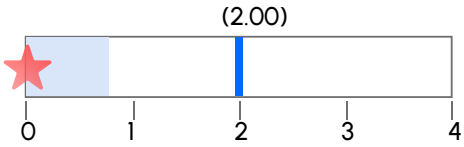
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

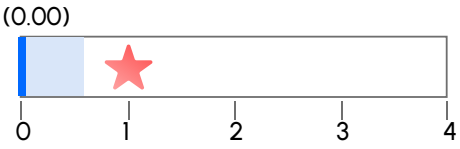
Strengths

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

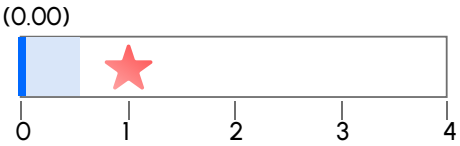
KNOW YOUR CUSTOMER

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



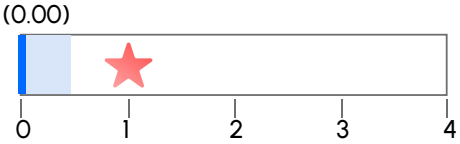
SPEAK UP

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



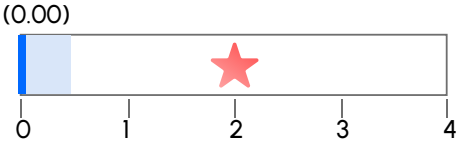
HOLISTIC THINKING

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



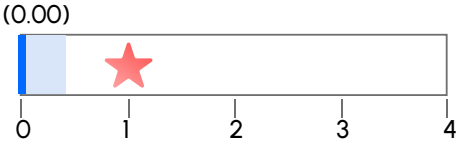
PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

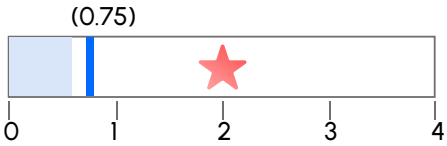
Development Needs

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

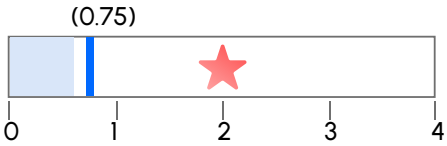
LIFELONG LEARNING

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



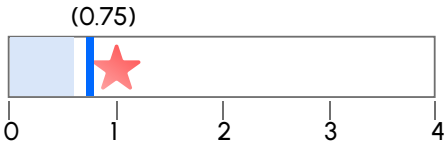
KEEP UP-TO-DATE

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



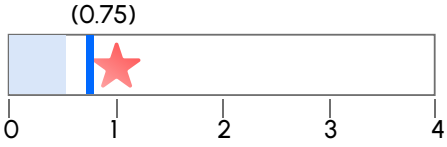
AGILE MINDSET

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



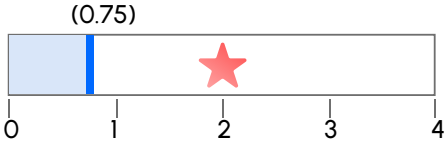
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



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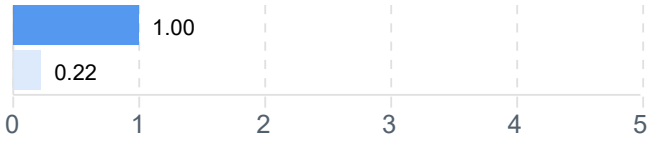
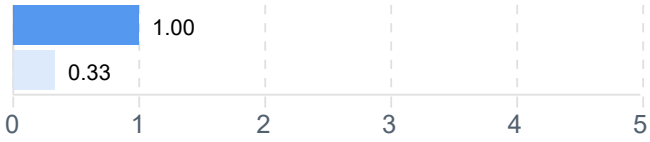
AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

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



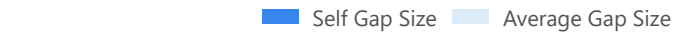
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.



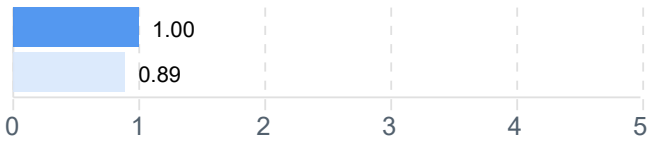
Q3. Identify new possibilities to address current business issues.

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

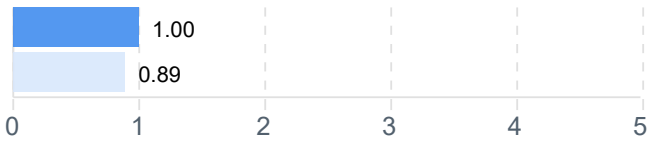
AGILE MINDSET



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



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



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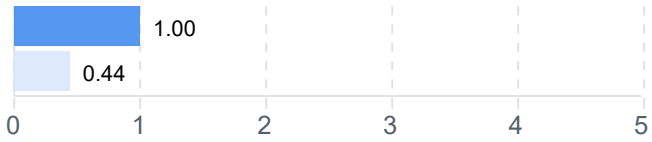
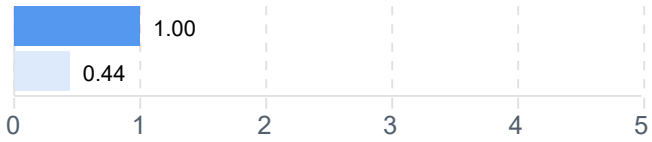
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.



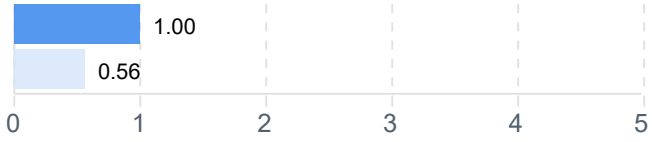
Q8. Provide coaching to help others adapt and be more versatile.



KNOW YOUR CUSTOMER

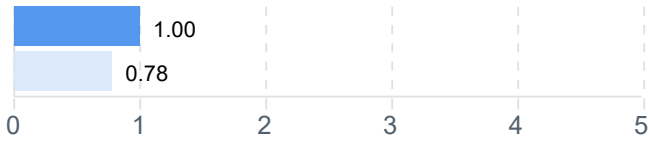
Self Gap Size Average Gap Size

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

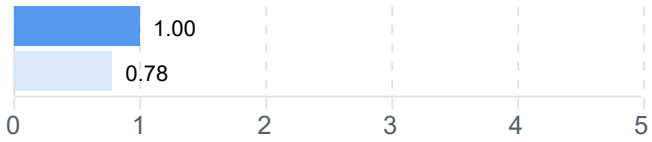


Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.

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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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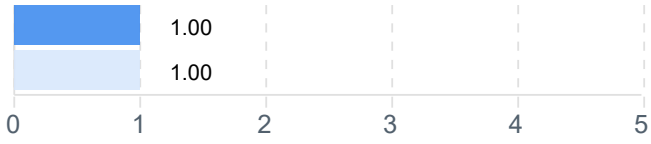
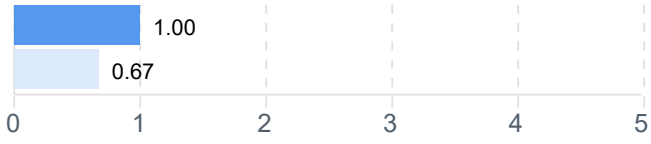
Q13. Empathise in a way that motivates one to take action to help others in the work environment.

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



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

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



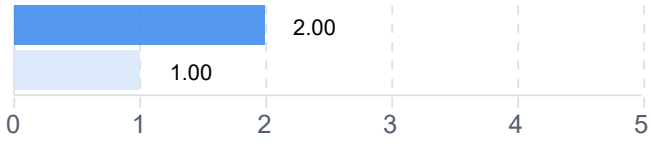
PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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

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

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



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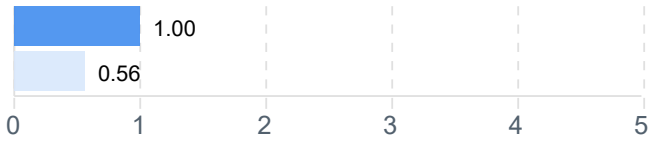
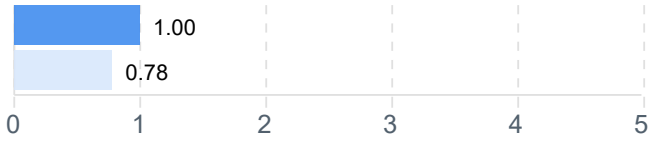
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



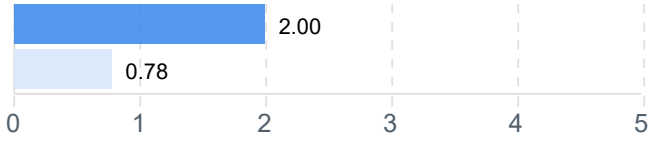
SPEAK UP

Self Gap Size Average Gap Size

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



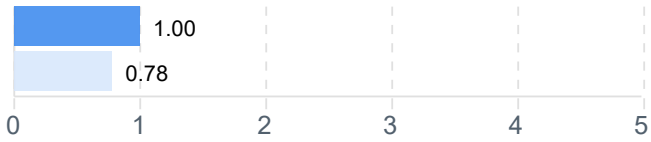
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



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

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

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



COURAGE TO ACT

Self Gap Size Average Gap Size

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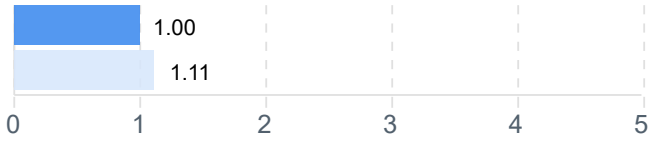
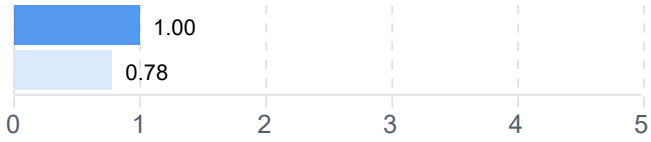
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



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



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

Q29. Maintain focus to deliver the chosen strategy.

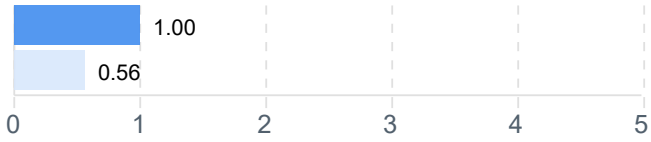
Q30. Give space for self and team members to take risks and learn from mistakes.

KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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

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



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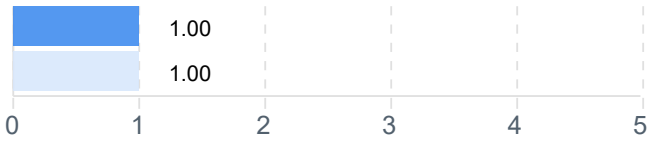
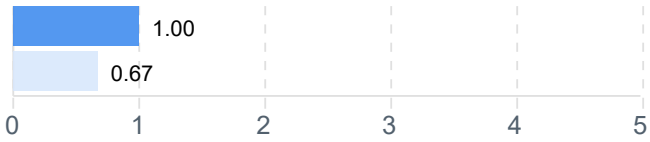
Q33. Create opportunities for the team to be in touch by having external exposure from related industries



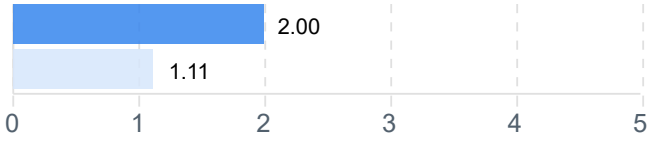
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



LIFELONG LEARNING

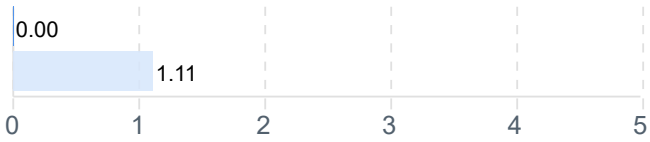
Self Gap Size Average Gap Size

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

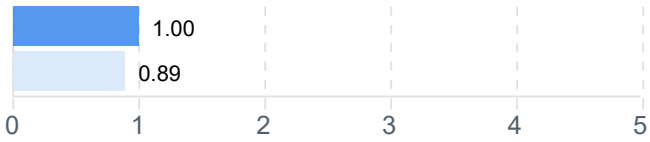


Q36. Purposefully manage career development and professional growth of team members.

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



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



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

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TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

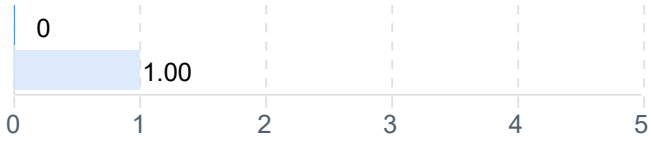
Self Rating Average Gap Rating

LIFELONG LEARNING

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

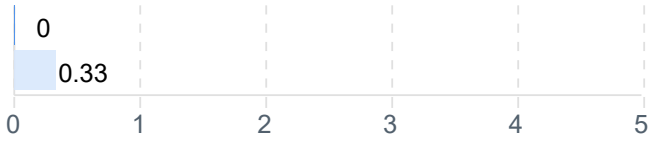
HOLISTIC THINKING

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



ENGAGE WITH EMPATHY

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



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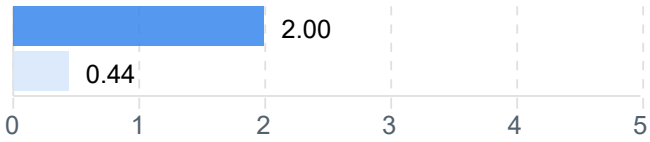
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

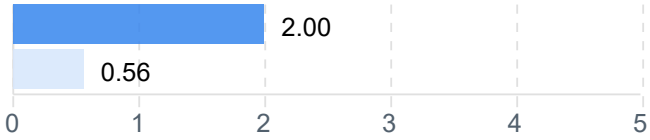
SPEAK UP

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



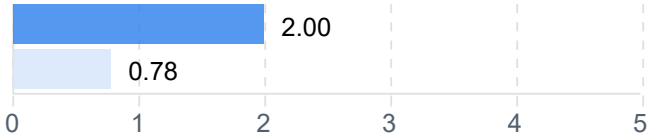
PURPOSEFUL PARTNERSHIP

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



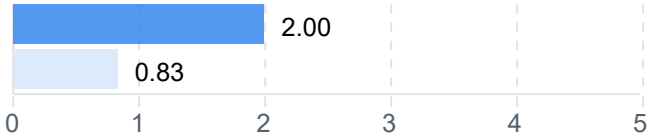
SPEAK UP

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



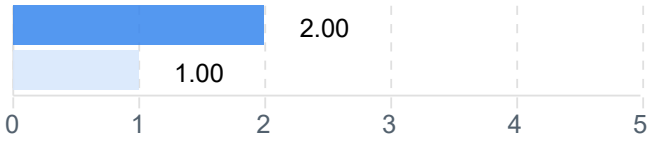
PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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



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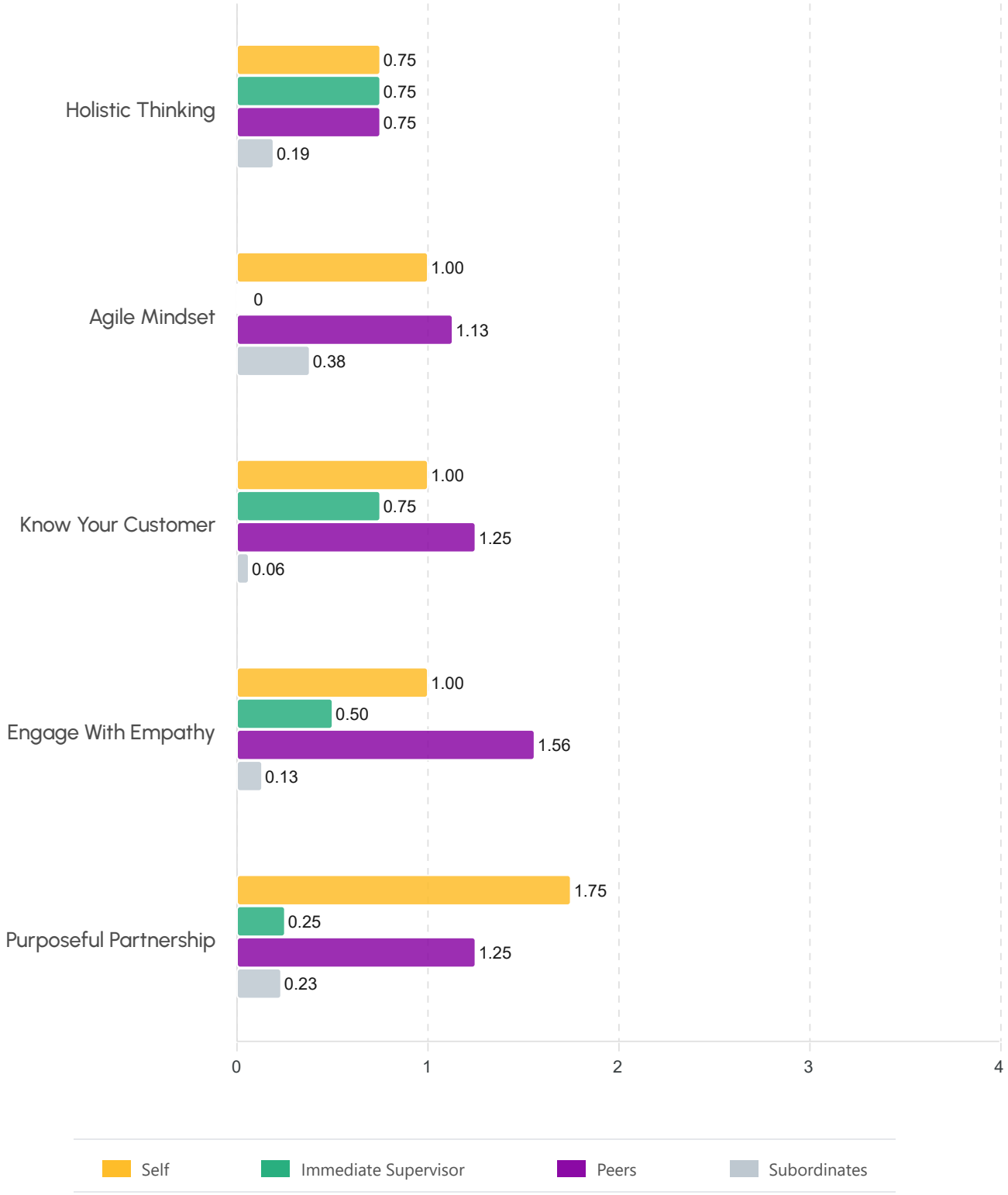
AVG GAP PER ROLE BY COMPETENCY



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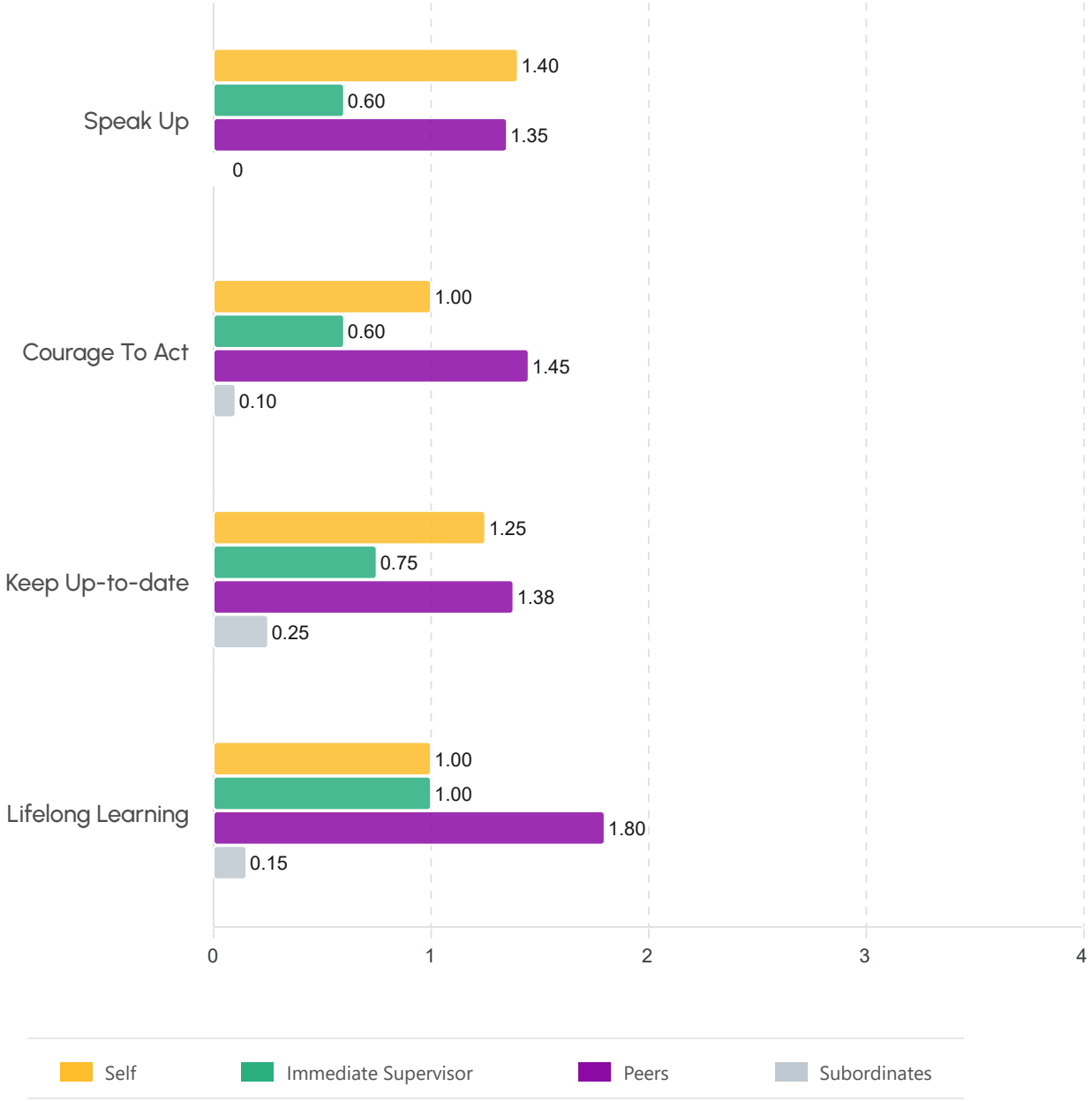

Speak Up
1.40
0.60
1.35
0
Courage To Act
1.00
0.60
1.45
0.10
Keep Up-to-date
1.25
0.75
1.38
0.25
Lifelong Learning
1.00
1.00
1.80
0.15
0
1
2
3
4
Self
Immediate Supervisor
Peers
Subordinates

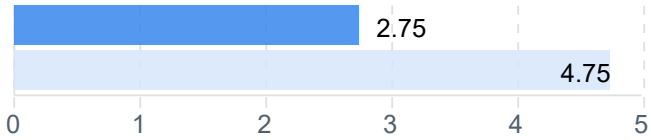
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

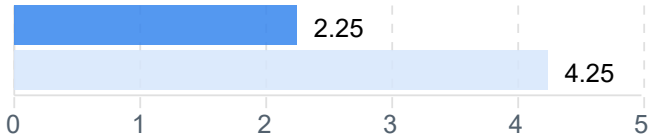
ENGAGE WITH EMPATHY

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



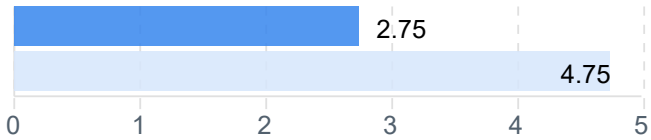
ENGAGE WITH EMPATHY

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



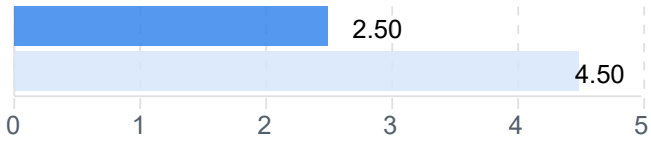
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



LIFELONG LEARNING

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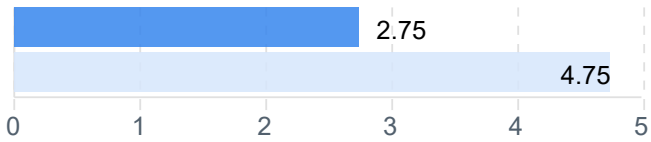

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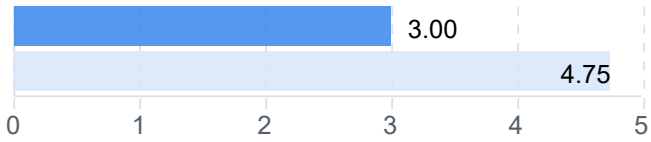
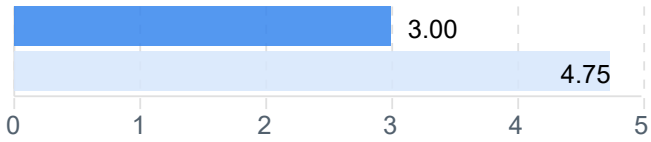
LIFELONG LEARNING

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



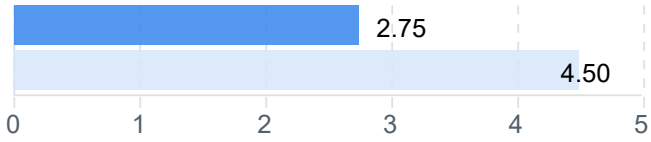
LIFELONG LEARNING

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



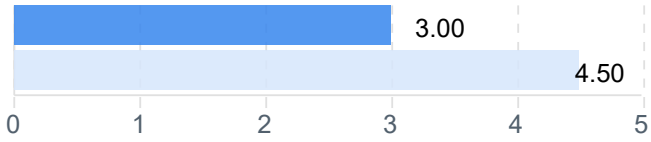
COURAGE TO ACT

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



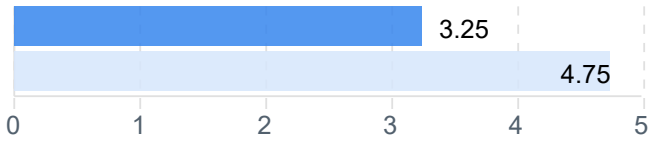
LIFELONG LEARNING

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



SPEAK UP

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



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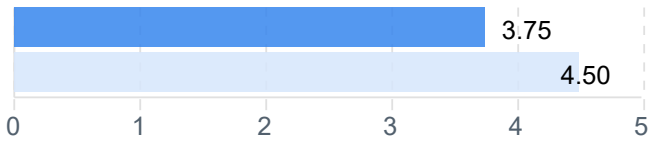
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

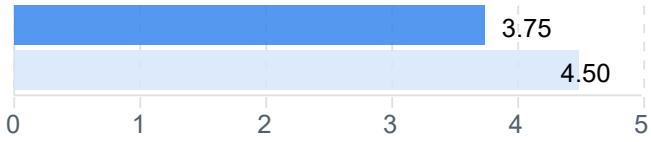
AGILE MINDSET

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



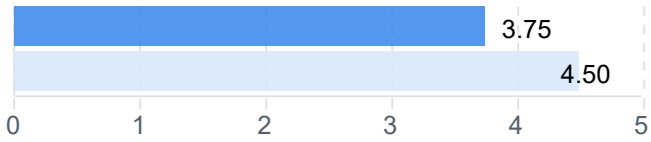
LIFELONG LEARNING

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



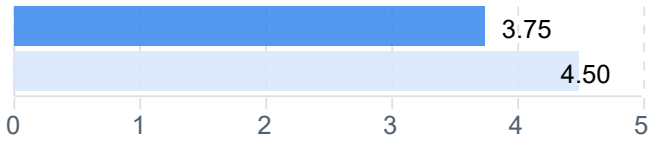
KEEP UP-TO-DATE

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



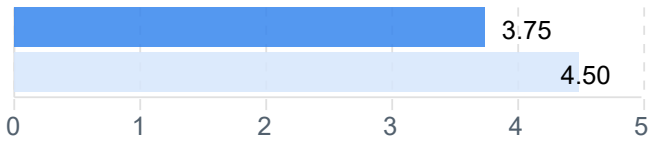
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



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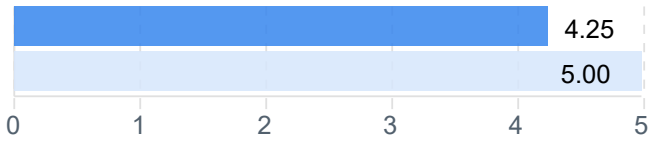
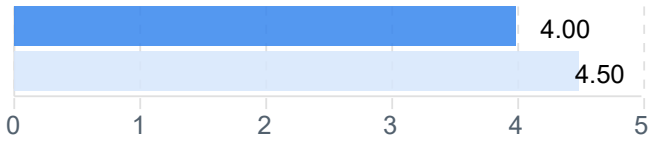
HOLISTIC THINKING

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



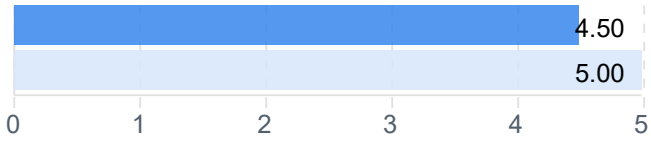
COURAGE TO ACT

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



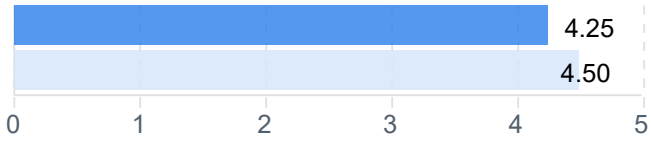
ENGAGE WITH EMPATHY

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



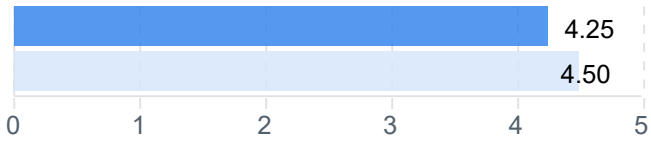
KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



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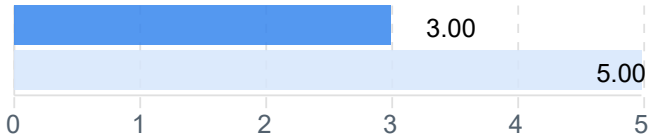
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

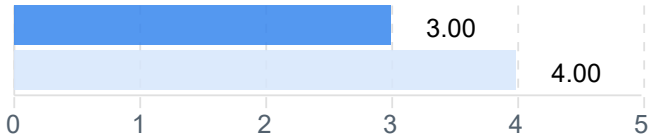
LIFELONG LEARNING

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



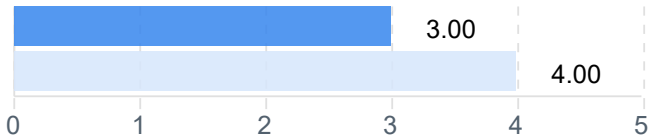
COURAGE TO ACT

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



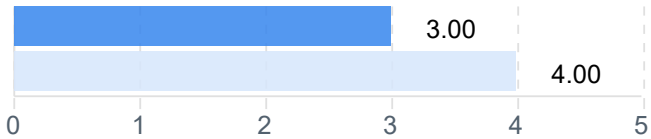
ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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

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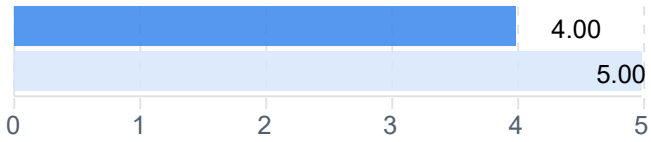
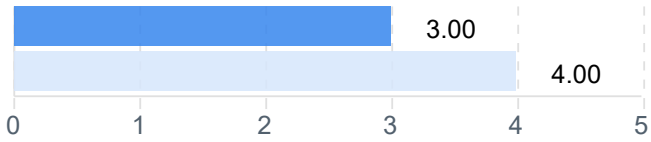
KEEP UP-TO-DATE

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



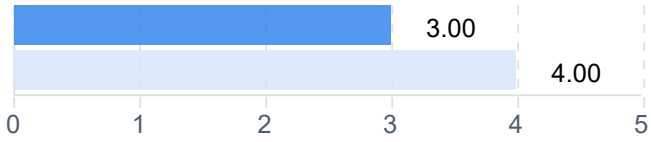
PURPOSEFUL PARTNERSHIP

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



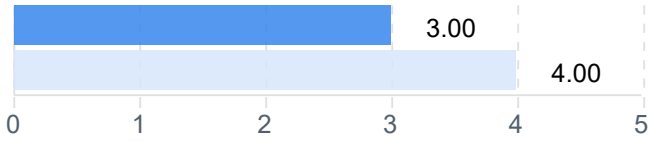
SPEAK UP

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



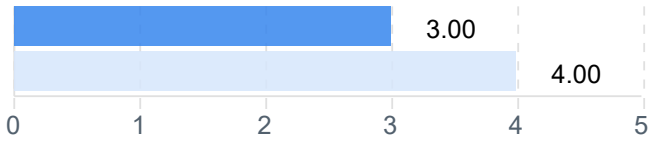
HOLISTIC THINKING

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



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.



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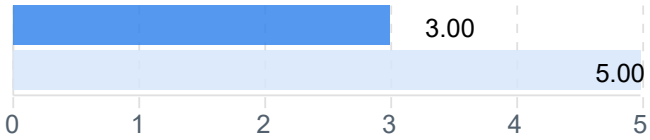
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

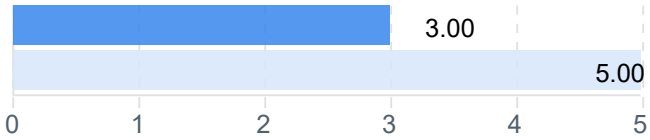
ENGAGE WITH EMPATHY

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



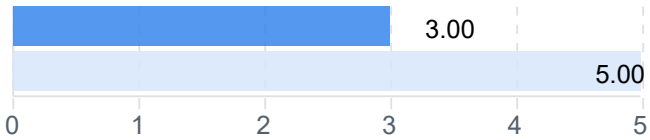
LIFELONG LEARNING

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



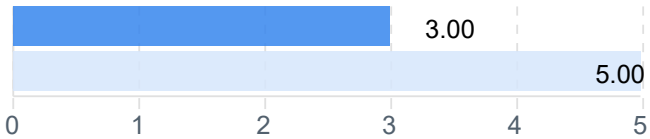
KEEP UP-TO-DATE

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



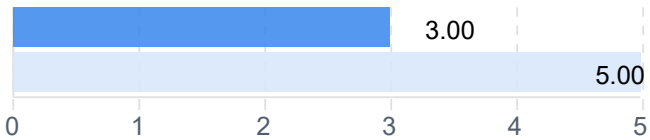
PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

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



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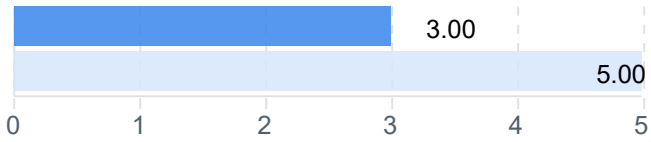
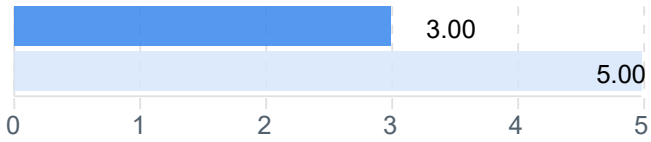
SPEAK UP

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



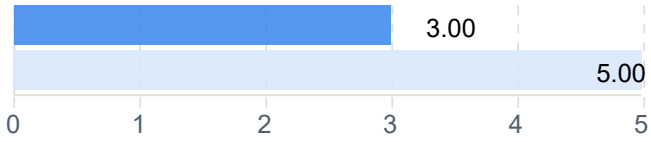
PURPOSEFUL PARTNERSHIP

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



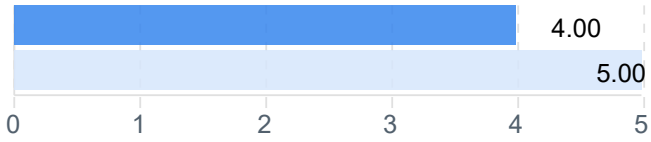
SPEAK UP

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



COURAGE TO ACT

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



AGILE MINDSET

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

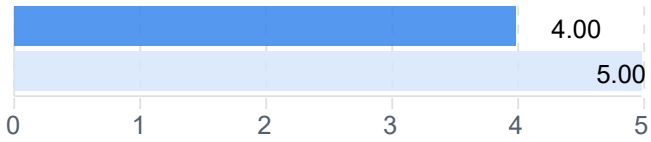


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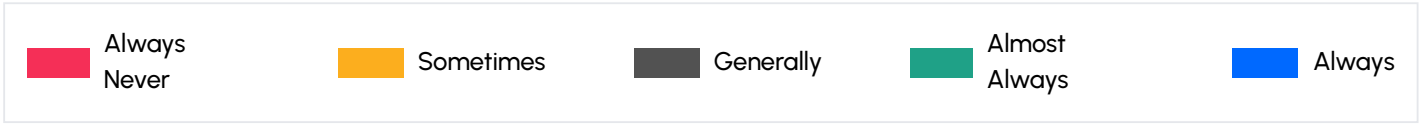
TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP



How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.8	4.0	5.0	5.0	3.0	4.0	4.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	3.5	4.3	5.0	5.0	4.0	4.0	4.0	5.0
Q3. Identify new possibilities to address current business issues.	3.3	4.0	5.0	5.0	3.0	4.0	4.0	5.0
Q4. Manage teams' resources to collate information from multiple sources.	3.3	4.5	4.3	5.0	3.0	4.0	5.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	4.3	3.8	4.5	4.0	4.0	4.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	3.3	4.5	3.8	4.5	4.0	4.0	4.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.5	4.5	5.0	5.0	4.0	4.0	4.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	3.5	4.5	5.0	5.0	4.0	4.0	3.0	4.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.3	4.3	5.0	5.0	3.0	4.0	4.0	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.3	4.3	4.5	4.5	3.0	4.0	4.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	4.5	4.3	4.5	4.0	4.0	4.0	5.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	4.5	5.0	5.0	3.0	4.0	4.0	5.0

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How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	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.	2.8	4.8	4.5	5.0	3.0	4.0	3.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	2.3	4.3	5.0	5.0	3.0	4.0	3.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	3.5	4.3	5.0	5.0	4.0	4.0	5.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	2.5	4.0	4.8	4.8	3.0	3.0	4.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.0	4.0	4.5	4.5	3.0	4.0	3.0	5.0
Q18. Leverage one's network and connection to gather market data.	3.0	4.3	3.0	3.0	4.0	4.0	3.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	4.5	3.8	4.5	4.0	4.0	3.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.0	4.3	4.8	4.8	4.0	4.0	4.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.3	4.8	4.5	4.5	3.0	4.0	4.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.5	5.0	5.0	3.0	4.0	3.0	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	4.3	4.8	4.8	4.0	4.0	4.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.5	4.5	4.8	4.8	4.0	4.0	3.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.3	4.8	4.8	4.8	3.0	4.0	4.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	2.8	4.5	4.0	4.5	3.0	4.0	4.0	5.0

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How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.0	4.5	4.5	4.5	3.0	4.0	4.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.0	4.5	5.0	5.0	3.0	4.0	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	2.8	4.0	4.5	4.5	4.0	4.0	4.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	2.8	4.0	4.5	4.5	3.0	3.0	4.0	5.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.3	4.5	3.8	4.5	4.0	5.0	3.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	4.3	4.5	4.5	4.0	4.0	4.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	2.5	4.5	4.5	4.5	4.0	5.0	4.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	4.3	4.5	4.0	5.0	4.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.	3.0	4.5	3.8	4.5	3.0	4.0	3.0	5.0
Q36. Purposefully manage career development and professional growth of team members.	2.8	4.8	4.8	4.8	4.0	5.0	4.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	2.8	4.8	5.0	5.0	3.0	5.0	5.0	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.0	4.8	4.8	4.8	4.0	5.0	4.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	4.8	5.0	5.0	4.0	4.0	4.0	5.0

* Responses based on Rating scale of 1-5

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