



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

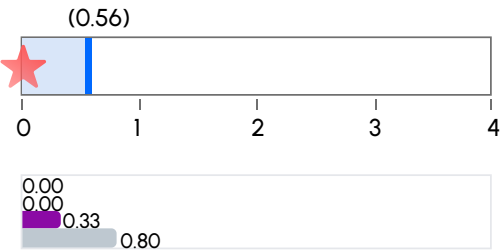
Strengths

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



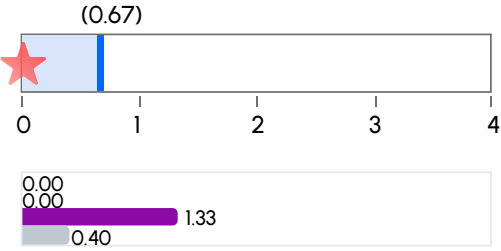
ENGAGE WITH EMPATHY

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



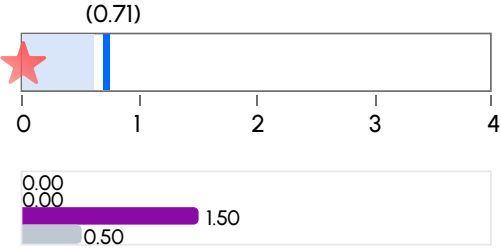
KEEP UP-TO-DATE

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



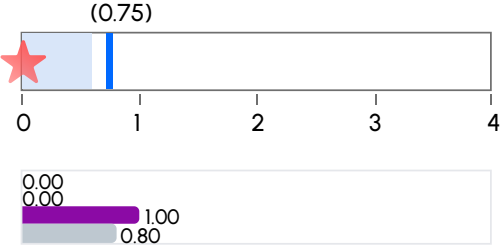
PURPOSEFUL PARTNERSHIP

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



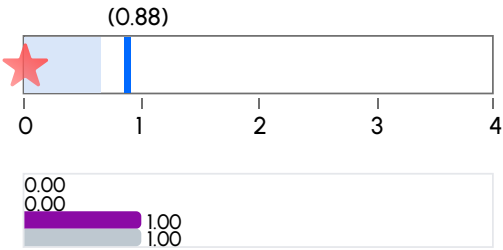
KNOW YOUR CUSTOMER

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



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS

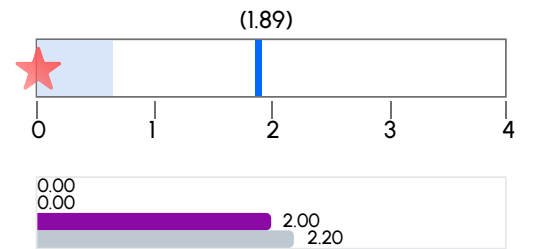
Development Needs

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



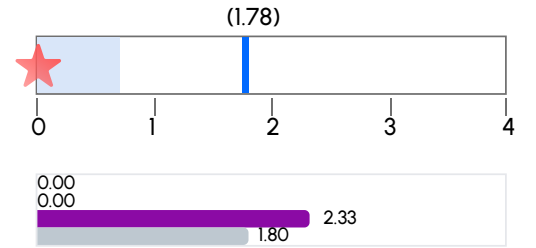
HOLISTIC THINKING

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



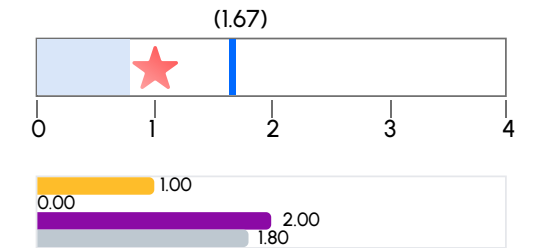
LIFELONG LEARNING

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



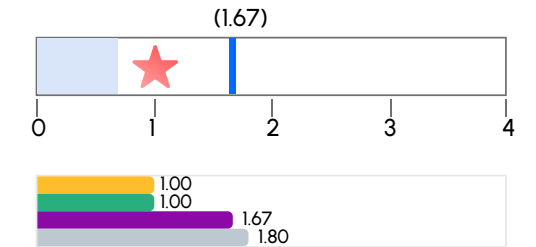
ENGAGE WITH EMPATHY

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



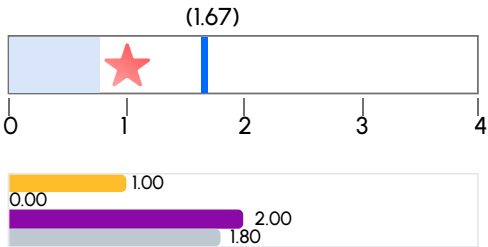
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



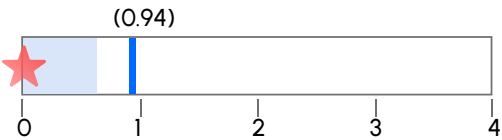
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

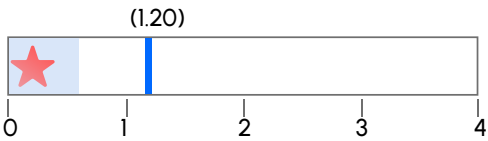
KNOW YOUR CUSTOMER



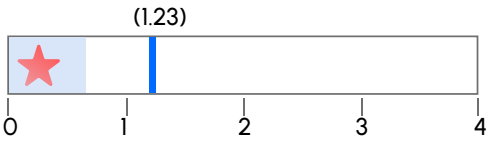
KEEP UP-TO-DATE



COURAGE TO ACT



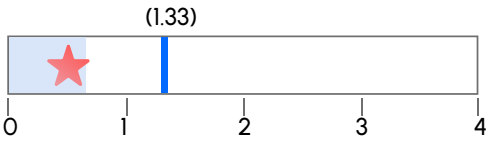
SPEAK UP



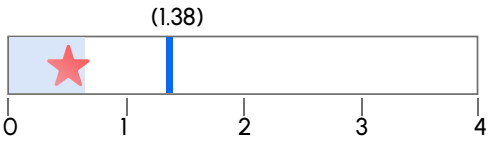
AGILE MINDSET



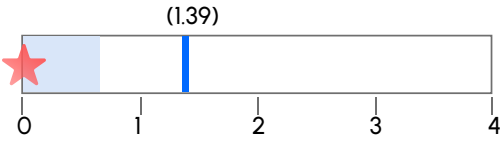
ENGAGE WITH EMPATHY



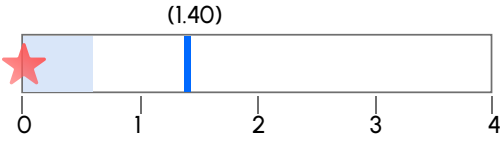
PURPOSEFUL PARTNERSHIP



LIFELONG LEARNING



HOLISTIC THINKING



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	-	1	2	-	-	-
Subordinates	1.40	-	1	2	1	1	-

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	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.20	-	2	1	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	1.00	-	-	1	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	2.25	-	-	2	-	1	1

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	2.00	-	-	1	1	1	-
Subordinates	2.20	-	-	3	-	-	2

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	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	1.40	-	1	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	1.60	-	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.40	-	2	1	1	-	1

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	1.67	-	-	1	2	-	-
Subordinates	1.60	-	3	-	-	-	2

Know Your Customer

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.80	-	3	-	2	-	-

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	1.33	-	-	2	1	-	-
Subordinates	1.00	-	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	1.33	-	1	-	2	-	-
Subordinates	1.00	-	2	1	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	1.00	-	2	1	2	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	1.60	-	2	1	-	1	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	2.00	-	-	-	3	-	-
Subordinates	1.80	-	1	2	-	1	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	0.33	-	2	1	-	-	-
Subordinates	0.80	-	3	1	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	1.80	-	2	-	1	1	1

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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	1.40	-	2	1	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	1.50	-	-	1	1	-	-
Subordinates	0.50	1	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	1	1	1	-
Subordinates	1.80	-	2	1	-	-	2

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	2.00	-	1	1	1	1	1

Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	1.00	-	2	2	-	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	-	-	2	1	-	-
Subordinates	1.60	-	2	1	-	1	1

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	1.00	-	-	1	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	1.40	-	2	1	1	-	1

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

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

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	0.00	1	-	-	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	1.80	-	2	1	-	-	2

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	-	2	-	-
Subordinates	1.20	-	1	2	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	2.67	-	-	-	1	2	-
Subordinates	1.40	-	1	2	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	0.67	-	2	-	1	-	-
Subordinates	1.20	-	2	1	1	1	-

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	1.33	-	-	2	1	-	-
Subordinates	1.40	-	2	1	1	-	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	1.40	-	2	1	-	2	-

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	1.00	-	1	1	1	-	-
Subordinates	1.00	-	2	1	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	1.67	-	-	1	2	-	-
Subordinates	1.40	-	1	2	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	0.40	-	4	-	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	1.20	-	1	2	2	-	-

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	1.20	-	2	2	-	-	1

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	1.67	-	1	-	1	1	-
Subordinates	2.00	-	1	1	1	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	2.00	-	-	-	3	-	-
Subordinates	1.00	-	3	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	2.33	-	-	-	2	1	-
	Subordinates	1.80	-	1	2	-	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	1.50	-	-	1	1	-	-
	Subordinates	1.20	-	3	-	1	-	1

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.67
Q18. Leverage one's network and connection to gather market data.	0.71
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.75
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.88
Q28. Encourage and value innovative ideas and suggestions from others.	0.89
Q30. Give space for self and team members to take risks and learn from mistakes.	0.89
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.89
Q1. Leverage on own and others' relevant experience and insights to make decisions.	1.00
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	1.00
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	1.00
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	1.00
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.00
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.00

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	1.11
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	1.11
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.11
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.13
Q29. Maintain focus to deliver the chosen strategy.	1.22
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.22
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	1.33
Q6. Ensure change plans are executed effectively and in a timely manner.	1.33
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	1.33
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.33
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.33
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.38
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.38
Q8. Provide coaching to help others adapt and be more versatile.	1.44
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.44
Q25. Facilitate discussions with various views to converge and achieve a common objective.	1.56
Q3. Identify new possibilities to address current business issues.	1.63

Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.67
Q16. Empathise whilst balancing the need of individuals and the business.	1.67
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.67
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.67
Q27. Drive implementation with persistence to deliver results despite obstacles.	1.67
Q36. Purposefully manage career development and professional growth of team members.	1.67
Q38. Make effort to teach / coach/ mentor team members.	1.78
Q4. Manage teams' resources to collate information from multiple sources.	1.89

QUALITATIVE FEEDBACK

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

- 1. strong level of empathy in understanding staff concerns and providing the space for flexibility for staff in times of need 2.
- excellent coaching and mentoring skills - always guiding and facilitating staff development through continuous coaching and mentoring
- Tacit Knowledge on the evolution of EPF EPF act and policies Proposing new schemes and policies to the management
- - 30 years of experience of policy making have establish her self as well know EPF ambassador to the external stakeholders - high problem solving skills and fast decision making are good traits of leaderships possessed by Pn Farizan

Strategic thinking and knowledge in EPF Scheme, social protection and financial literacy - translate into policy formulation & recommendation to enhance EPF scheme and actively involved in conducting public talks and briefings to the members and other stakeholders to promote awareness and education on the importance of Retirement/Financial Planning, EPF Scheme's benefits and other matters regarding retirement.

- Long experience at EPF Knowledgeable about EPF products and rationale
- Knowledge and experience

Her experience in the industry and her network. She has the wealth of experience and vast network internally and externally that can be tapped into. She shares her experiences extensively and in a way it helped her team members to do their job. Also her network allows the team to get in touch with relevant stakeholders relatively easier.

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

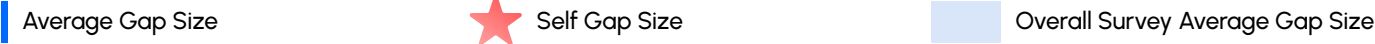
- 1. provide compassion while balancing organization needs vs staff needs 2. manage workload distribution based on situations and priorities, less on functional demarcation
- Supervisory roles - more guidance To involve more cross-section and cross functional, not just focusing on her own scope of work
- To be able to be adaptability and Resilience: In today's dynamic and fast-paced work environment, adaptability and resilience are highly valued qualities.
- Stakeholders' engagement and coaching/ mentoring
- Take on the responsibilities as a leader and manager Be more open to new ideas and changes
- Knowledge sharing Management

- She needs to guide her team more as her team members are mostly younger staff. With her experience, she can make difficult decisions and people do look up to her.

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

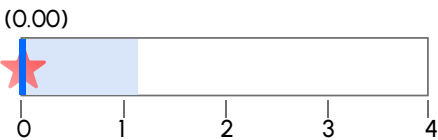
Strengths

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



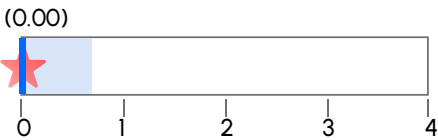
KEEP UP-TO-DATE

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



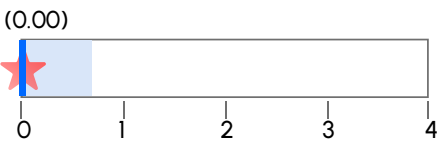
KNOW YOUR CUSTOMER

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



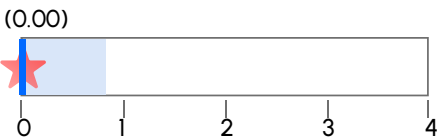
ENGAGE WITH EMPATHY

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



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.



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.

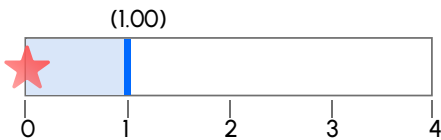
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

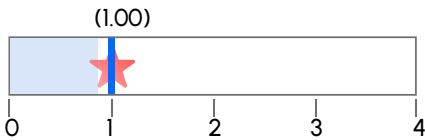
COURAGE TO ACT

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



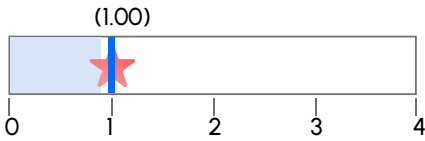
PURPOSEFUL PARTNERSHIP

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



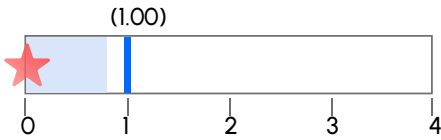
AGILE MINDSET

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



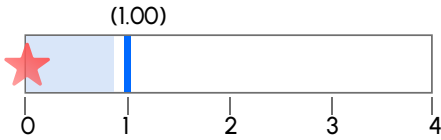
HOLISTIC THINKING

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



SPEAK UP

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



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

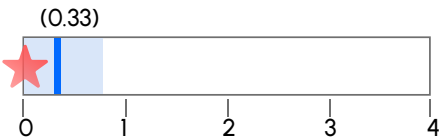
ENGAGE WITH EMPATHY

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



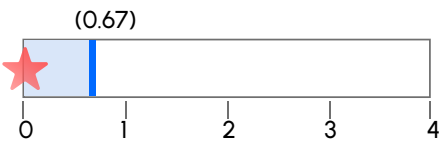
COURAGE TO ACT

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



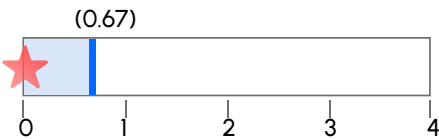
HOLISTIC THINKING

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



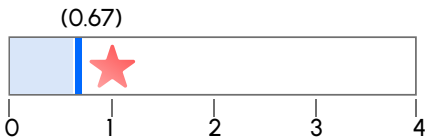
COURAGE TO ACT

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



AGILE MINDSET

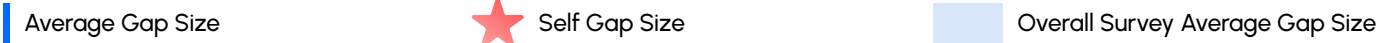
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

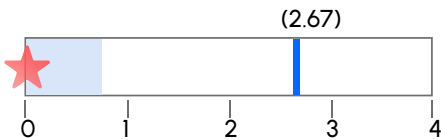
Development Needs

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



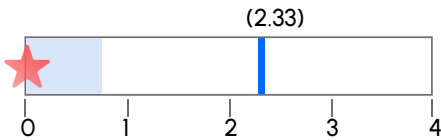
COURAGE TO ACT

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



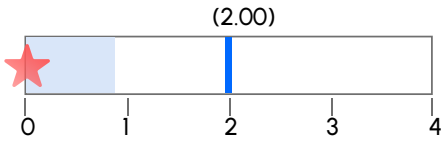
LIFELONG LEARNING

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



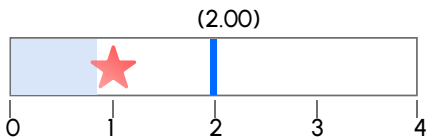
COURAGE TO ACT

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



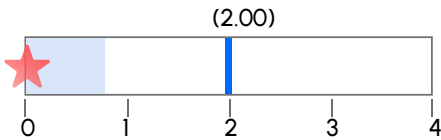
ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

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



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

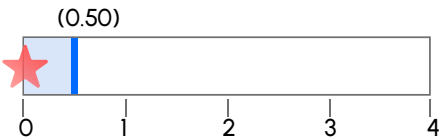
KEEP UP-TO-DATE

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



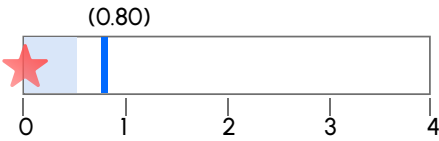
PURPOSEFUL PARTNERSHIP

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



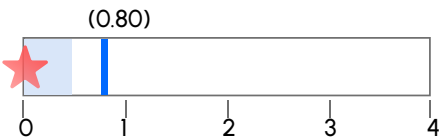
KNOW YOUR CUSTOMER

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



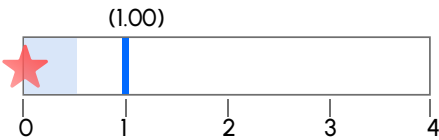
ENGAGE WITH EMPATHY

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



KEEP UP-TO-DATE

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



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.

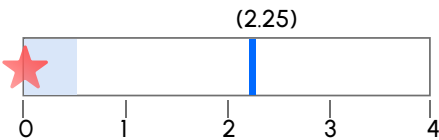
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

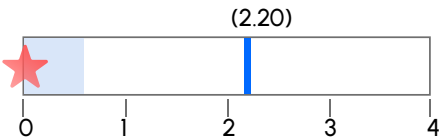
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



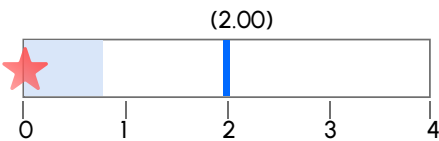
HOLISTIC THINKING

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



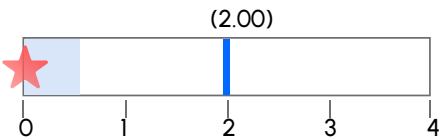
LIFELONG LEARNING

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



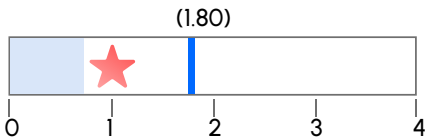
PURPOSEFUL PARTNERSHIP

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



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.



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.



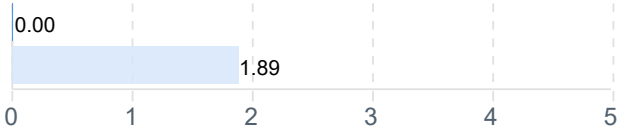
Q2. Examine issues and ideas, considering multiple scenarios and their’ pros and con in decision-making.



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.



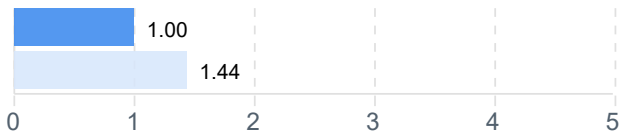
Q6. Ensure change plans are executed effectively and in a timely manner.



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



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.



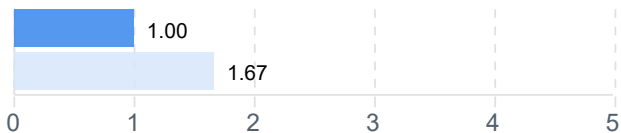
ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



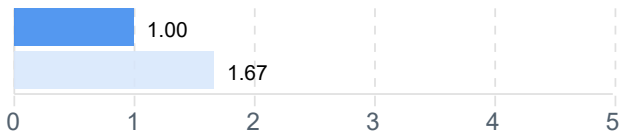
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.



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

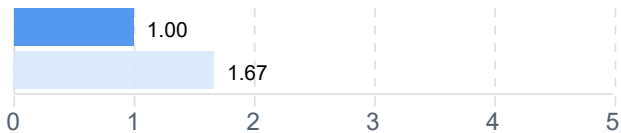
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



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.



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



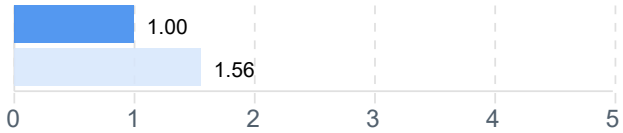
Q23. Encourage constructive feedback and be objective in addressing disagreements.



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.



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.



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.



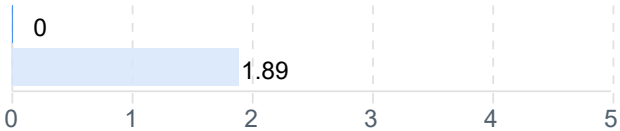
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

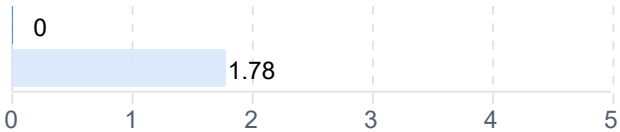
HOLISTIC THINKING

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



LIFELONG LEARNING

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



COURAGE TO ACT

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



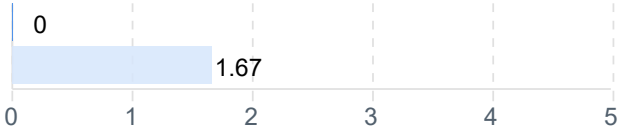
LIFELONG LEARNING

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



PURPOSEFUL PARTNERSHIP

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

AGILE MINDSET

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



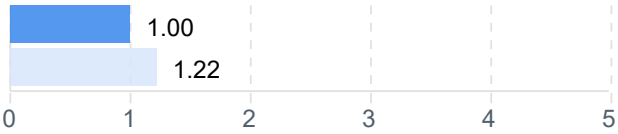
KEEP UP-TO-DATE

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



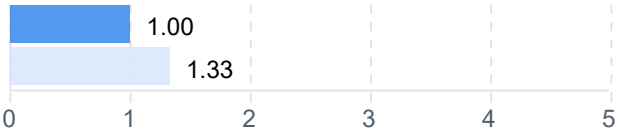
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



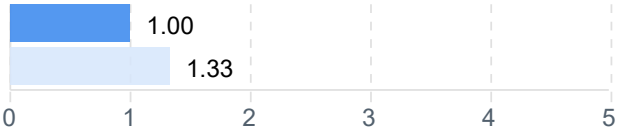
AGILE MINDSET

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

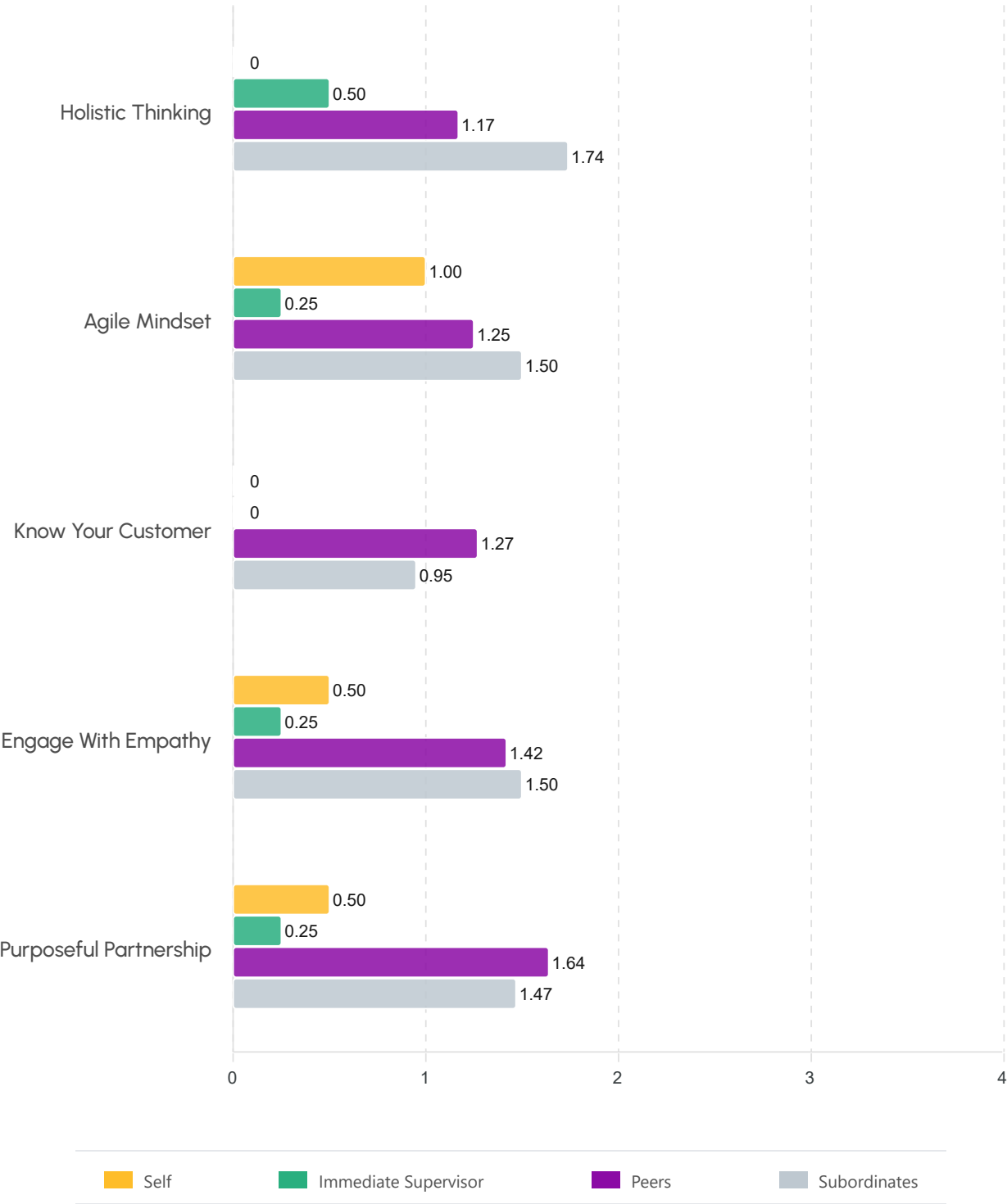


PURPOSEFUL PARTNERSHIP

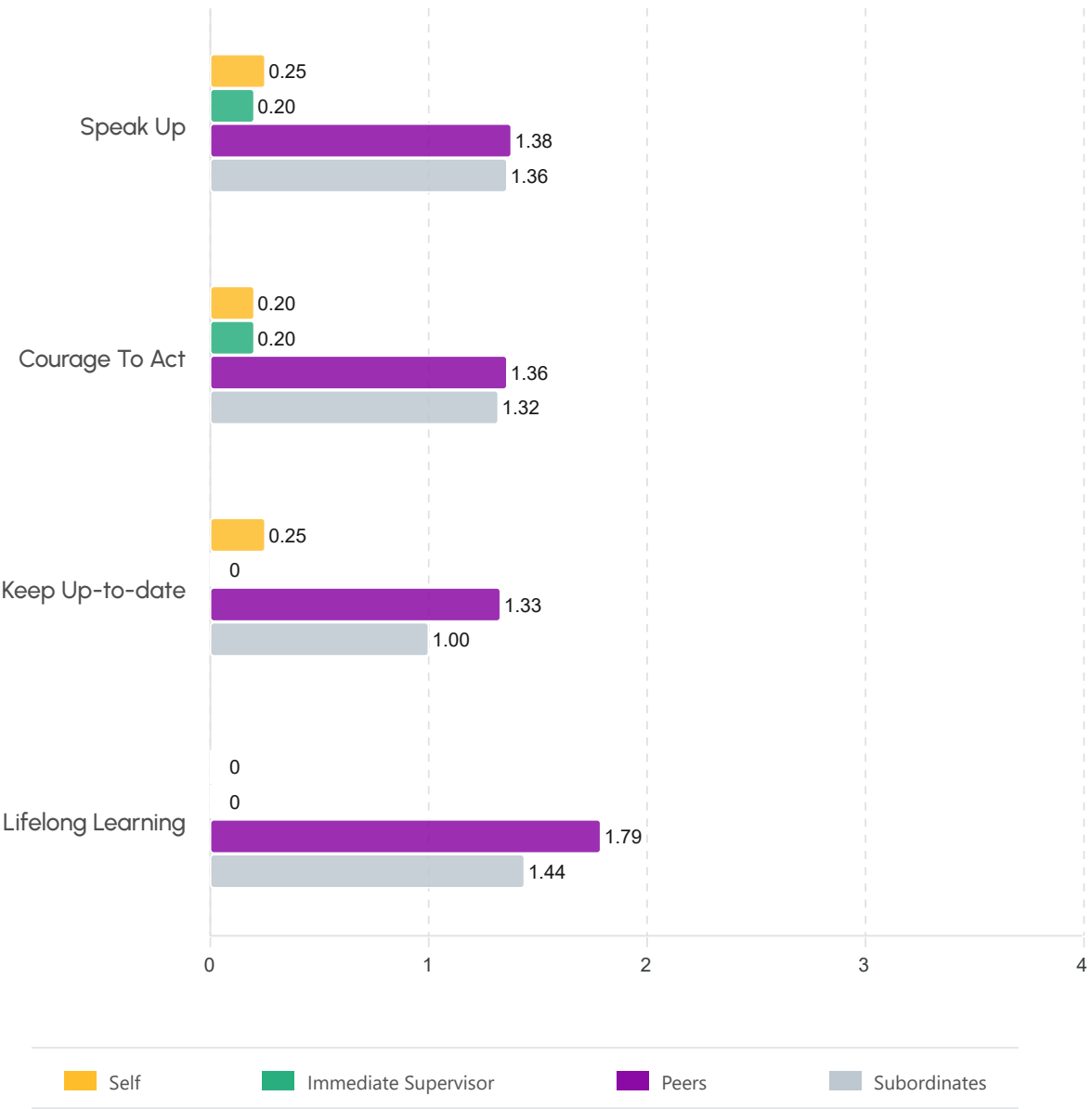
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



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

RATING FROM SELF

Current Expected

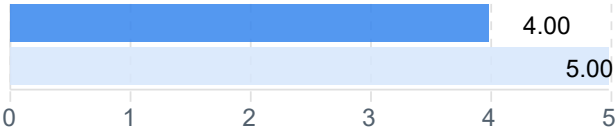
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



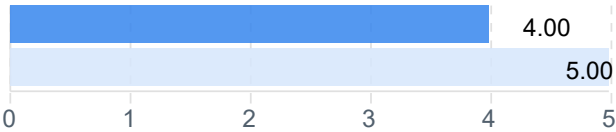
AGILE MINDSET

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



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.



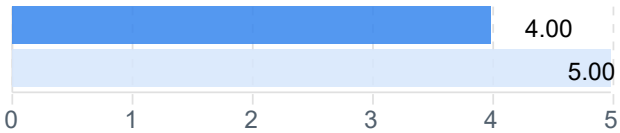
PURPOSEFUL PARTNERSHIP

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



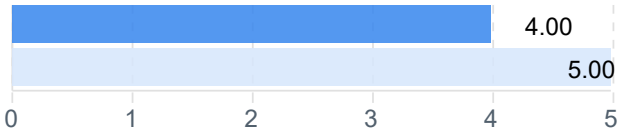
AGILE MINDSET

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



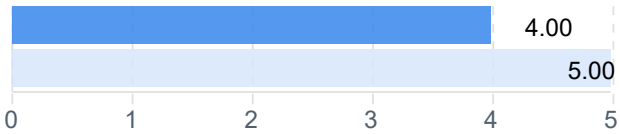
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



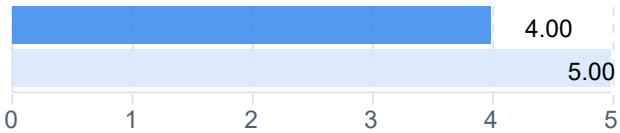
KEEP UP-TO-DATE

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



AGILE MINDSET

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



ENGAGE WITH EMPATHY

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



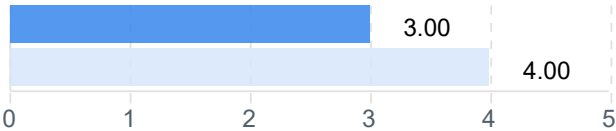
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

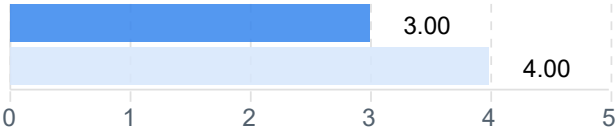
COURAGE TO ACT

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



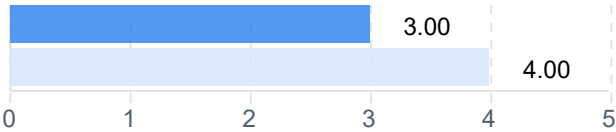
PURPOSEFUL PARTNERSHIP

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



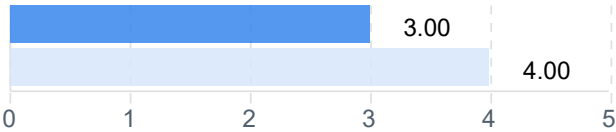
AGILE MINDSET

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



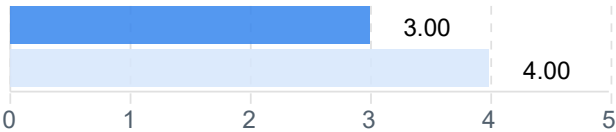
HOLISTIC THINKING

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



SPEAK UP

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



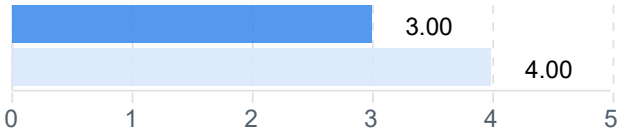
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



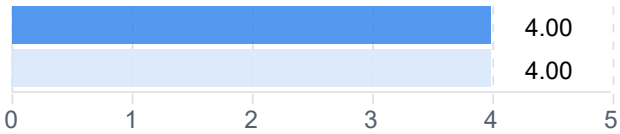
ENGAGE WITH EMPATHY

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



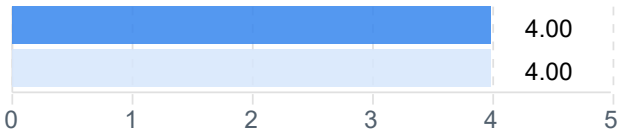
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



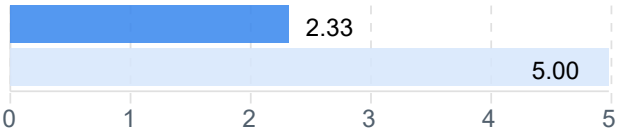
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

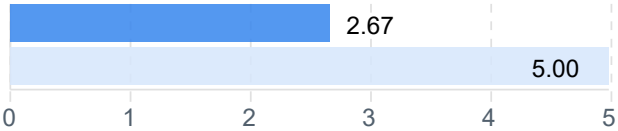
COURAGE TO ACT

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



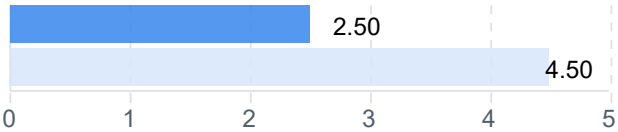
LIFELONG LEARNING

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



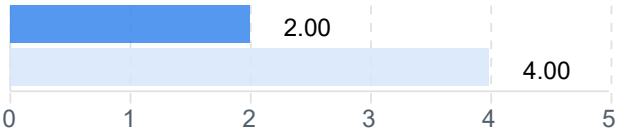
COURAGE TO ACT

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



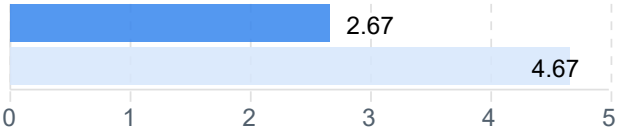
ENGAGE WITH EMPATHY

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



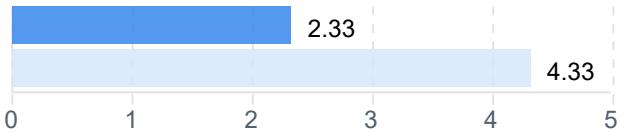
PURPOSEFUL PARTNERSHIP

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



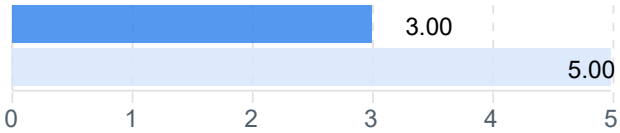
LIFELONG LEARNING

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



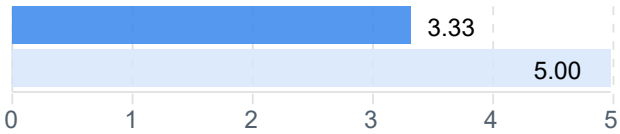
HOLISTIC THINKING

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



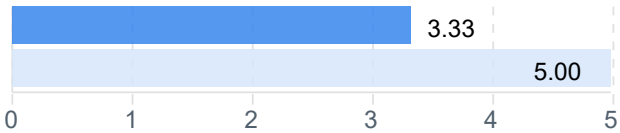
ENGAGE WITH EMPATHY

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



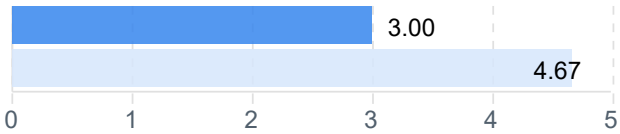
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



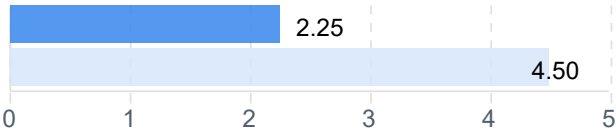
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

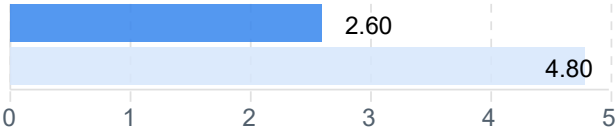
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



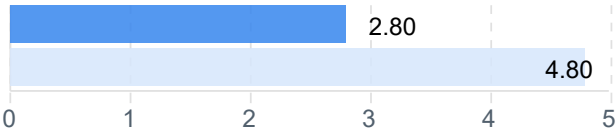
HOLISTIC THINKING

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



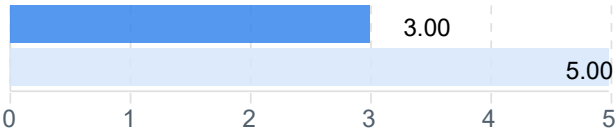
LIFELONG LEARNING

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



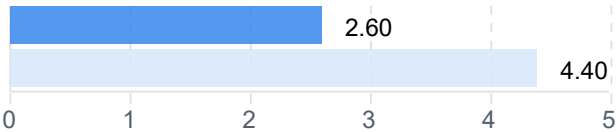
PURPOSEFUL PARTNERSHIP

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



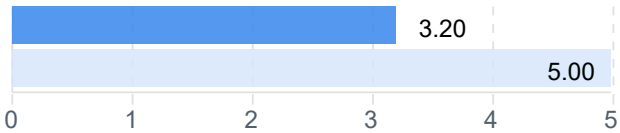
ENGAGE WITH EMPATHY

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



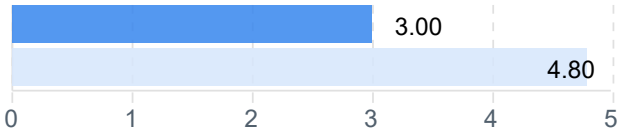
PURPOSEFUL PARTNERSHIP

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



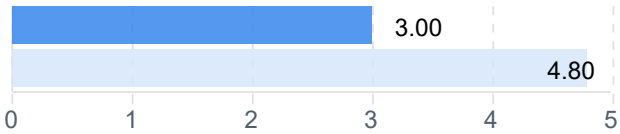
LIFELONG LEARNING

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



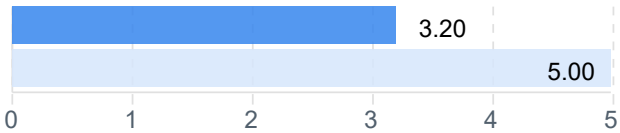
ENGAGE WITH EMPATHY

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



SPEAK UP

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



ENGAGE WITH EMPATHY

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

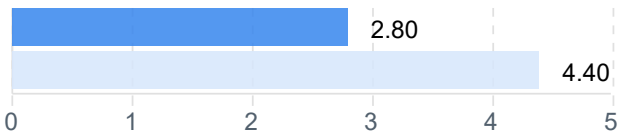


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	5.0	5.0	4.0	4.0	4.0	4.7	3.6	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	5.0	5.0	3.0	4.0	3.7	4.7	3.6	4.8
Q3. Identify new possibilities to address current business issues.	5.0	5.0	4.0	5.0	3.3	4.3	2.3	4.5
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	5.0	4.0	3.0	5.0	2.6	4.8
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	5.0	3.0	4.0	3.3	4.7	3.2	4.6
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	4.0	4.0	3.3	4.7	3.0	4.6
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	5.0	4.0	4.0	4.3	5.0	3.4	4.8
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	4.0	4.0	3.0	4.7	3.2	4.8
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	5.0	5.0	4.0	4.0	3.5	4.5	3.6	4.4
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	5.0	5.0	4.0	4.0	3.7	5.0	3.4	4.4
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	5.0	5.0	5.0	4.0	3.3	4.7	3.3	4.3
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	4.0	4.0	4.0	3.7	5.0	3.6	4.6
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	5.0	5.0	4.0	3.0	3.3	5.0	2.8	4.4

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	5.0	4.0	4.0	2.0	4.0	2.6	4.4
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	4.0	5.0	4.0	4.7	5.0	3.8	4.6
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	5.0	3.0	4.0	3.3	5.0	3.0	4.8
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	5.0	3.0	4.0	3.3	4.7	3.6	5.0
Q18. Leverage one's network and connection to gather market data.	5.0	5.0	4.0	4.0	3.5	5.0	3.8	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	5.0	4.0	4.0	2.7	4.7	3.2	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	5.0	4.0	3.0	4.7	3.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	5.0	5.0	5.0	4.0	2.7	4.0	3.6	4.6
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	5.0	5.0	4.0	4.0	3.0	4.3	2.8	4.4
Q23. Encourage constructive feedback and be objective in addressing disagreements.	5.0	5.0	3.0	4.0	3.5	5.0	3.2	4.6
Q24. Facilitate discussions with various views to converge and achieve a common objective.	4.0	5.0	4.0	3.0	2.3	4.0	3.2	5.0
Q25. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	-	-	5.0	4.0	4.0	5.0	3.8	4.8
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	5.0	5.0	3.0	4.0	2.5	4.5	3.0	4.2
Q27. Drive implementation with persistence to deliver results despite obstacles.	5.0	5.0	5.0	4.0	2.3	5.0	2.8	4.2
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	4.0	4.0	4.0	3.3	4.0	3.6	4.8

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	5.0	4.0	3.0	4.3	3.4	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	5.0	5.0	5.0	4.0	4.0	4.3	3.4	4.8
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	5.0	5.0	4.0	4.0	3.7	4.7	3.2	4.2
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	5.0	5.0	4.0	4.0	3.0	4.7	3.0	4.4
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.0	4.0	4.0	3.0	3.3	4.7	4.0	4.4
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.0	5.0	4.0	3.0	3.3	4.7	3.0	4.2
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	4.0	4.0	4.0	3.3	4.7	3.4	4.6
Q36. Purposefully manage career development and professional growth of team members.	5.0	5.0	5.0	4.0	3.3	5.0	2.8	4.8
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	4.0	4.0	4.0	2.3	4.3	3.2	4.2
Q38. Make effort to teach / coach/ mentor team members.	5.0	5.0	5.0	4.0	2.7	5.0	3.0	4.8
Q39. Nurture an environment that supports coaching and honest performance feedback.	5.0	5.0	5.0	4.0	3.0	4.5	3.6	4.8

* Responses based on Rating scale of 1-5