INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Norain Bt Mohd Yassin
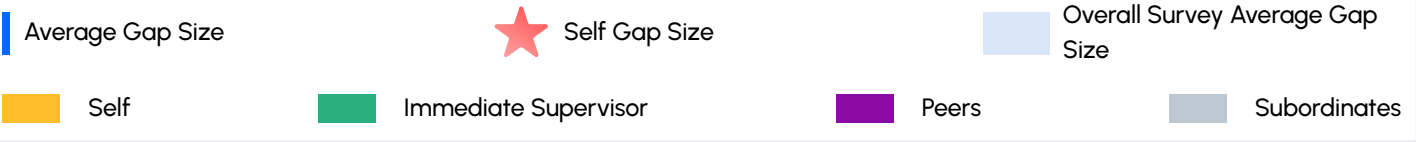
Date: 19/07/2023

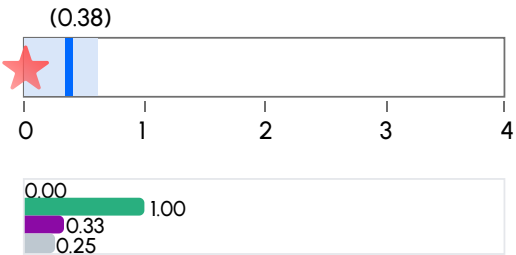## STRENGTHS AND DEVELOPMENT NEEDS

Strengths

These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.
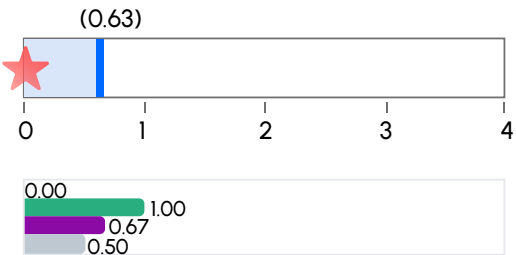
Average Gap Size	Self Gap Size	Overall Survey Average Gap Size
Self	Immediate Supervisor	Peers Subordinates

AGILE MINDSET

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

(0.38)

0.00
1.00
0.33
0.25

HOLISTIC THINKING

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

(0.63)

0.00
1.00
0.67
0.50

COURAGE TO ACT

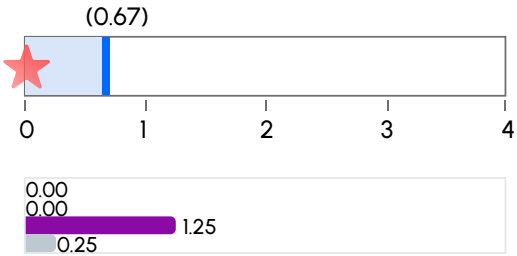Q27. Drive implementation with persistence to deliver results despite obstacles.

(0.63)

0.00
0.00
1.33
0.25
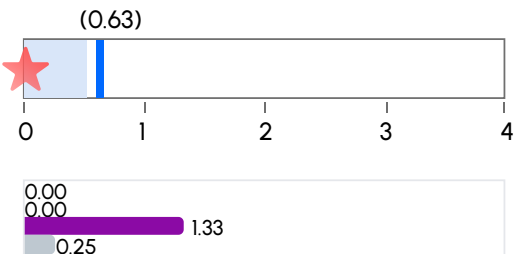
KEEP UP-TO-DATE

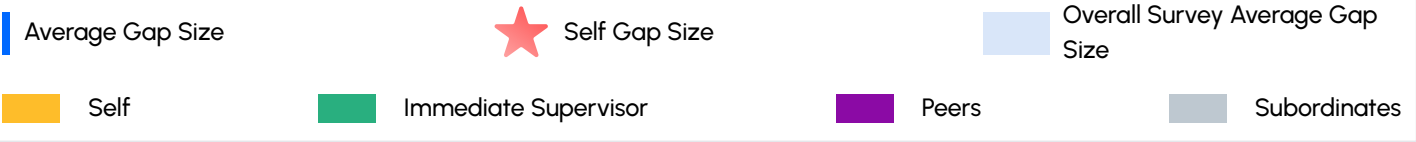Q33. Create opportunities for the team to be in touch by having external exposure from related industries

(0.63)

0.00
0.00
1.33
0.25
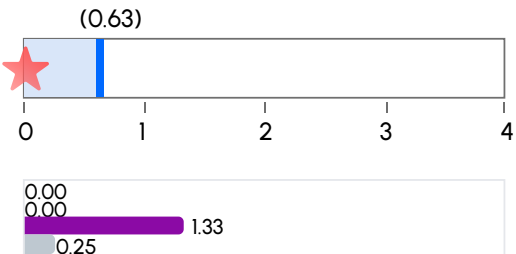
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.

(0.67)

0   1   2   3   4

0.00
0.00
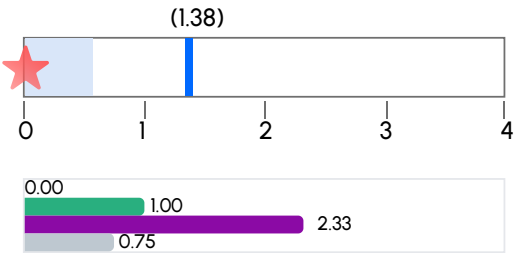1.25
0.25

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

PURPOSEFUL PARTNERSHIP

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

(1.38)

0 1 2 3 4

0.00
1.00
2.33
0.75

COURAGE TO ACT

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

(1.38)

0 1 2 3 4

0.00
1.00
2.33
0.75

PURPOSEFUL PARTNERSHIP

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

(1.25)

0 1 2 3 4

0.00
0.00
2.00
1.00

SPEAK UP

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

(1.22)

0 1 2 3 4

0.00
1.00
2.25
0.25

LIFELONG LEARNING

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

(1.13)

0   1   2   3   4

0.00
1.00
2.00
0.50
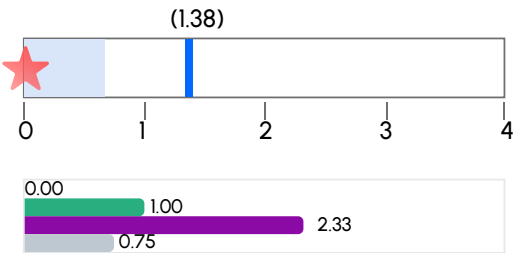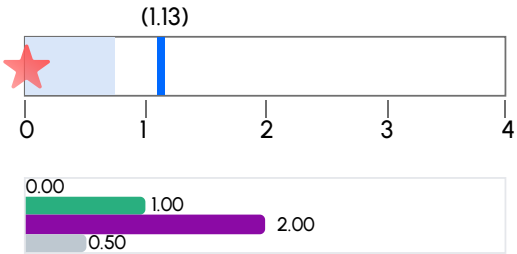
COMPETENCIES REPORT IN ASCENDING ORDER

	Average Gap Size		Self Gap Size		Overall Survey Average Gap Size
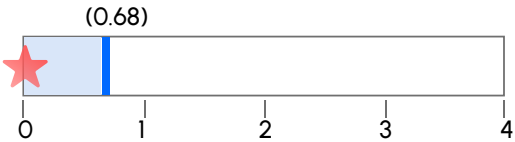
AGILE MINDSET

(0.68)

0   1   2   3   4

HOLISTIC THINKING

(0.74)

0   1   2   3   4

ENGAGE WITH EMPATHY

(0.83)

0   1   2   3   4

KEEP UP-TO-DATE

(0.88)

0   1   2   3   4

KNOW YOUR CUSTOMER

(0.94)

0   1   2   3   4

LIFELONG LEARNING

(0.95)

0   1   2   3   4

SPEAK UP

(1.00)

0   1   2   3   4

COURAGE TO ACT

(1.00)

0   1   2   3   4

PURPOSEFUL PARTNERSHIP

(1.06)
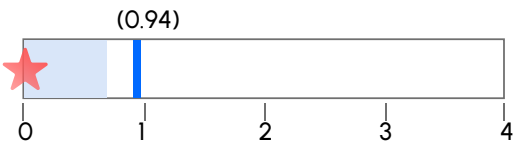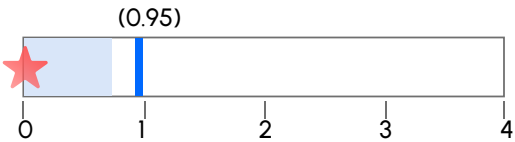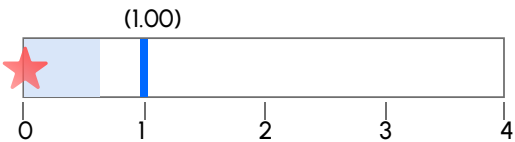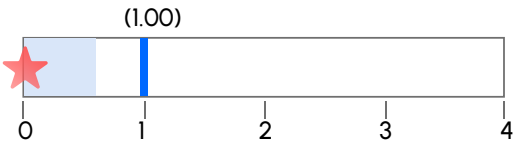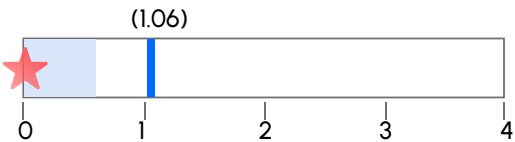
0   1   2   3   4

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	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	0.50	-	2	2	-	-	-

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	1.25	-	1	2	-	1	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.50	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.25	-	3	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	1.00	-	-	4	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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	1.00	-	-	1	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	0.50	-	2	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	1.00	-	-	1	-	-	-
Peers	1.00	-	2	1	-	1	-
Subordinates	0.50	-	2	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	1.75	-	-	3	-	-	1
Subordinates	0.50	-	2	2	-	-	-

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	2.00	-	-	1	1	1	-
Subordinates	0.50	-	2	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	1.00	-	-	1	-	-	-
Peers	1.00	-	2	-	2	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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	1.00	-	-	1	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.50	-	2	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	2.33	-	-	1	1	-	1
Subordinates	0.75	-	2	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	1.00	-	-	1	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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	2.00	-	-	1	1	1	-
Subordinates	1.00	-	-	4	-	-	-

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	1.33	-	-	2	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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	1.75	-	-	2	1	1	-
Subordinates	0.50	-	2	2	-	-	-

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	1.75	-	1	1	1	-	1
Subordinates	0.50	-	2	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	1.00	-	-	1	-	-	-
Peers	2.25	-	-	1	2	-	1
Subordinates	0.25	-	3	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
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	1	2	1	-
Subordinates	0.25	-	3	1	-	-	-

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	0.00	-	1	-	-	-	-
Peers	2.00	-	-	2	1	-	1
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.25	-	3	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	2.00	-	1	-	2	-	1
Subordinates	0.50	-	2	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	1.25	-	1	2	-	1	-
Subordinates	0.50	-	2	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	1.00	-	-	1	-	-	-
Peers	2.33	-	-	1	1	-	1
Subordinates	0.75	-	1	3	-	-	-

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	1.00	-	-	1	-	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	0.25	-	3	1	-	-	-

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	1.00	-	-	1	-	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	0.25	-	3	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	0.25	-	3	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	1.00	-	-	1	-	-	-
Peers	2.00	-	-	1	1	1	-
Subordinates	0.25	-	3	1	-	-	-

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.50	-	2	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	1.00	-	-	1	-	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.50	-	2	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	2.00	-	1	-	1	-	1
Subordinates	0.50	-	2	2	-	-	-

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	1.25	-	1	2	-	1	-
Subordinates	0.75	-	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	2.00	-	1	-	1	-	1
Subordinates	0.75	-	2	1	1	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q6. Ensure change plans are executed effectively and in a timely manner.	0.38
Q4. Manage teams' resources to collate information from multiple sources.	0.63
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.63
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.63
Q3. Identify new possibilities to address current business issues.	0.67
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.67
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.67
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.75
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.75
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.78
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.78
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.78
Q15. Share similar experiences that may be adapted to their work circumstances.	0.78
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.78

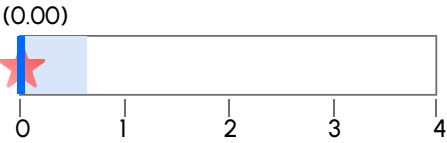|	
Q29. Maintain focus to deliver the chosen strategy.	0.78
Q18. Leverage one's network and connection to gather market data.	0.86
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.88
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.88
Q36. Purposefully manage career development and professional growth of team members.	0.88
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.89
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.89
Q16. Empathise whilst balancing the need of individuals and the business.	0.89
Q38. Make effort to teach / coach/ mentor team members.	0.89
Q8. Provide coaching to help others adapt and be more versatile.	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
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.00
Q25. Facilitate discussions with various views to converge and achieve a common objective.	1.00
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.00
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	1.00
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	1.11

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.   1.11

Q28. Encourage and value innovative ideas and suggestions from others.   1.11

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.   1.13

Q39. Nurture an environment that supports coaching and honest performance feedback.   1.13

Q23. Encourage constructive feedback and be objective in addressing disagreements.   1.22

Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.   1.25

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.   1.38

Q30. Give space for self and team members to take risks and learn from mistakes.   1.38

QUALITATIVE FEEDBACK

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

- hollistic thinking and ideas align with organization objective

- always discuss for better strategy firm in decision making

- Resilience and creative - she is always finding ways to improve or deliver better service

- High Empathy Good Mentor and always give proper guidance to the team members

- 1. Effective coaching, where the participant always provides the opportunity for the team members to express their ideas especially work-related, present those ideas, and offer coaching during the process. 2. Communication, where the participant could present and communicate effectively with the team members especially when there are issues and involve explanation and rationale.

- 1. Presented to team members and management with confident and smoothly 2.Capability on analyses data and proposed an idea/report.

- 1. Has passion in numbers which reflected in her analysing and forecasting the traffic of Call Centre and resource planning. 2. Quick action on customer recovery esp on difficult customers

- 1. Focus to deliver the chosen strategy and a result-oriented person. 2. Guide subordinates to understand and stay relevant to trend and industry.

- Persistent and very focused on achieving targets.

- 1. Ability to manage team members of diverse age, background and capabilities - devise ways to drive team members to deliver as expected 2. Patience - dealing with diverse team members and managing customers

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

- no comment.

- emotional control more open to receive ideas form others

- to support the innovative and creative improvement ideas with concrete data analytics; ie. enhance the usage of data

- NA

- 1. Practice staying calm when something causes a delay in the workflow or when making important decisions. 2. Skills related to interacting with customers or clients, handling difficult situations, and providing excellent service.

- 1. It would help build good relationship with others if communicate in harmony situation and considerate of others.. 2. It could be effective if think/take it positive on any comment or feedback from others - reduce stress.

- 1. Be open, transparent and sincere when communicating and engaging with her audience regardless of background and level. . 2. Apply Holistic thinking yet empathize when designing/ proposing new procedures by considering the whole context.

- 1. Understanding data management and able to analyze data in order to plan short term or long term strategy for section or department. 2. Able to impose critical thinking and at the same time embrace empathy towards subordinates.

- More emphatic when dealing with people and open to new ideas.

- 1. Less territorial, more open with stakeholders and receptive for new ideas and suggestions 2. Align the bigger picture with day-to-day work, rather than seeing day to day challenges as impediments

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.
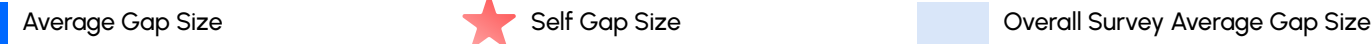
Average Gap Size	Self Gap Size	Overall Survey Average Gap Size

SPEAK UP

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

(0.00)

0 1 2 3 4

AGILE MINDSET

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

(0.00)

0 1 2 3 4

COURAGE TO ACT

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

(0.00)

0 1 2 3 4
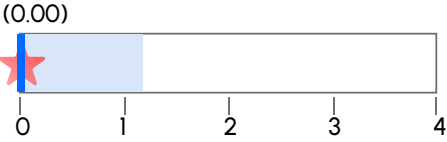
HOLISTIC THINKING

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

(0.00)

0 1 2 3 4

COURAGE TO ACT

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

(0.00)

0 1 2 3 4
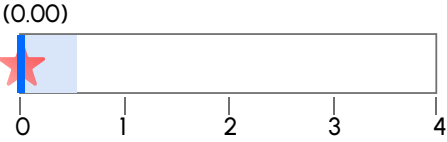
STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

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.
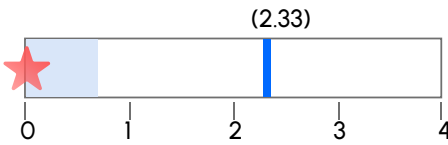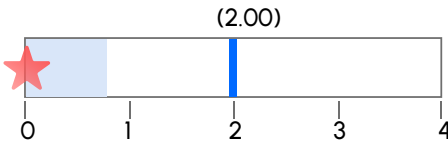
Average Gap Size	Self Gap Size	Overall Survey Average Gap Size

ENGAGE WITH EMPATHY

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

(1.00)

0 1 2 3 4

KNOW YOUR CUSTOMER

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

(1.00)

0 1 2 3 4

LIFELONG LEARNING

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

(1.00)

0 1 2 3 4

KEEP UP-TO-DATE

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

(1.00)

0 1 2 3 4

HOLISTIC THINKING

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

(1.00)

0 1 2 3 4
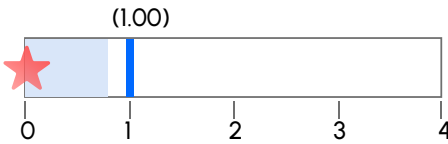
STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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

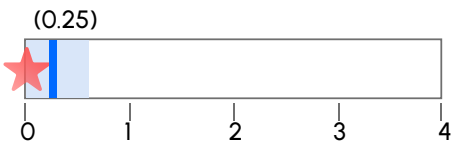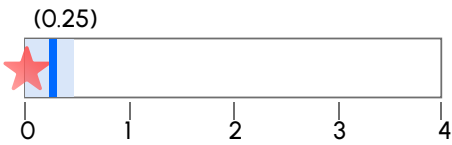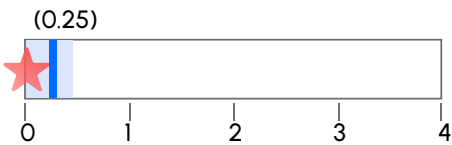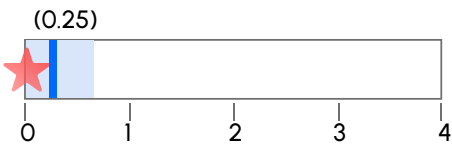| Average Gap Size	Self Gap Size	Overall Survey Average Gap Size

AGILE MINDSET

Q6. Ensure change plans are executed effectively and in a timely manner.
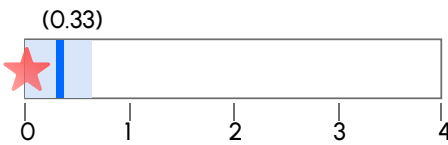
(0.33)

HOLISTIC THINKING

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

(0.67)

ENGAGE WITH EMPATHY

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

(1.00)

LIFELONG LEARNING

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

(1.00)

AGILE MINDSET

Q5. Assess the effectiveness and constantly update plans to adapt to different situations.
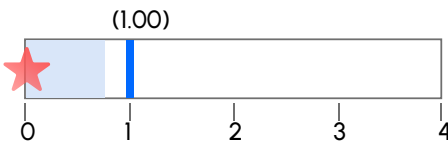
(1.00)

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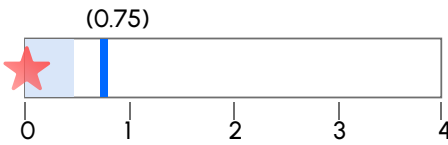
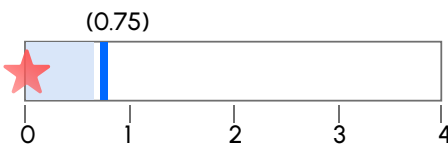| Average Gap Size	Self Gap Size	Overall Survey Average Gap Size

PURPOSEFUL PARTNERSHIP

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

(2.33)

COURAGE TO ACT

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

(2.33)

SPEAK UP

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

(2.25)

COURAGE TO ACT

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

(2.00)

LIFELONG LEARNING

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

(2.00)

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

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

(0.25)

0   1   2   3   4

HOLISTIC THINKING

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

(0.25)

0   1   2   3   4

COURAGE TO ACT

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

(0.25)

0   1   2   3   4

KEEP UP-TO-DATE

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

(0.25)

0   1   2   3   4

AGILE MINDSET

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

(0.25)

0   1   2   3   4
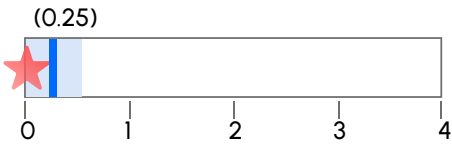
STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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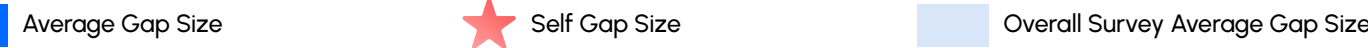
Average Gap Size	★ Self Gap Size	Overall Survey Average Gap Size

PURPOSEFUL PARTNERSHIP

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

(1.00)

PURPOSEFUL PARTNERSHIP

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

(0.75)

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.

(0.75)

PURPOSEFUL PARTNERSHIP

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

(0.75)

LIFELONG LEARNING

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

(0.75)

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.

0.00
0.89

0 1 2 3 4 5

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

0.00
0.78

0 1 2 3 4 5

Q3. Identify new possibilities to address current business issues.

0.00
0.67

0 1 2 3 4 5

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

0.00
0.63

0 1 2 3 4 5

AGILE MINDSET

■ Self Gap Size   ■ Average Gap Size

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

0.00
0.67

0 1 2 3 4 5

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

0.00
0.38

0 1 2 3 4 5

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

0.00
0.67

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

0.00
1.00

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.

0.00
0.89

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

0.00
0.78

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

0.00
1.11

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

0.00
1.00

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.

0.00
0.78

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

0.00
0.88

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

0.00
0.78

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

0.00
0.89
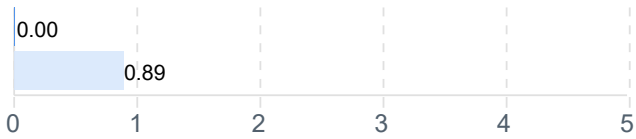
PURPOSEFUL PARTNERSHIP

▇ Self Gap Size   ▢ Average Gap Size

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

0.00
1.38

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

0.00
0.86

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

0.00
1.25

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

0.00
0.75
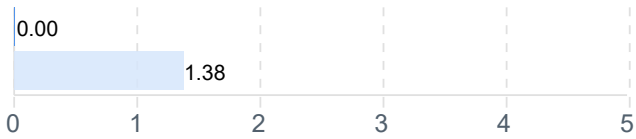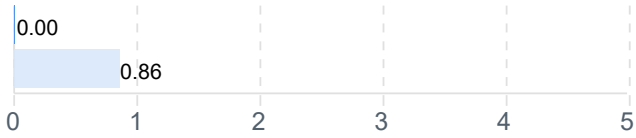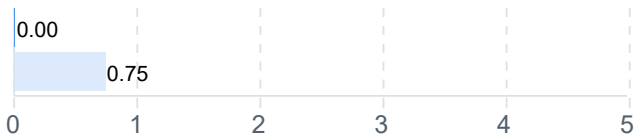
SPEAK UP

▇ Self Gap Size   ▢ Average Gap Size

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

0.00
1.00

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
1.00

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
1.22

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
0.78

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
1.00

| 0 | 1 | 2 | 3 | 4 | 5 |

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.

0.00
1.11

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
0.63

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
1.11

Q29. Maintain focus to deliver the chosen strategy.

0.00
0.78

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

0.00
1.38

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.

0.00
0.88

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

0.00
1.00

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

0.00
0.63

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

0.00
1.00

LIFELONG LEARNING

Self Gap Size   Average Gap Size

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

0.00
0.75

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
0.88

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
1.13

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
0.89

| 0 | 1 | 2 | 3 | 4 | 5 |

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

0.00
1.13

| 0 | 1 | 2 | 3 | 4 | 5 |
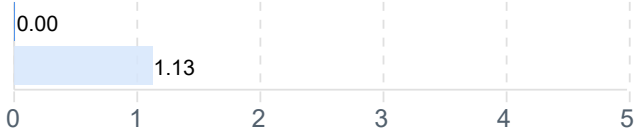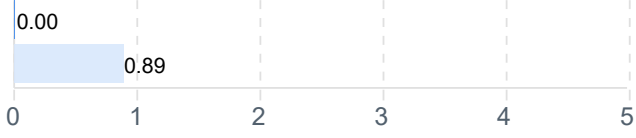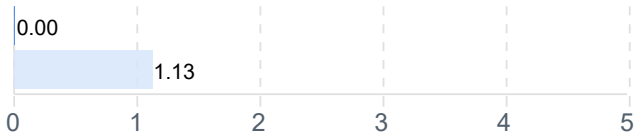
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

■ Self Rating   ■ Average Gap Rating

PURPOSEFUL PARTNERSHIP

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

0
1.38
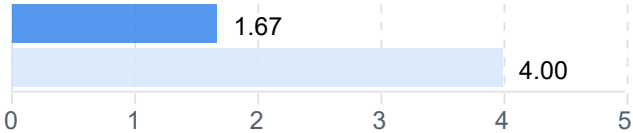
COURAGE TO ACT

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

0
1.38

PURPOSEFUL PARTNERSHIP

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

0
1.25

SPEAK UP

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

0
1.22

LIFELONG LEARNING

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

0
1.13

TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP   ▬ Self Rating   ▬ Average Gap Rating

-- There are no Underestimated to show --

TOP 5 UNDERESTIMATED COMPETENCIES

AVG GAP PER ROLE BY COMPETENCY

Holistic Thinking
- Immediate Supervisor: 0.50
- Peers: 1.20
- Subordinates: 0.38

Agile Mindset
- Immediate Supervisor: 0.50
- Peers: 0.93
- Subordinates: 0.50

Know Your Customer
- Immediate Supervisor: 0.75
- Peers: 1.47
- Subordinates: 0.50

Engage With Empathy
- Immediate Supervisor: 1.00
- Peers: 1.13
- Subordinates: 0.50

Purposeful Partnership
- Immediate Supervisor: 0.50
- Peers: 1.73
- Subordinates: 0.75

Legend: Immediate Supervisor | Peers | Subordinates

	Immediate Supervisor	Peers	Subordinates
Speak Up	0.20	1.85	0.35
Courage To Act	0.20	1.78	0.50
Keep Up-to-date	0.75	1.69	0.25
Lifelong Learning	0.60	1.50	0.60

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

RATING FROM PEERS

Current　　Expected

PURPOSEFUL PARTNERSHIP

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

2.00
4.33

SPEAK UP

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

2.00
4.25

COURAGE TO ACT

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

1.67
4.00

COURAGE TO ACT

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

2.75
4.75
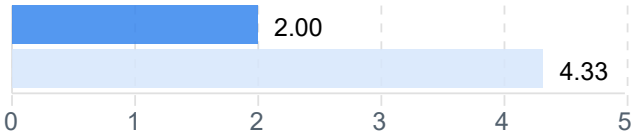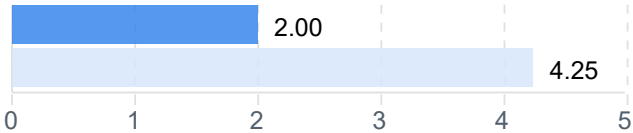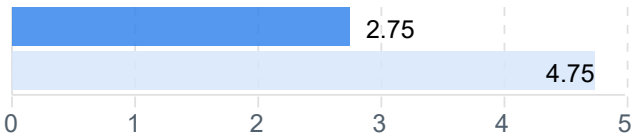
COURAGE TO ACT

Q28. Encourage and value innovative ideas and suggestions from others.
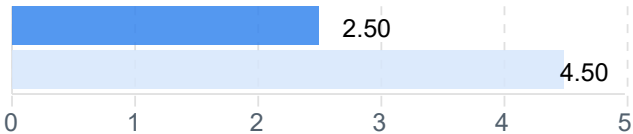
2.50
4.50

PURPOSEFUL PARTNERSHIP

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

2.33
4.33

LIFELONG LEARNING

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

2.33
4.33
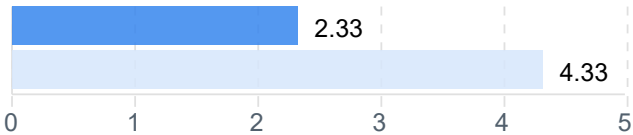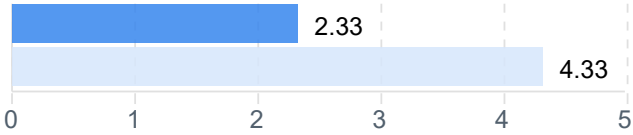
KNOW YOUR CUSTOMER

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

2.33
4.33
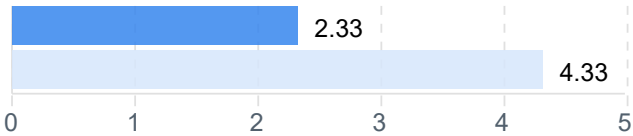
KEEP UP-TO-DATE

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

2.33
4.33
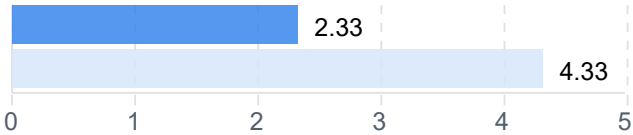
SPEAK UP

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

2.25
4.25
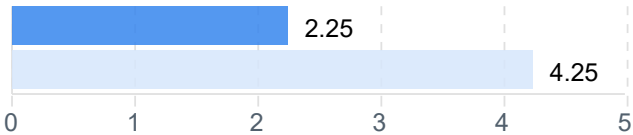
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

■ Current   ■ Expected

LIFELONG LEARNING

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

3.00
4.00

KEEP UP-TO-DATE

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

3.00
4.00

KNOW YOUR CUSTOMER

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

3.00
4.00

PURPOSEFUL PARTNERSHIP

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

3.00
4.00

HOLISTIC THINKING

Q1. Leverage on own and others' relevant experience and insights to make decisions.
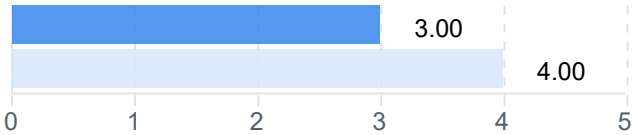
3.00
4.00

ENGAGE WITH EMPATHY

Q13. Empathise in a way that motivates one to take action to help others in the work environment.
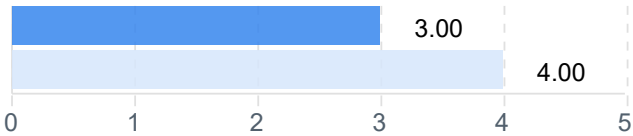
3.00
4.00

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.
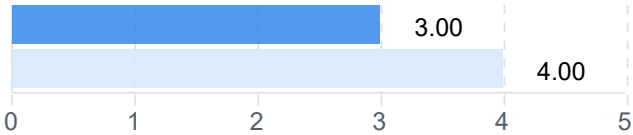
3.00
4.00

KNOW YOUR CUSTOMER

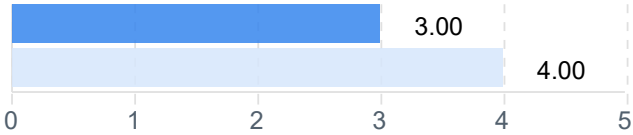Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.

3.00
4.00

LIFELONG LEARNING

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

3.00
4.00

AGILE MINDSET

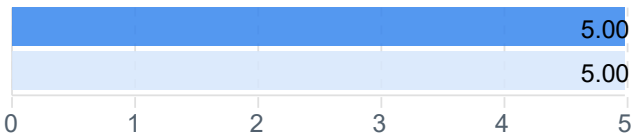Q6. Ensure change plans are executed effectively and in a timely manner.

3.00
4.00

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

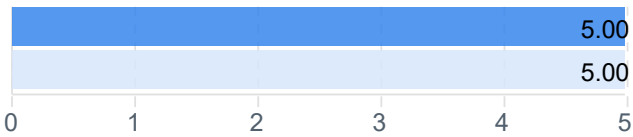**RATING FROM SELF**   ■ Current ■ Expected

COURAGE TO ACT

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.
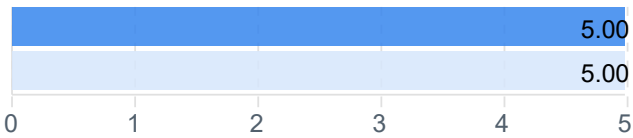
Current: 5.00
Expected: 5.00

AGILE MINDSET

Q5. Assess the effectiveness and constantly update plans to adapt to different situations.
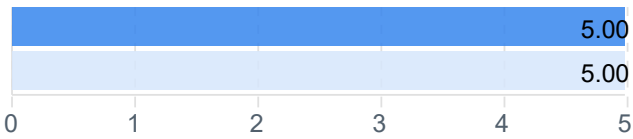
Current: 5.00
Expected: 5.00

LIFELONG LEARNING

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.
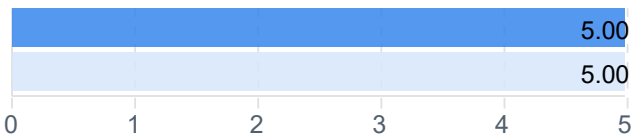
Current: 5.00
Expected: 5.00

KEEP UP-TO-DATE

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

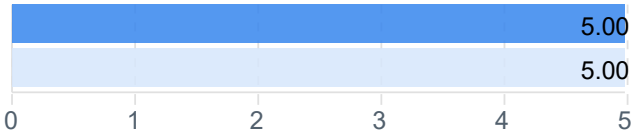Current: 5.00
Expected: 5.00

KNOW YOUR CUSTOMER

Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.
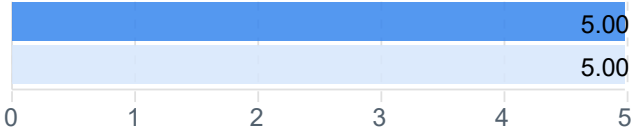
Current: 5.00
Expected: 5.00

PURPOSEFUL PARTNERSHIP

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

5.00
5.00

SPEAK UP

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

5.00
5.00

HOLISTIC THINKING

Q1. Leverage on own and others' relevant experience and insights to make decisions.
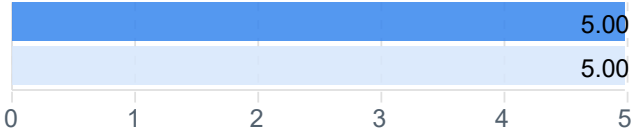
5.00
5.00

ENGAGE WITH EMPATHY

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

5.00
5.00

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.

5.00
5.00

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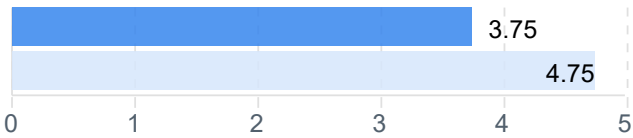
RATING FROM SUBORDINATES

■ Current   ■ Expected

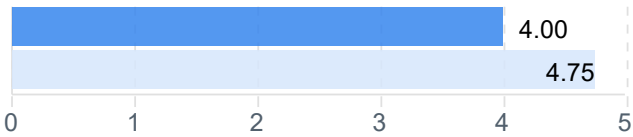#### PURPOSEFUL PARTNERSHIP

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

Current: 3.75
Expected: 4.75

PURPOSEFUL PARTNERSHIP

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

Current: 4.00
Expected: 4.75

PURPOSEFUL PARTNERSHIP

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

Current: 4.00
Expected: 4.75

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.

Current: 4.25
Expected: 5.00

LIFELONG LEARNING

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

Current: 4.25
Expected: 5.00

AGILE MINDSET

Q8. Provide coaching to help others adapt and be more versatile.
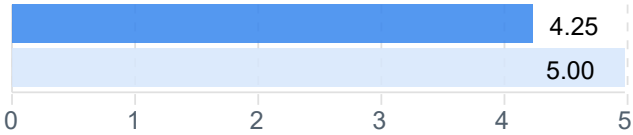
4.25
5.00

COURAGE TO ACT

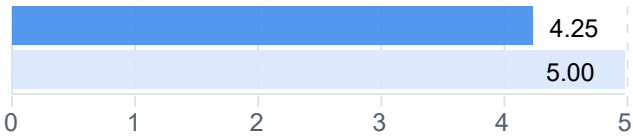Q30. Give space for self and team members to take risks and learn from mistakes.

3.75
4.50
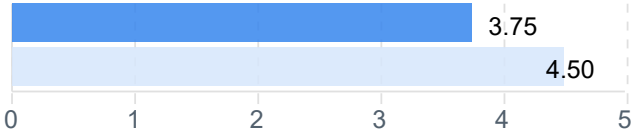
LIFELONG LEARNING

Q39. Nurture an environment that supports coaching and honest performance feedback.
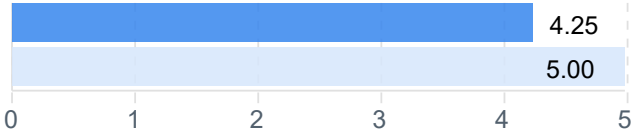
4.25
5.00

COURAGE TO ACT

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

4.25
4.75

AGILE MINDSET

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

4.00
4.50

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

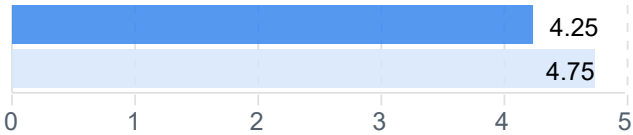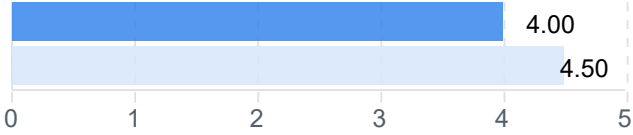| How often does this person demonstrate the following -	Peers		Immediate Supervisor		Self		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.0	4.0	3.0	4.0	5.0	5.0	4.3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

How often does this person demonstrate the following -	Peers		Immediate Supervisor		Self		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q28. Encourage and value innovative ideas and suggestions from others.	2.5	4.5	4.0	4.0	5.0	5.0	4.3	4.8
Q29. Maintain focus to deliver the chosen strategy.	3.5	4.8	4.0	4.0	5.0	5.0	4.3	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	1.7	4.0	3.0	4.0	5.0	5.0	3.8	4.5
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	2.7	4.3	3.0	4.0	5.0	5.0	4.3	4.5
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	2.8	4.5	3.0	4.0	5.0	5.0	4.3	4.5
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	2.7	4.0	4.0	4.0	5.0	5.0	4.3	4.5
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	2.3	4.3	3.0	4.0	5.0	5.0	4.3	4.5
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	4.0	3.0	4.0	5.0	5.0	4.3	4.8
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.3	3.0	4.0	5.0	5.0	4.5	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	2.3	4.3	3.0	4.0	5.0	5.0	4.5	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.3	4.5	4.0	4.0	5.0	5.0	4.3	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	2.3	4.3	4.0	4.0	5.0	5.0	4.3	5.0

* Responses based on Rating scale of 1-5