INSIGHT 360 FEEDBACK FOR LEADERS

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Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

Strengths

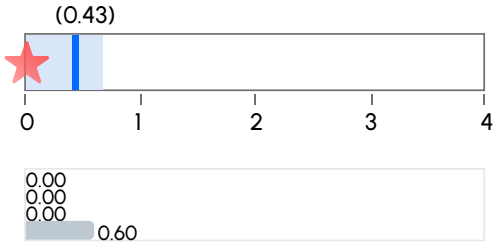
These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

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

Self | Immediate Supervisor | Peers | Subordinates

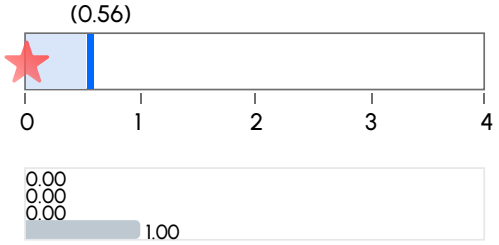
COURAGE TO ACT

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



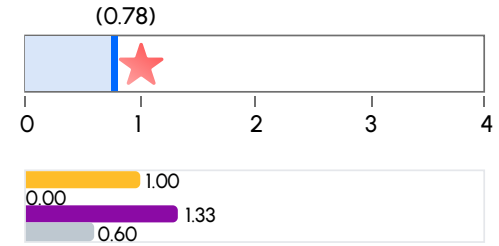
COURAGE TO ACT

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



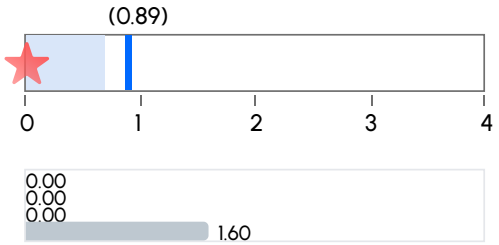
ENGAGE WITH EMPATHY

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



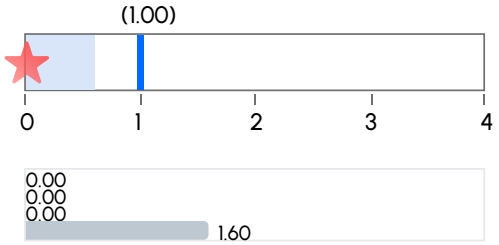
KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

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



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STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

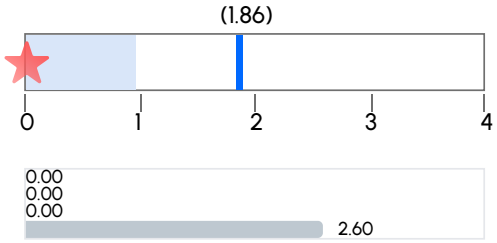
These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

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

Self | Immediate Supervisor | Peers | Subordinates

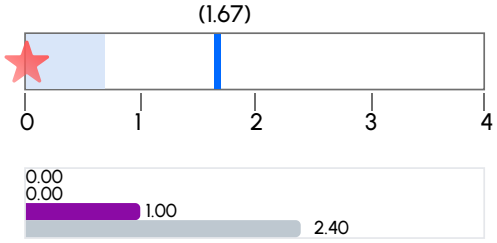
LIFELONG LEARNING

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



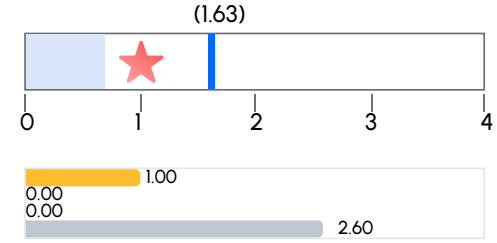
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



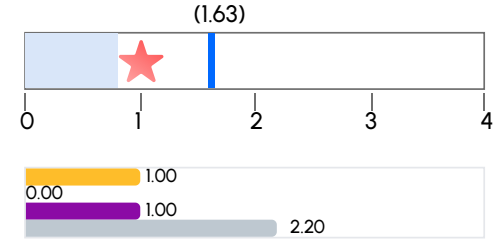
AGILE MINDSET

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



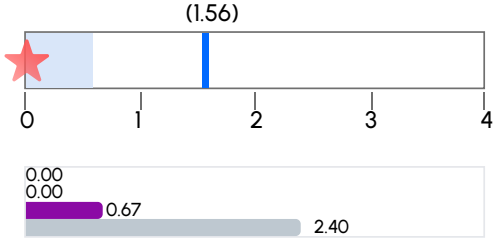
ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



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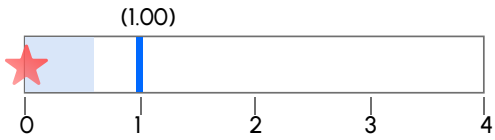
COMPETENCIES REPORT IN ASCENDING ORDER

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

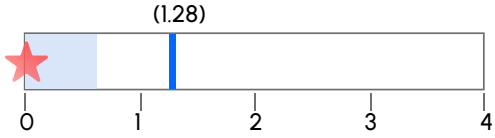
COURAGE TO ACT



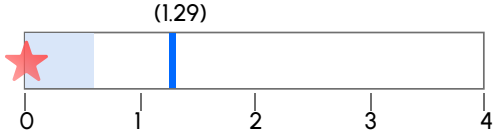
KNOW YOUR CUSTOMER

ENGAGE WITH EMPATHY

KEEP UP-TO-DATE



HOLISTIC THINKING



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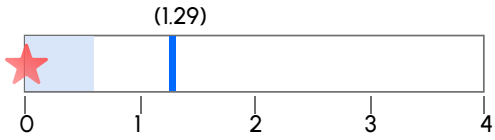
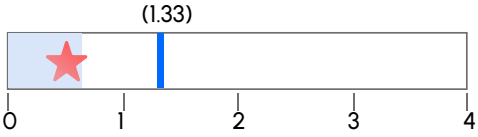
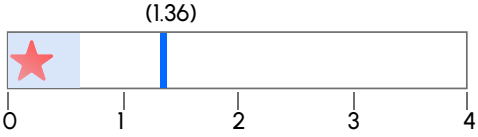
PURPOSEFUL PARTNERSHIP



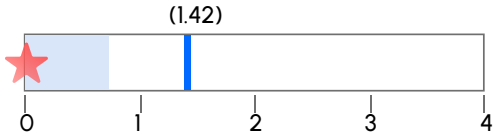
AGILE MINDSET



SPEAK UP



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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	1.80	-	-	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.60	-	-	3	1	1	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	2.40	-	-	-	3	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	1.60	-	-	3	1	1	-

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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	0.00	-	2	-	-	-	-
Subordinates	2.60	-	-	-	3	1	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.40	-	3	-	-	1	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	2.40	-	-	-	3	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	1.80	-	1	2	-	1	1

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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	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	1.60	-	-	3	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	1.60	-	-	3	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.60	-	-	3	1	1	-

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

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

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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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	0.60	-	4	-	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	-	1	-	-
Subordinates	2.20	-	-	-	4	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	1.80	-	-	3	-	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.20	-	1	3	-	1	-

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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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.80	-	-	3	1	-	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	1.60	-	-	3	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	2.00	-	1	-	2	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.80	-	-	3	-	2	-

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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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	1.60	-	-	3	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	1.80	-	-	3	-	2	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	2.60	-	-	-	2	3	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	1.60	-	1	2	-	2	-

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Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	2.40	-	-	-	3	2	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.80	-	-	3	-	2	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	1.80	-	-	3	-	2	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	0.60	-	4	-	-	1	-

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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.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	1.80	-	-	3	-	2	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.80	-	-	3	-	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.80	-	-	3	1	-	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	2.00	-	-	-	5	-	-

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Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	-	1	-	-
Subordinates	1.40	-	2	1	-	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	2.60	-	-	-	3	1	1

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	0.00	-	1	-	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	1.60	-	2	1	-	1	1

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

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

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

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

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INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q30. Give space for self and team members to take risks and learn from mistakes.	0.43
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.56
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.78
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.89
Q4. Manage teams' resources to collate information from multiple sources.	1.00
Q6. Ensure change plans are executed effectively and in a timely manner.	1.00
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	1.00
Q16. Empathise whilst balancing the need of individuals and the business.	1.00
Q18. Leverage one's network and connection to gather market data.	1.00
Q29. Maintain focus to deliver the chosen strategy.	1.00
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	1.11
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.11
Q8. Provide coaching to help others adapt and be more versatile.	1.13
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.13
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.14
Q1. Leverage on own and others' relevant experience and insights to make decisions.	1.22

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Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	1.22
Q15. Share similar experiences that may be adapted to their work circumstances.	1.22
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.22
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	1.25
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.25
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.29
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.33
Q25. Facilitate discussions with various views to converge and achieve a common objective.	1.33
Q28. Encourage and value innovative ideas and suggestions from others.	1.33
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	1.38
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.44
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.44
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	1.44
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.50
Q38. Make effort to teach / coach/ mentor team members.	1.50
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.50

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Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	1.56
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.56
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.56
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	1.63
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.63
Q3. Identify new possibilities to address current business issues.	1.67
Q36. Purposefully manage career development and professional growth of team members.	1.86

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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?

- Dedication Integrity
- Confident and clear in communicating expectations/directions to subordinate, do not hesitate to take necessary actions to ensure end goals are met.
- 1. Led important projects in EPF (i-Invest, i-Lindung)
- Too short as my supervisor to observe his strengths (<3months)
- Vast knowledge on existing policies, regulatory requirements internally and industry wide. He checks the alignment and benchmark proposals to existing requirements and policies. Willingness to adopt new technologies. Establishment of i-invest and i-lindung which allows members to invest in the members investment scheme and insurance online.
- Flexible, Problem Solver
- Autonomi: Tidak menguruskan secara mikro. Mempunyai tahap kepercayaan yang agak tinggi. Tidak mengehadkan ruang perkembangan; terpulang kepada inisiatif individu. Integriti: Tidak pernah menerima sebarang hadiah daripada pihak luar, mahupun secawan kopi. Jarang menghadiri majlis di luar untuk mengelakkan situasi yang boleh menimbulkan konflik kepentingan.
- He gives opportunities for team members to be independent and develop self-growth. This can be seen in the projects & tasks we are assigned to lead and present to higher stakeholders, e.g. Management, Board and external.
- 1. Give opportunity to the team member to be independent and involve in decision making. - allow the team member to express opinion and suggestion in order to achieve the goals. 2. Always encourage continuous learning experience - encourage team members to always improve themselves by taking any courses or certificate.
- 1. Give opportunity for the team to be independent and creative. Example: He does not micromanage all the task given but just guidance and also give deadlines. Thus the team can manage the task at their own accord responsibly. 2. Encourage continuous personal development and learning. Example: He always encourage the team to pursue their own personal development through training and certificates.

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

- More empathetic towards others' point of views and not rush to form judgments.
- Empathy Seek to understand before making a decision
- As a Senior Manager (D2) - concentrate to develop others as successors. More of WE rather than ME. 1. Engage with Empathy 2. Lifelong Learning

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- Deeper knowledge in investment and finance. Keeping abreast with technology.

- Interpersonal, communicative

- Hala Tuju/Latihan: Harap boleh lebih aktif dan jelas dalam penentuan hala tuju dan perkembangan kerjaya individu. Boleh meningkatkan peluang untuk berinteraksi dengan pihak luar dan menghadiri latihan yang dijalankan oleh pihak luaran.
- Keberkesanan Pentadbiran: Pengaturan dan garis masa untuk membentangkan isu-isu dan projek-projek boleh ditambah baik. Selepas penstrukturan jabatan, sebab terdapat terlalu banyak seksyen di bawah peserta, maka sesetengah seksyen tidak mendapat perhatian yang sewajarnya.

- He needs to be more organised in managing team members' skills & strengths when assigning tasks. Due to the merger of multiple sections under his purview, he needs to take into account team members' views and aspirations.

- 1. improve effective communication skill to internal and external stakeholders 2. Need to prioritize on certain job scope

- 1. Effective communication skills to internal and external stakeholders 2. Prioritisation and multitracking/multitasking of work

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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

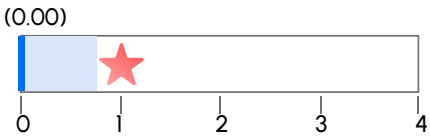
Strengths

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

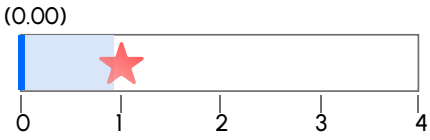
ENGAGE WITH EMPATHY

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



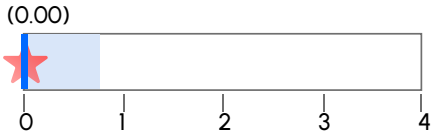
KNOW YOUR CUSTOMER

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



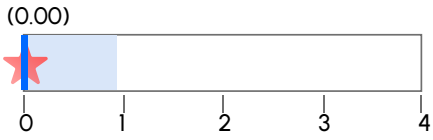
SPEAK UP

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



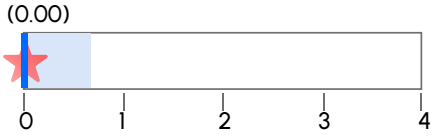
LIFELONG LEARNING

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



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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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

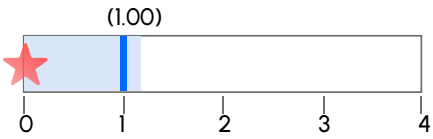
Development Needs

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

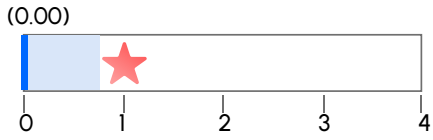
COURAGE TO ACT

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



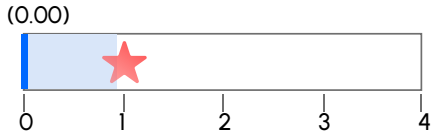
ENGAGE WITH EMPATHY

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



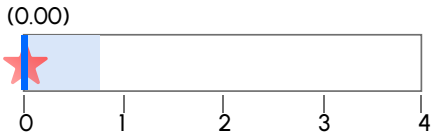
KNOW YOUR CUSTOMER

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



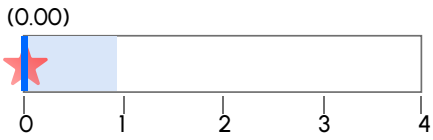
SPEAK UP

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

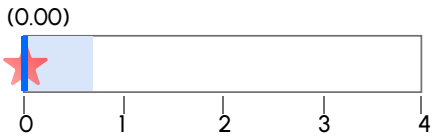
Strengths

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

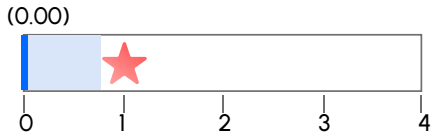
KEEP UP-TO-DATE

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



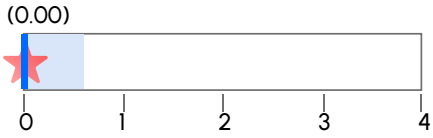
AGILE MINDSET

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



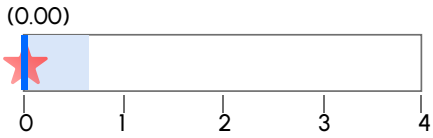
COURAGE TO ACT

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



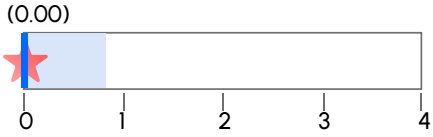
KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

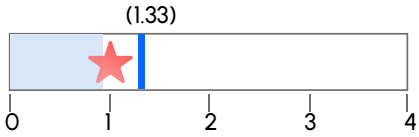
Development Needs

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

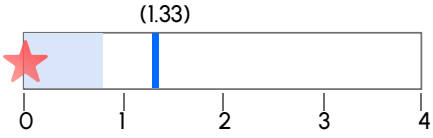
ENGAGE WITH EMPATHY

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



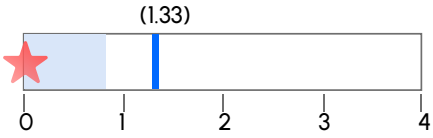
SPEAK UP

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



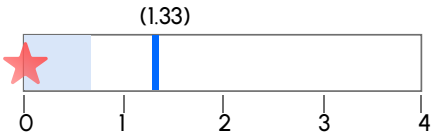
PURPOSEFUL PARTNERSHIP

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



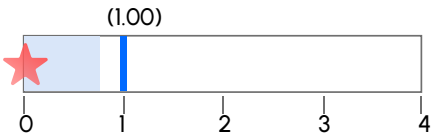
SPEAK UP

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



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 SUBORDINATES

Strengths

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

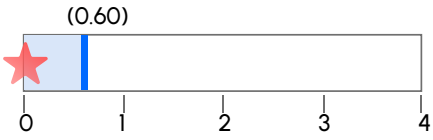
Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

ENGAGE WITH EMPATHY

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

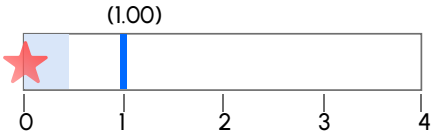
COURAGE TO ACT

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



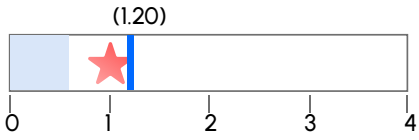
COURAGE TO ACT

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



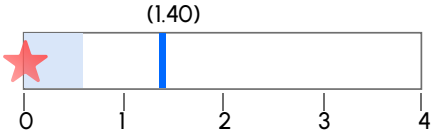
ENGAGE WITH EMPATHY

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



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 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.

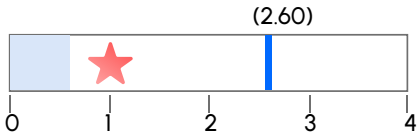
Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

KNOW YOUR CUSTOMER

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

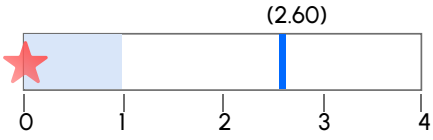
AGILE MINDSET

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



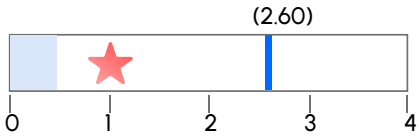
LIFELONG LEARNING

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



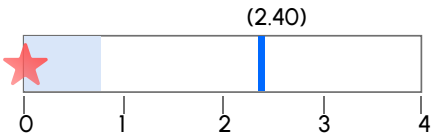
SPEAK UP

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.



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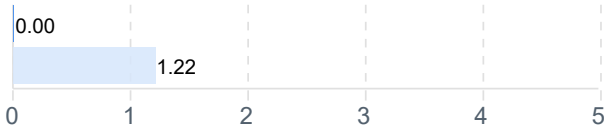
AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

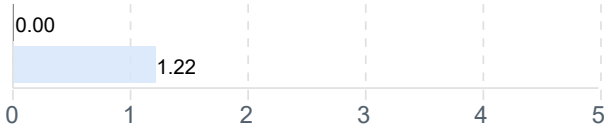
HOLISTIC THINKING

Self Gap Size Average Gap Size

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

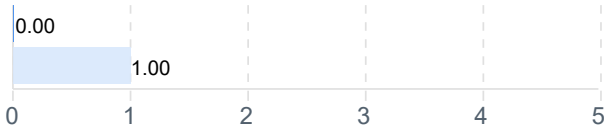


Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.



Q3. Identify new possibilities to address current business issues.

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

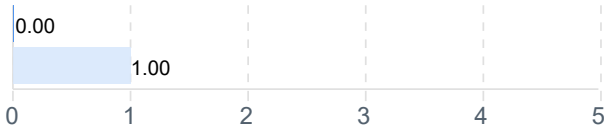


AGILE MINDSET

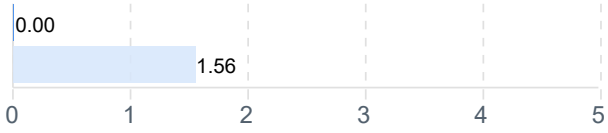
Self Gap Size Average Gap Size

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

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



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



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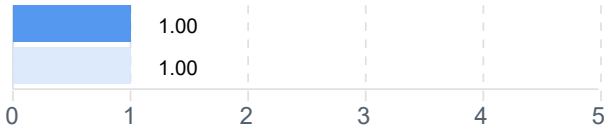
Q8. Provide coaching to help others adapt and be more versatile.

KNOW YOUR CUSTOMER

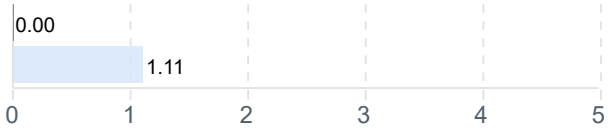
Self Gap Size Average Gap Size

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



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

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



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

ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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

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

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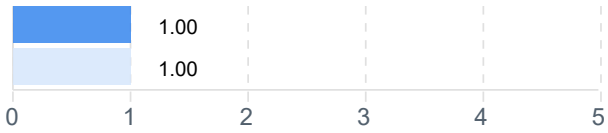
Q15. Share similar experiences that may be adapted to their work circumstances.

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

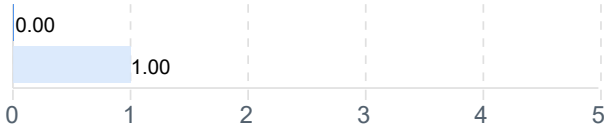


PURPOSEFUL PARTNERSHIP

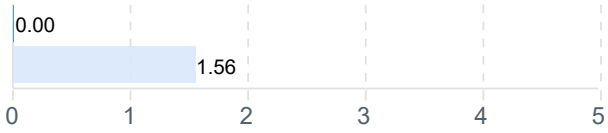
Self Gap Size Average Gap Size

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

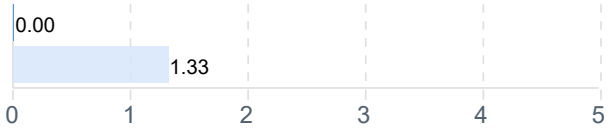
Q18. Leverage one's network and connection to gather market data.



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



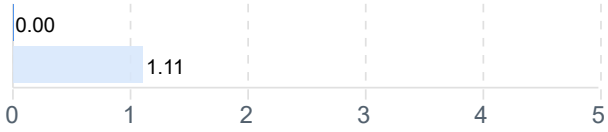
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



SPEAK UP

Self Gap Size Average Gap Size

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



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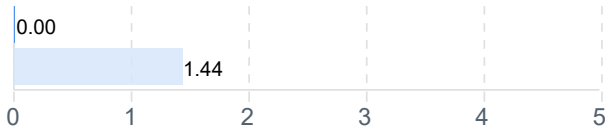
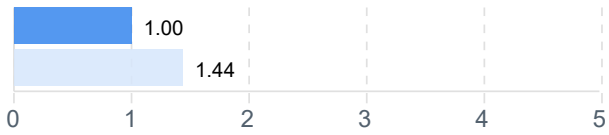
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.

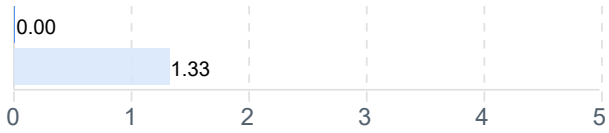
Q23. Encourage constructive feedback and be objective in addressing disagreements.



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



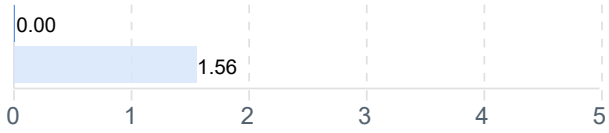
Q25. Facilitate discussions with various views to converge and achieve a common objective.



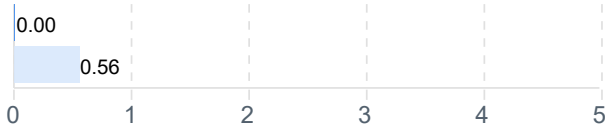
COURAGE TO ACT

Self Gap Size Average Gap Size

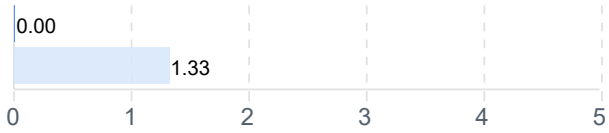
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



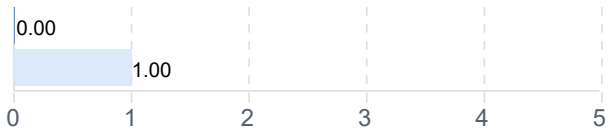
Q27. Drive implementation with persistence to deliver results despite obstacles.



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



Q29. Maintain focus to deliver the chosen strategy.



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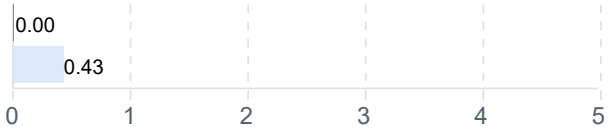
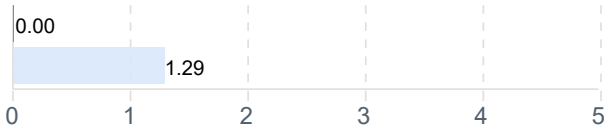
Q30. Give space for self and team members to take risks and learn from mistakes.



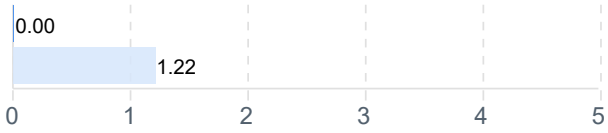
KEEP UP-TO-DATE

Self Gap Size Average Gap Size

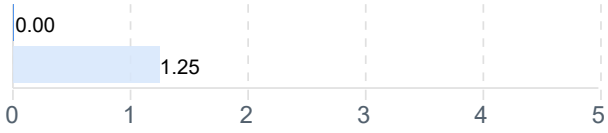
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



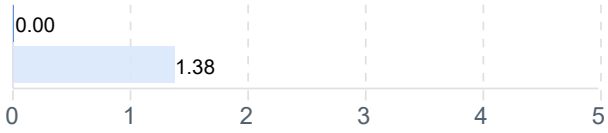
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



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



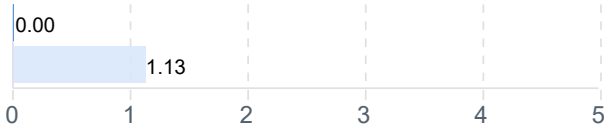
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



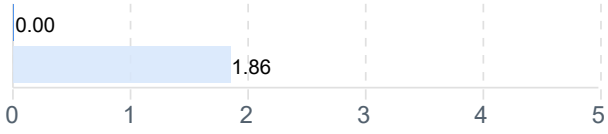
LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



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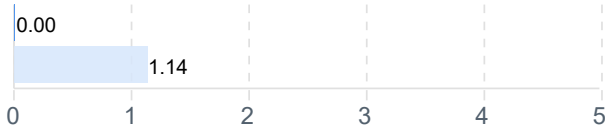
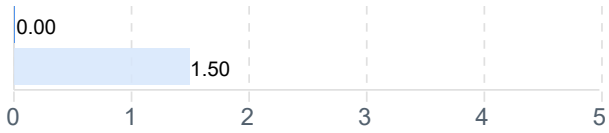
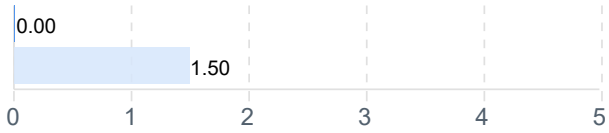
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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



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



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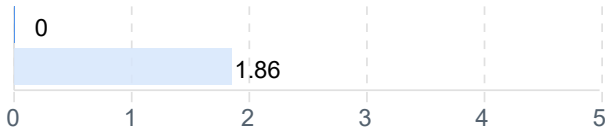
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

LIFELONG LEARNING

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.

COURAGE TO ACT

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

AGILE MINDSET

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

PURPOSEFUL PARTNERSHIP

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

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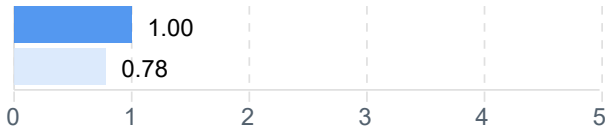
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

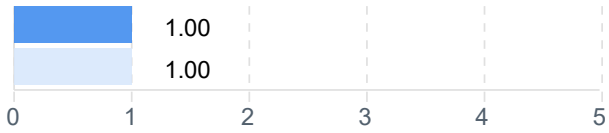
ENGAGE WITH EMPATHY

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



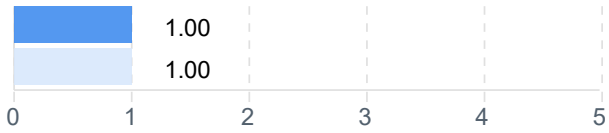
KNOW YOUR CUSTOMER

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



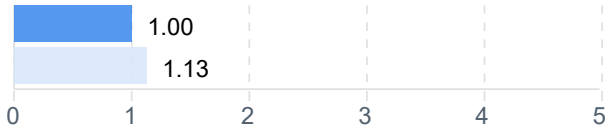
ENGAGE WITH EMPATHY

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



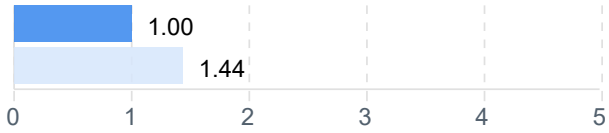
AGILE MINDSET

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



SPEAK UP

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



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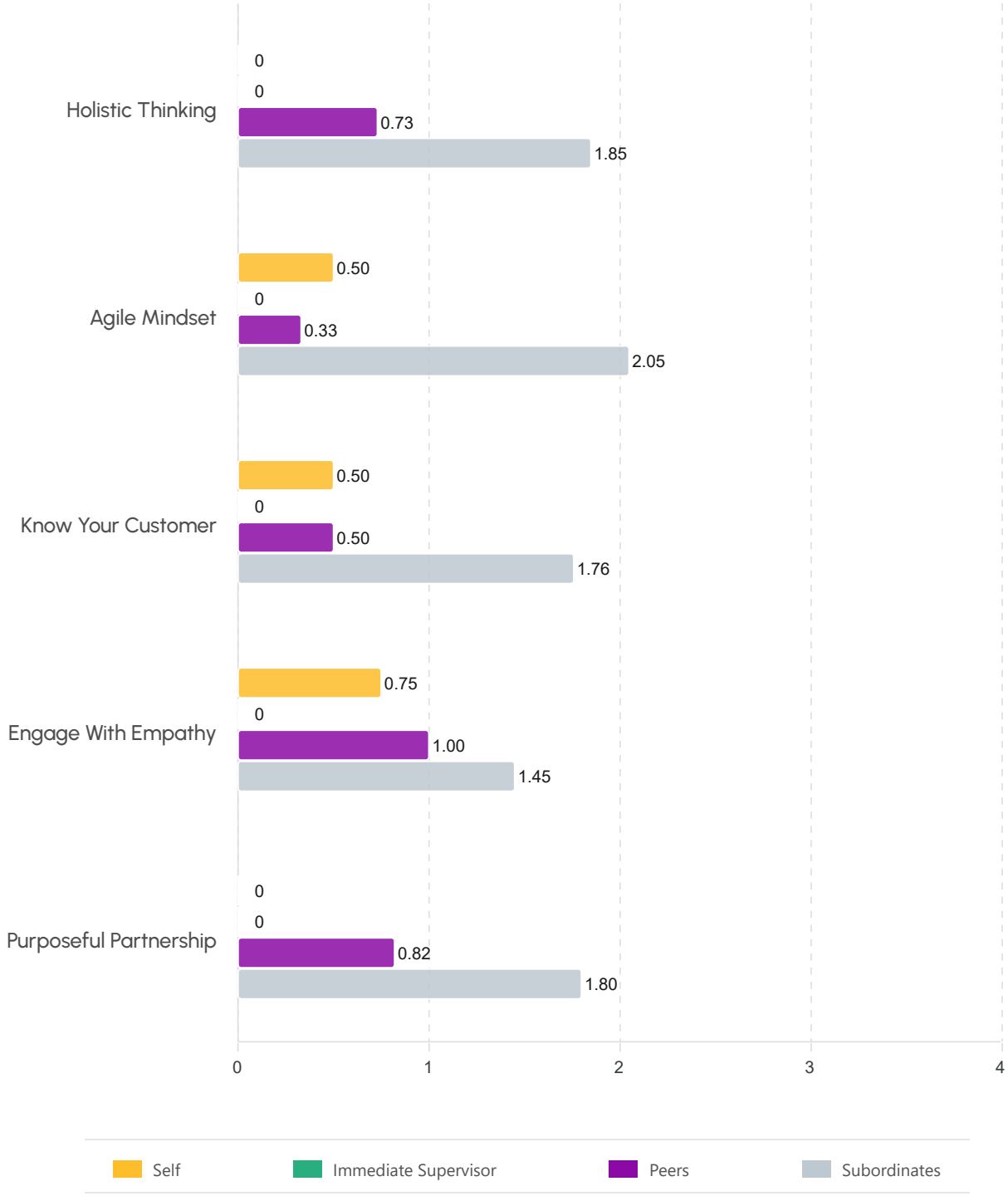
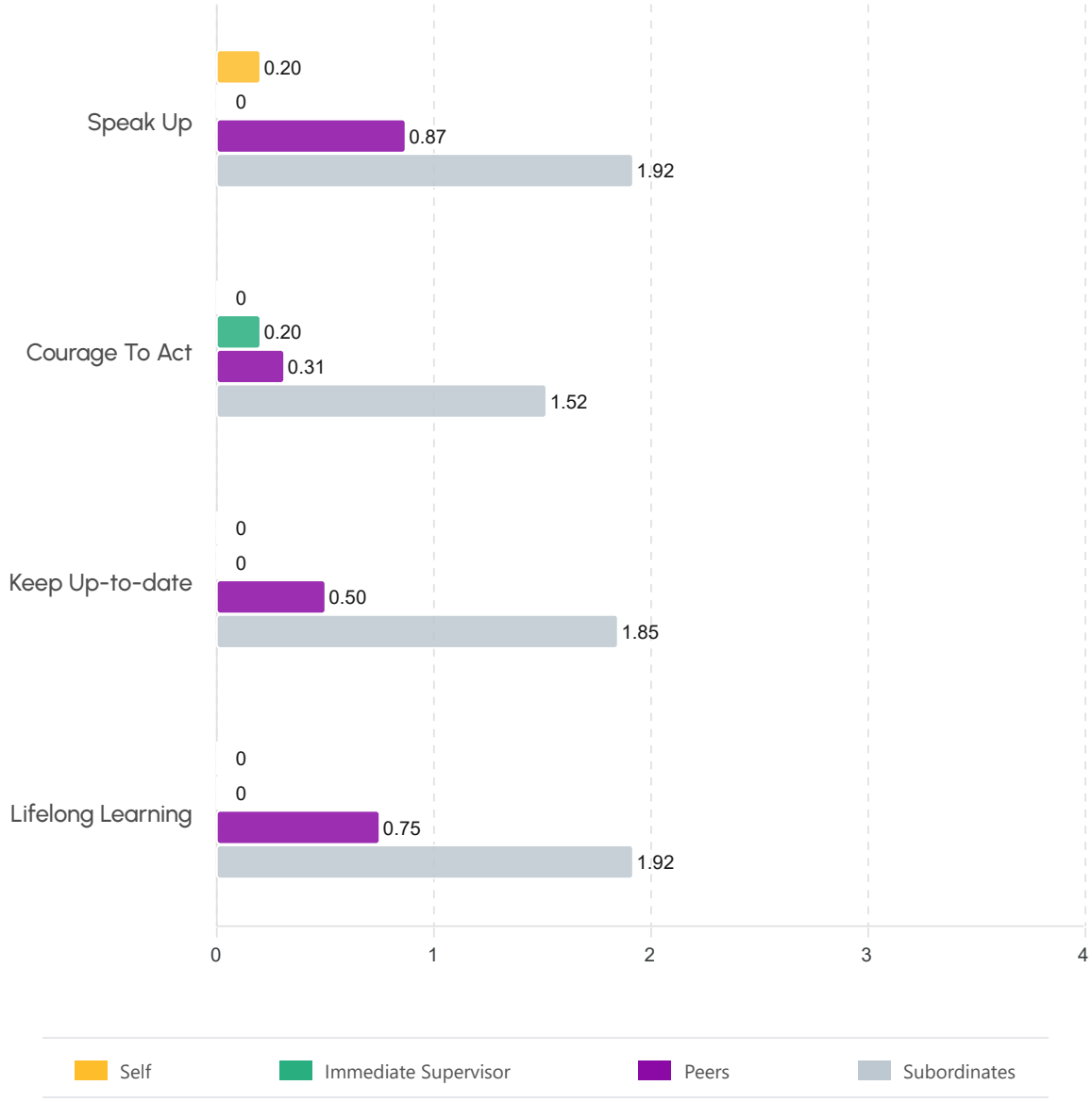
AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



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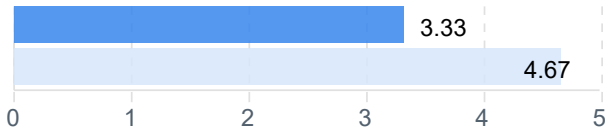
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

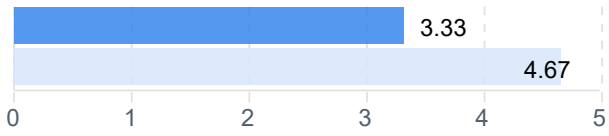
ENGAGE WITH EMPATHY

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



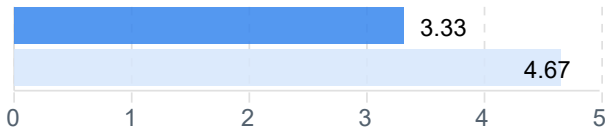
SPEAK UP

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



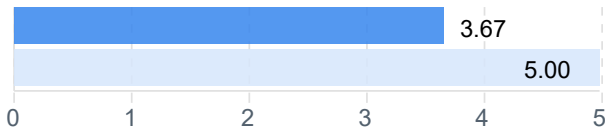
PURPOSEFUL PARTNERSHIP

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



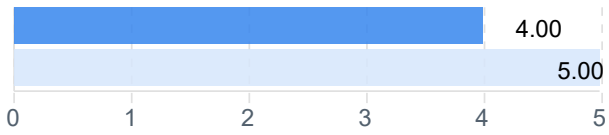
SPEAK UP

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



LIFELONG LEARNING

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



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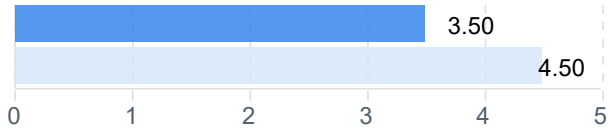
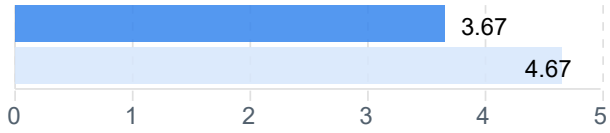
ENGAGE WITH EMPATHY

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



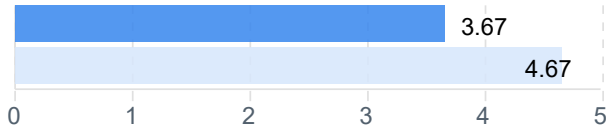
HOLISTIC THINKING

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



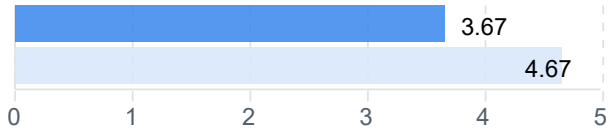
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



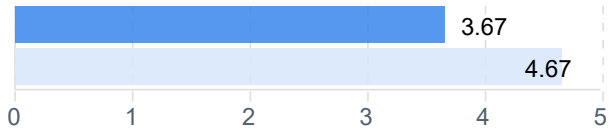
COURAGE TO ACT

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



SPEAK UP

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



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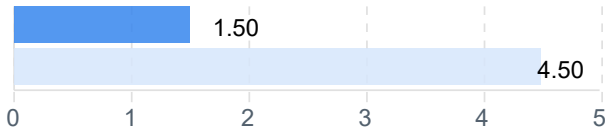
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

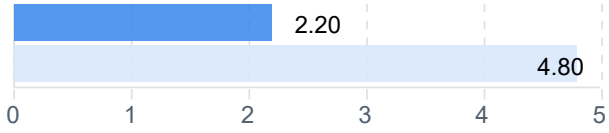
KNOW YOUR CUSTOMER

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



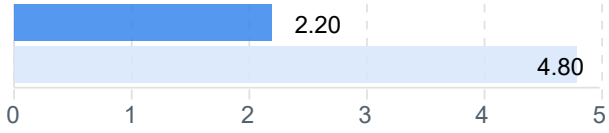
AGILE MINDSET

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



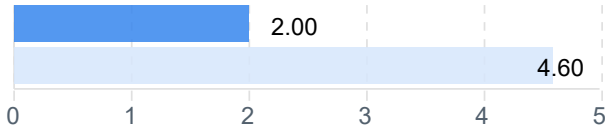
LIFELONG LEARNING

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



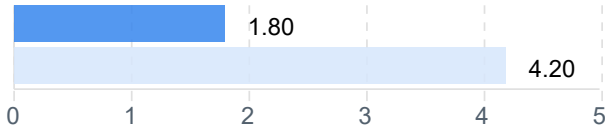
SPEAK UP

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.



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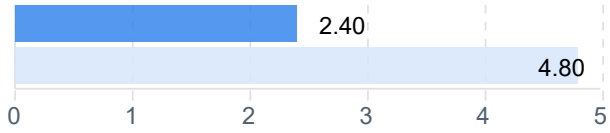
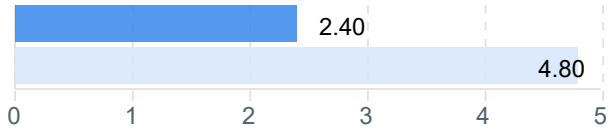
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



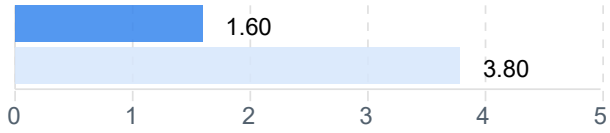
AGILE MINDSET

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



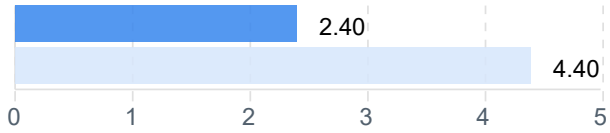
ENGAGE WITH EMPATHY

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



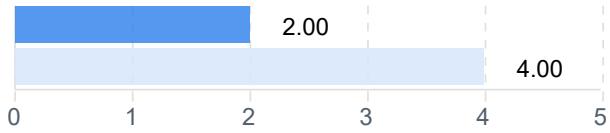
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



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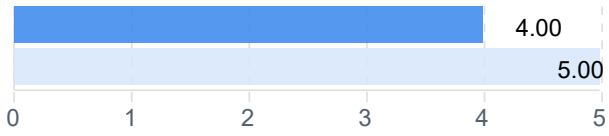
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

AGILE MINDSET

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



KNOW YOUR CUSTOMER

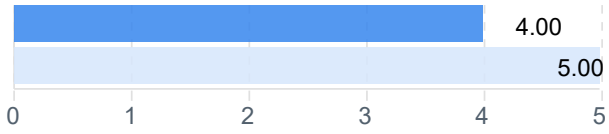
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.

ENGAGE WITH EMPATHY

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

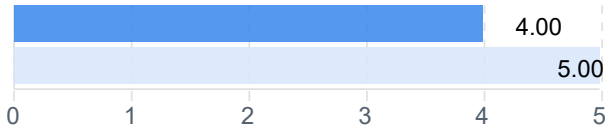
ENGAGE WITH EMPATHY

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



ENGAGE WITH EMPATHY

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



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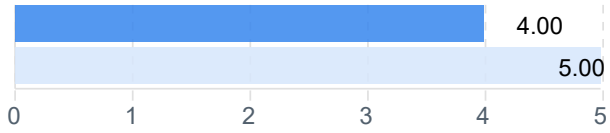
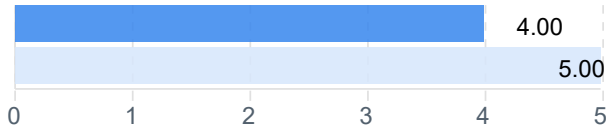
AGILE MINDSET

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



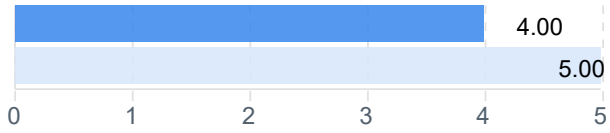
SPEAK UP

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



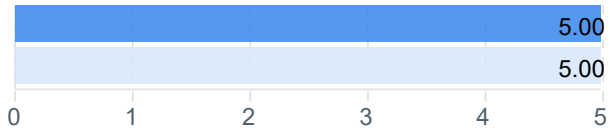
KNOW YOUR CUSTOMER

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



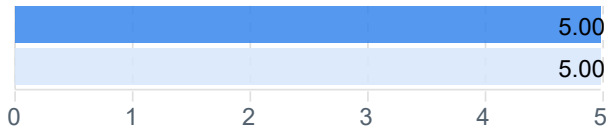
SPEAK UP

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



COURAGE TO ACT

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



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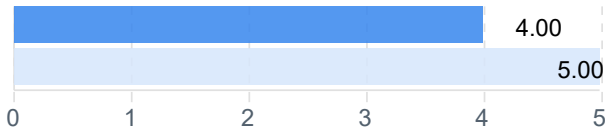
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

COURAGE TO ACT

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



SPEAK UP

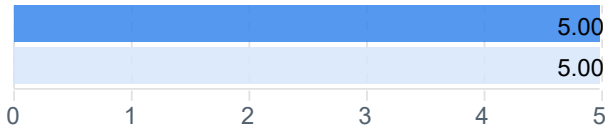
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.

AGILE MINDSET

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

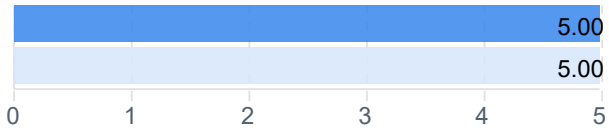
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



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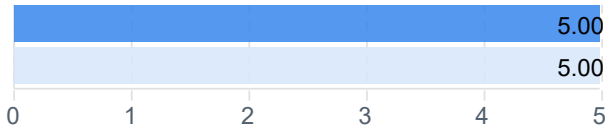
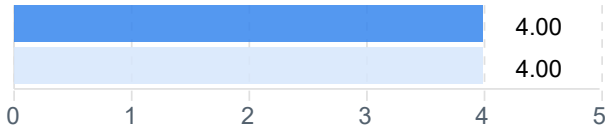
HOLISTIC THINKING

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



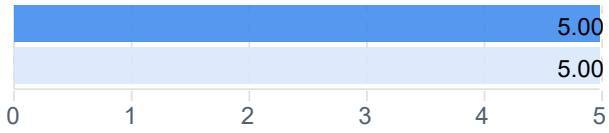
LIFELONG LEARNING

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



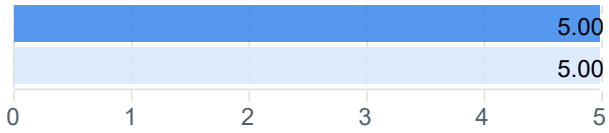
KEEP UP-TO-DATE

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.



SPEAK UP

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

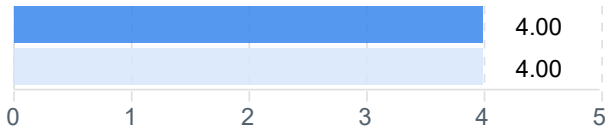


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TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never | Sometimes | Generally | Almost Always | Always

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.0	4.7	3.0	4.8	4.0	4.0	5.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	3.7	4.7	2.6	4.2	4.0	4.0	5.0	5.0
Q3. Identify new possibilities to address current business issues.	3.7	4.7	2.4	4.8	4.0	4.0	5.0	5.0
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	2.6	4.2	5.0	5.0	5.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	5.0	5.0	2.2	4.8	4.0	5.0	5.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.5	5.0	2.8	4.2	5.0	5.0	5.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	4.7	2.4	4.8	5.0	5.0	5.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.5	4.5	2.2	4.0	4.0	5.0	5.0	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.3	4.7	2.6	4.2	4.0	5.0	5.0	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.7	4.7	2.6	4.2	5.0	5.0	5.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	4.7	2.6	4.2	5.0	5.0	5.0	5.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.7	4.7	1.5	4.5	4.0	5.0	5.0	5.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.3	4.7	3.2	3.8	4.0	5.0	5.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.5	4.5	1.6	3.8	4.0	5.0	5.0	5.0

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How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	4.7	2.4	4.2	5.0	5.0	5.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.7	4.7	3.0	4.2	4.0	5.0	5.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.5	5.0	2.4	4.2	5.0	5.0	5.0	5.0
Q18. Leverage one's network and connection to gather market data.	4.3	4.7	2.6	4.2	5.0	5.0	5.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.3	4.7	2.0	4.0	5.0	5.0	5.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.7	4.7	2.4	4.2	5.0	5.0	5.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.3	4.0	2.4	4.0	5.0	5.0	5.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.3	4.7	2.4	4.2	5.0	5.0	4.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.7	4.7	2.4	4.4	5.0	5.0	5.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.7	4.7	2.0	4.6	4.0	5.0	5.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.7	5.0	2.6	4.2	5.0	5.0	5.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.3	4.7	1.8	4.2	5.0	5.0	4.0	5.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.7	4.7	3.2	4.2	5.0	5.0	5.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.7	4.7	2.4	4.2	5.0	5.0	5.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.7	4.7	2.4	4.2	5.0	5.0	5.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	5.0	5.0	3.4	4.0	5.0	5.0	5.0	5.0

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How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	5.0	5.0	2.4	4.2	5.0	5.0	5.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	4.7	2.4	4.2	5.0	5.0	5.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.5	5.0	2.4	4.2	5.0	5.0	5.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.5	5.0	1.8	3.8	5.0	5.0	4.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	5.0	2.6	4.0	5.0	5.0	4.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	5.0	5.0	2.2	4.8	5.0	5.0	5.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	5.0	5.0	2.6	4.2	5.0	5.0	4.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	3.5	4.5	2.2	4.2	5.0	5.0	5.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.5	4.5	2.2	4.2	5.0	5.0	5.0	5.0

* Responses based on Rating scale of 1-5

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