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## INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

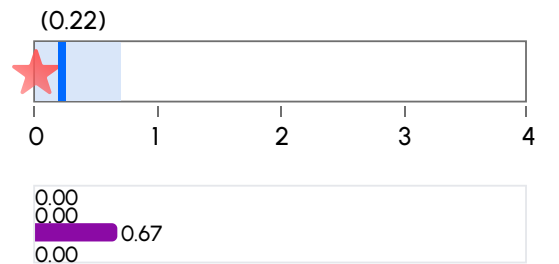
Strengths

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



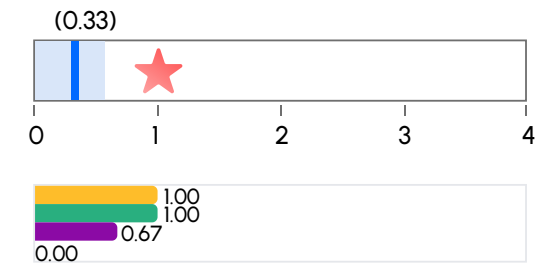
LIFELONG LEARNING

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



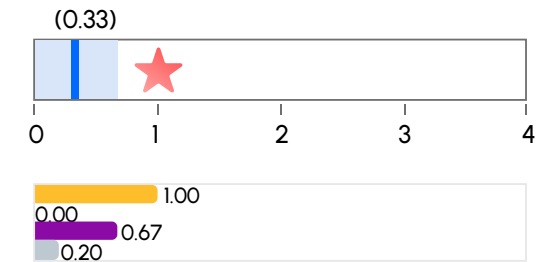
HOLISTIC THINKING

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



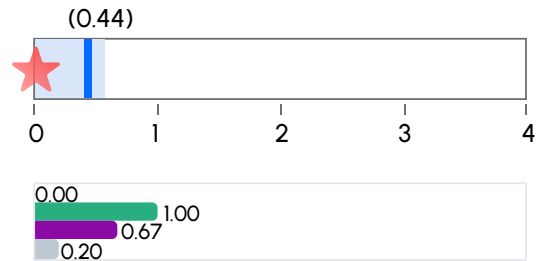
AGILE MINDSET

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



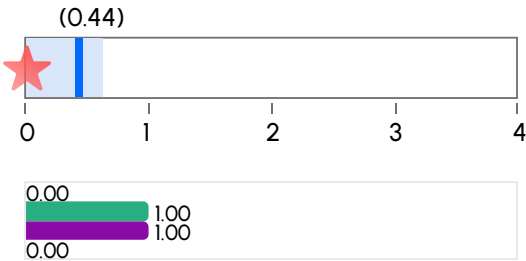
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



STRENGTHS AND DEVELOPMENT NEEDS

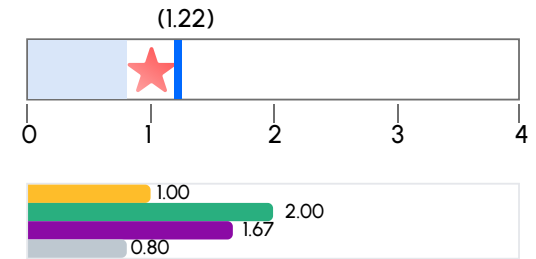
Development Needs

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



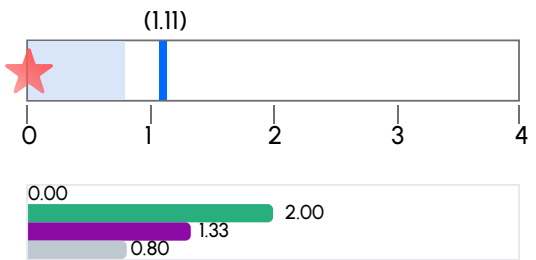
LIFELONG LEARNING

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



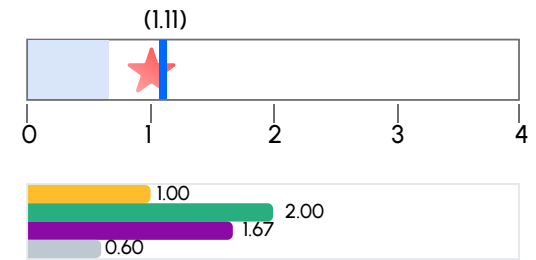
ENGAGE WITH EMPATHY

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



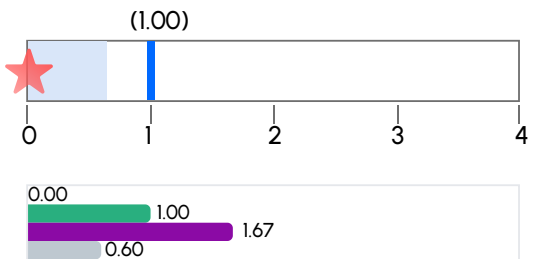
KEEP UP-TO-DATE

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



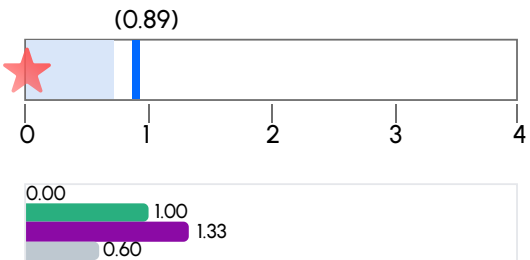
HOLISTIC THINKING

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

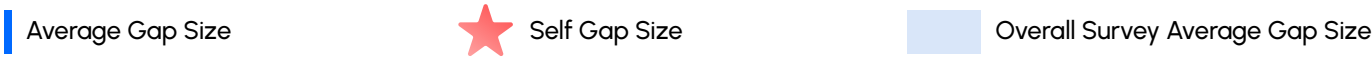


AGILE MINDSET

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



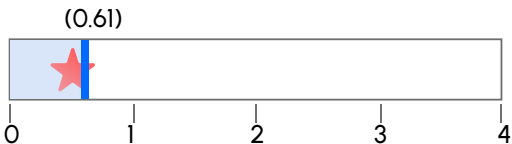
COMPETENCIES REPORT IN ASCENDING ORDER



AGILE MINDSET



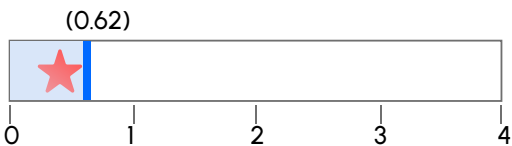
KNOW YOUR CUSTOMER



PURPOSEFUL PARTNERSHIP



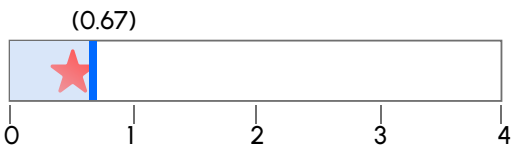
COURAGE TO ACT



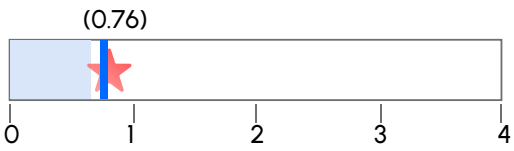
HOLISTIC THINKING



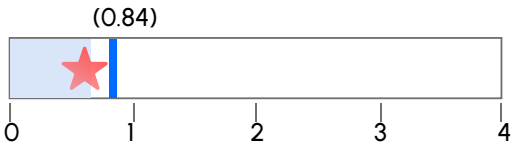
ENGAGE WITH EMPATHY



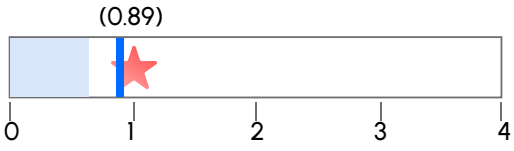
LIFELONG LEARNING



SPEAK UP



KEEP UP-TO-DATE



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	1.33	-	-	2	1	-	-
Subordinates	0.20	-	4	1	-	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.20	-	4	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	1.67	-	-	1	2	-	-
Subordinates	0.60	-	2	3	-	-	-



Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.60	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.20	-	4	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	1.00	-	-	1	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.40	-	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	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.40	-	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	1.00	-	-	1	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.20	-	4	1	-	-	-

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	1.33	-	-	2	1	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.80	-	3	-	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.20	-	4	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	0.67	-	1	2	-	-	-
Subordinates	0.20	-	4	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	0.00	-	5	-	-	-	-

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

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	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	2	3	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.40	-	3	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	2.00	-	-	-	1	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.20	-	4	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.40	-	4	-	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.60	-	3	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
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.20	-	4	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	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.40	-	3	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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.20	-	4	1	-	-	-

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	-	-	2	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.60	-	3	1	1	-	-

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	1.00	-	-	3	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.60	-	2	3	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.60	-	3	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.40	-	4	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.80	-	2	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.40	-	4	-	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	0.67	-	1	2	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	1	1	-	-

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q38. Make effort to teach / coach/ mentor team members.	0.22
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.33
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.33
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.44
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.44
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.44
Q15. Share similar experiences that may be adapted to their work circumstances.	0.44
Q16. Empathise whilst balancing the need of individuals and the business.	0.44
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.44
Q3. Identify new possibilities to address current business issues.	0.56
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.56
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.56
Q29. Maintain focus to deliver the chosen strategy.	0.56
Q30. Give space for self and team members to take risks and learn from mistakes.	0.56

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.67
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.67
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.67
Q18. Leverage one's network and connection to gather market data.	0.67
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.67
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.67
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.78
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.78
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.78
Q28. Encourage and value innovative ideas and suggestions from others.	0.78
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.78
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.78
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.78
Q6. Ensure change plans are executed effectively and in a timely manner.	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

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Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.89
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.89
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.89
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.89
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.89
Q4. Manage teams' resources to collate information from multiple sources.	1.00
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.11
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.11
Q36. Purposefully manage career development and professional growth of team members.	1.22

## QUALITATIVE FEEDBACK

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

- Knowledge on EPF Process and product Calm when working under pressure..
- 1. Extensive knowledge in the scope of work 2. Right decision making
- Product knowledge (operations related) -act as product owner and Subject Matter Expert High spirit & high commitment - full of commitment & have a positive attitudes
- She is knowledgeable in her areas and always shares her knowledge and experience Open for challenging discussion and together solve the problems with the team
- 1. Agile - able to use past experiences and lessons learnt in managing new projects 2. Holistic thinking - able to use past experiences and lessons learnt in managing new projects
- 1. Mentoring & Coaching - close guidance to the team 2. Subject Matter Expert - disseminate knowledge to the team
- Anggota seorang yang mampu menyelesaikan masalah melalui idea-idea yang diluar kotak. Apabila terdapat isu atau perkara berbangkit anggota sangat tenang dan boleh menghadapi situasi berkenaan dengan baik.

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

- Keep up to date with current trend
- 1. Communication and coaching skills 2. Visibility in performing tasks
- Strengthened stakeholder engagement Communication Skills
- Sharing her tacit knowledge with the successors Strengthen the team with strategic and tactical knowledge
- 1. Purposeful partnership - need to share and collaborate more 2. Keep up to date - need to learn and share new info/insights/trends
- 1. Team dynamics - conflict management 2. Planning & prioritization

- 1) tegas dengan staff yang bermasalah 2) komunikasi yang lebih berkesan kepada anggota bawahan agar mesej yang hendak disampaikan dapat diterima dengan baik.

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

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

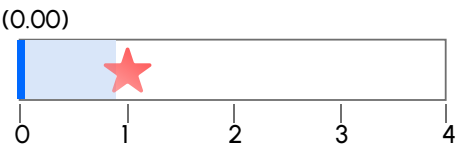
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

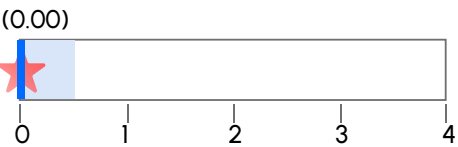
AGILE MINDSET

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



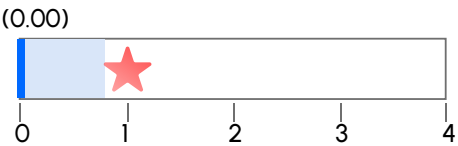
COURAGE TO ACT

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



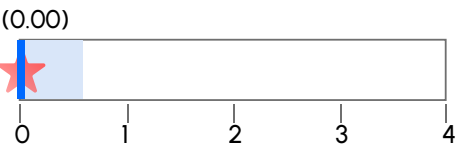
KEEP UP-TO-DATE

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



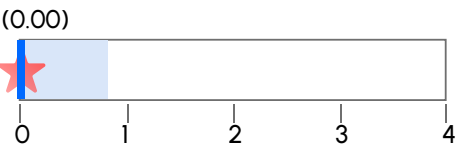
COURAGE TO ACT

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



PURPOSEFUL PARTNERSHIP

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



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.

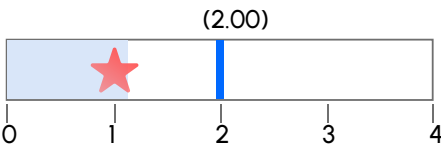
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

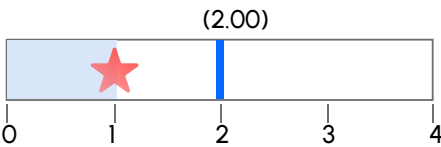
KEEP UP-TO-DATE

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



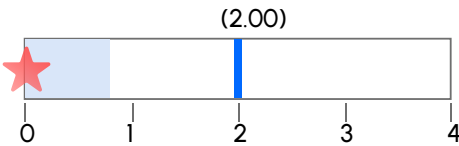
COURAGE TO ACT

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



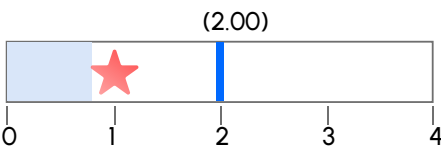
SPEAK UP

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



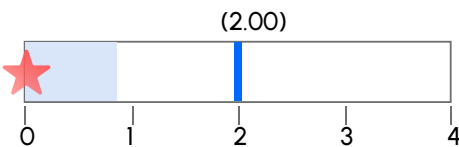
LIFELONG LEARNING

Q36. Purposefully manage career development and professional growth of 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.





STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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

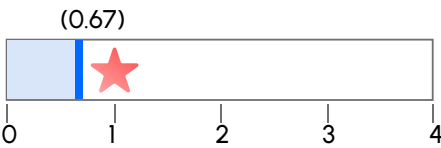
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

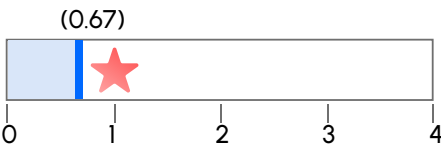
HOLISTIC THINKING

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



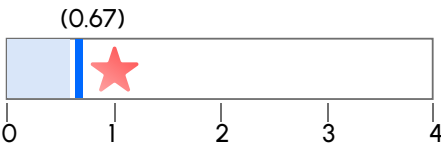
AGILE MINDSET

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



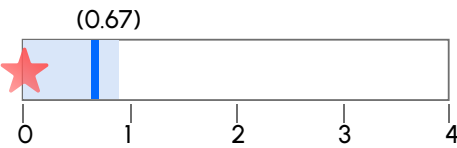
ENGAGE WITH EMPATHY

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



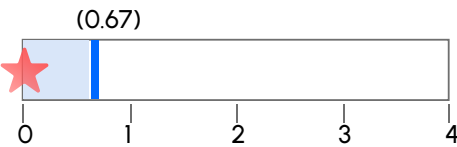
PURPOSEFUL PARTNERSHIP

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.



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.

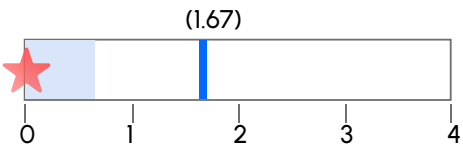
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

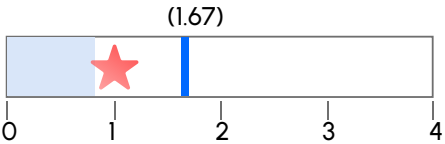
KNOW YOUR CUSTOMER

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



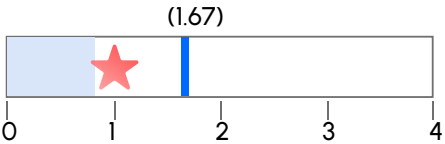
LIFELONG LEARNING

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



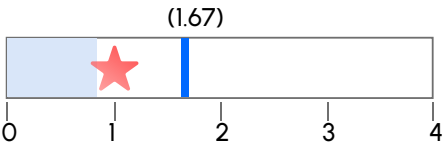
LIFELONG LEARNING

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



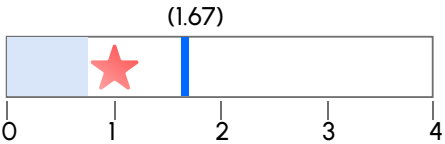
SPEAK UP

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



KEEP UP-TO-DATE

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



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

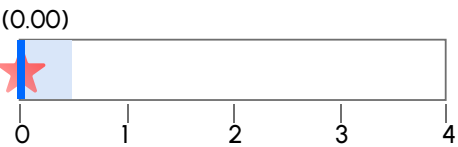
HOLISTIC THINKING

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



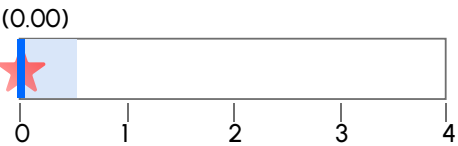
PURPOSEFUL PARTNERSHIP

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



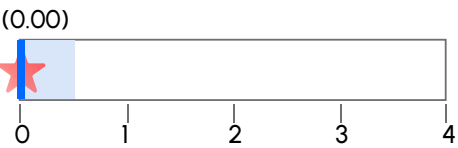
COURAGE TO ACT

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



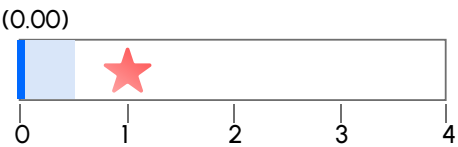
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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

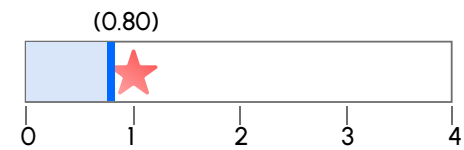
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

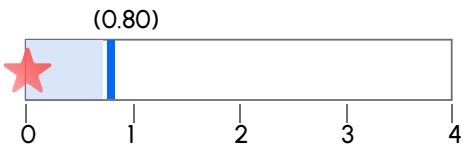
LIFELONG LEARNING

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



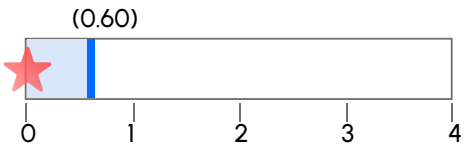
ENGAGE WITH EMPATHY

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



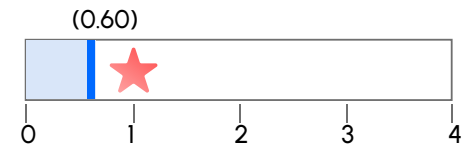
AGILE MINDSET

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



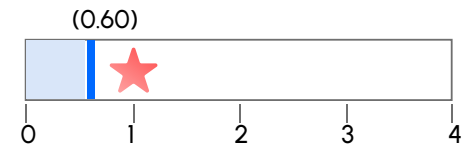
KEEP UP-TO-DATE

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



KEEP UP-TO-DATE

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



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.



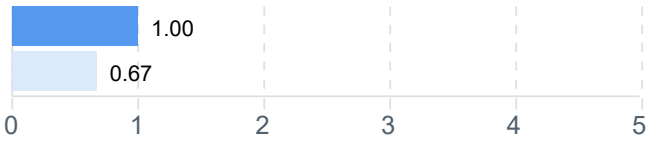
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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

ENGAGE WITH EMPATHY

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



HOLISTIC THINKING

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



KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



SPEAK UP

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

AGILE MINDSET

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



HOLISTIC THINKING

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



KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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

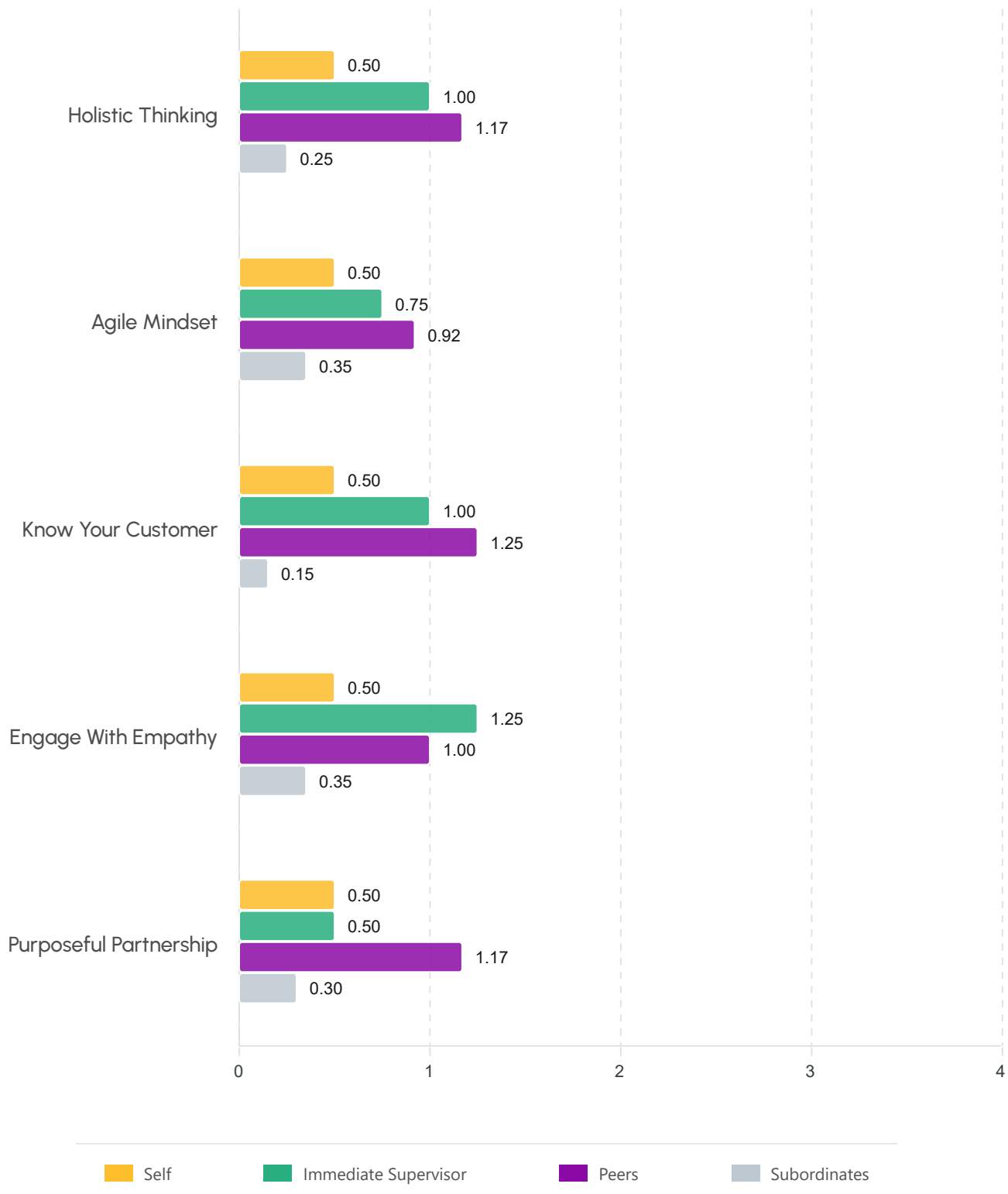


ENGAGE WITH EMPATHY

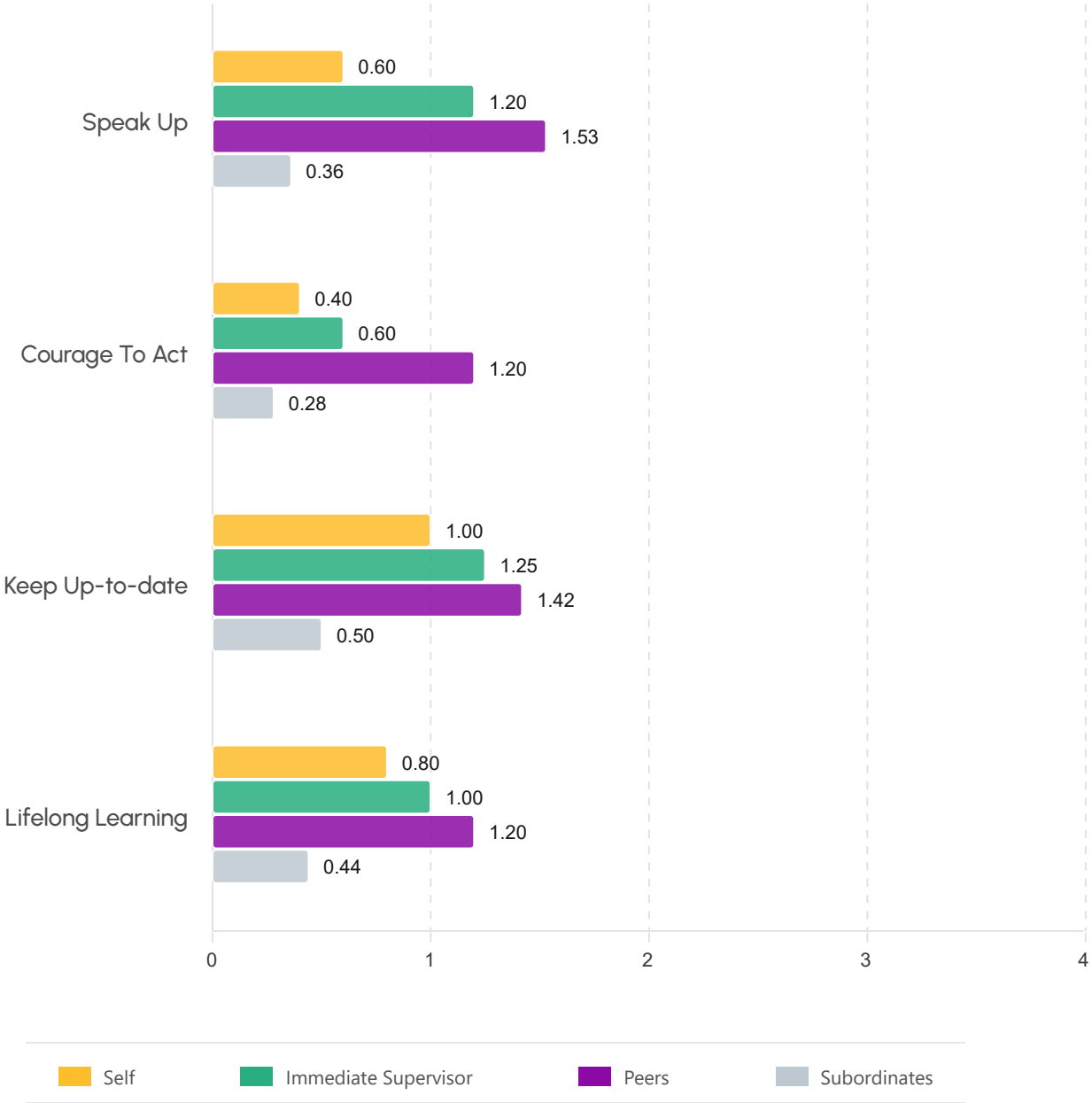
Q16. Empathise whilst balancing the need of individuals and the business.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



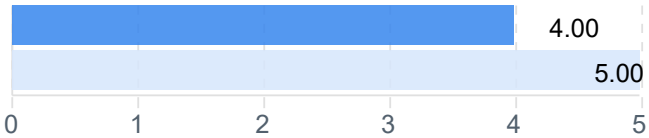
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

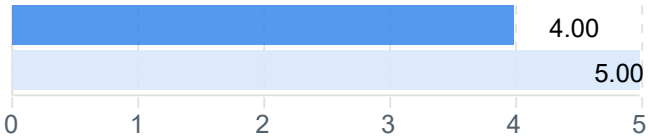
HOLISTIC THINKING

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



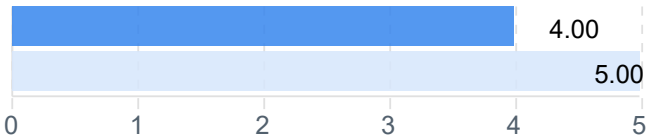
LIFELONG LEARNING

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



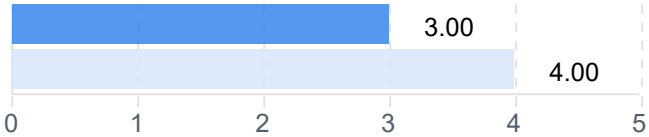
AGILE MINDSET

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



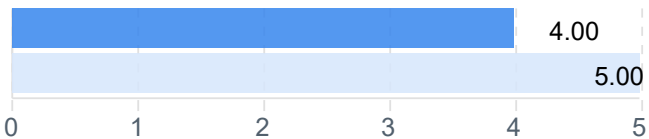
COURAGE TO ACT

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



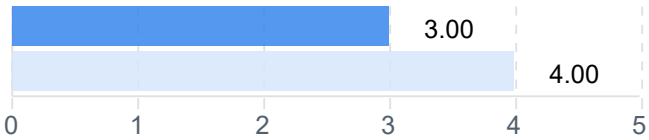
KEEP UP-TO-DATE

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



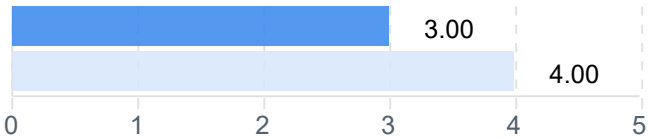
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



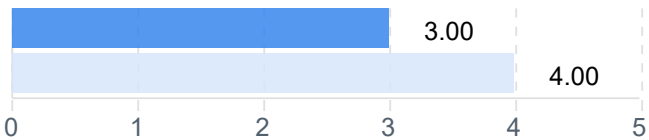
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.





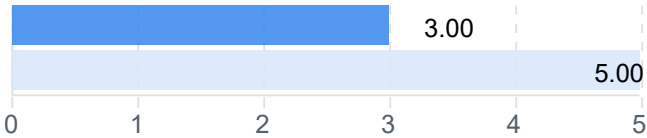
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

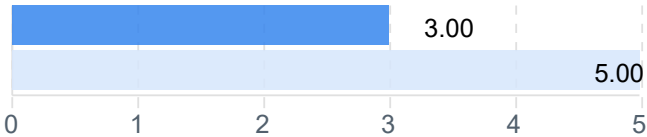
COURAGE TO ACT

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



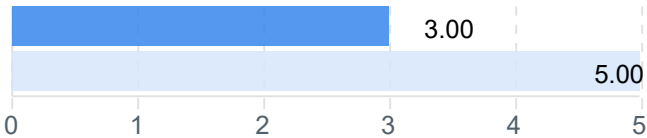
KEEP UP-TO-DATE

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



SPEAK UP

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



LIFELONG LEARNING

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



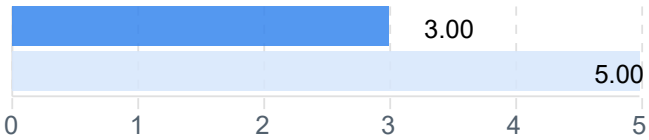
ENGAGE WITH EMPATHY

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



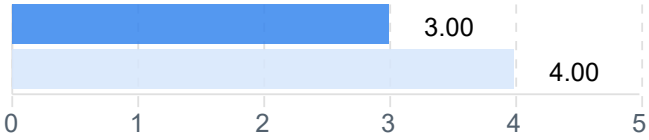
KEEP UP-TO-DATE

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



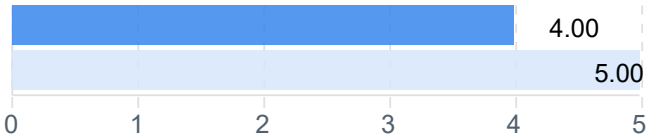
HOLISTIC THINKING

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



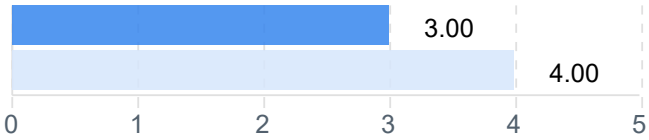
LIFELONG LEARNING

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



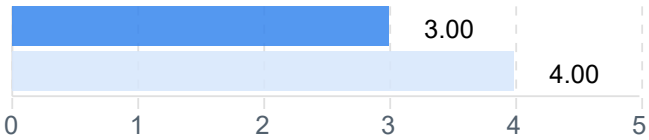
ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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



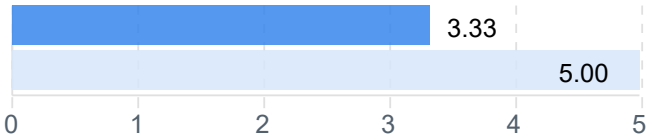
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

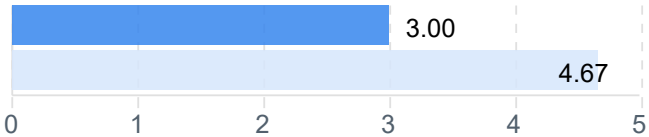
LIFELONG LEARNING

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



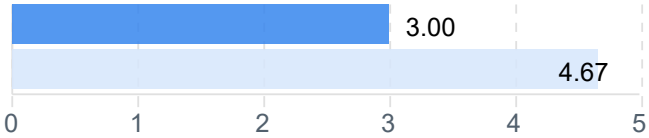
KNOW YOUR CUSTOMER

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



SPEAK UP

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



LIFELONG LEARNING

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



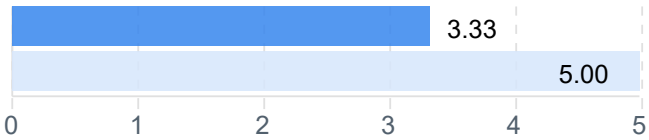
KEEP UP-TO-DATE

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



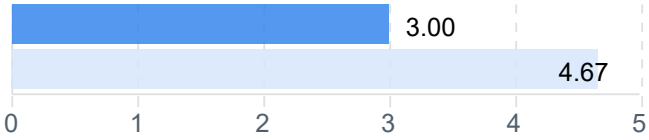
HOLISTIC THINKING

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



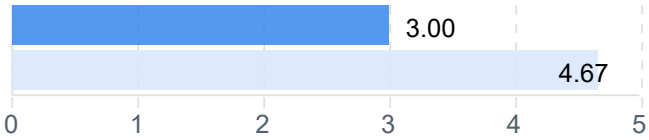
SPEAK UP

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



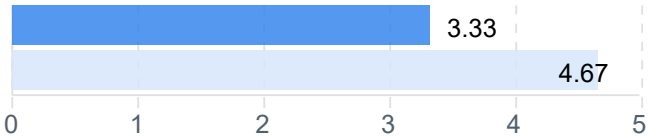
SPEAK UP

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



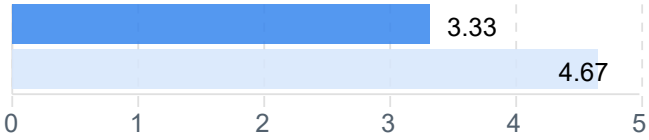
COURAGE TO ACT

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



KEEP UP-TO-DATE

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



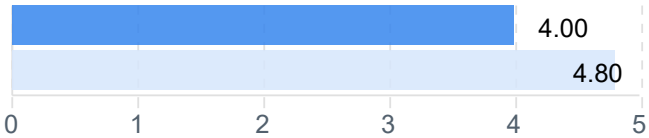
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

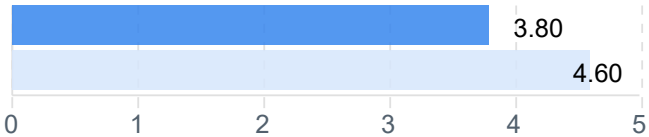
LIFELONG LEARNING

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



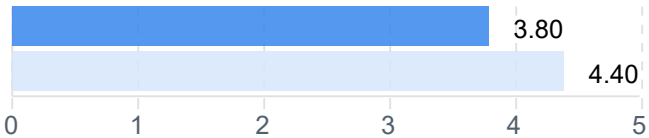
ENGAGE WITH EMPATHY

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



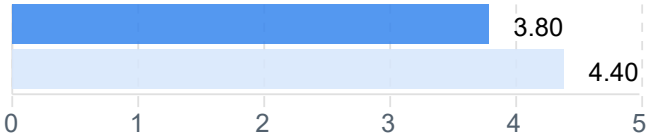
KEEP UP-TO-DATE

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



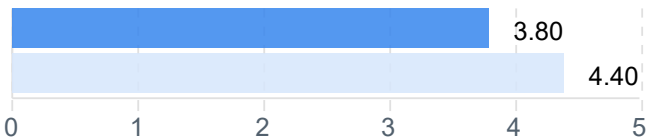
COURAGE TO ACT

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



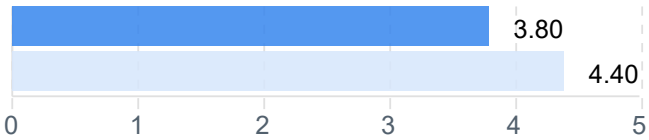
PURPOSEFUL PARTNERSHIP

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



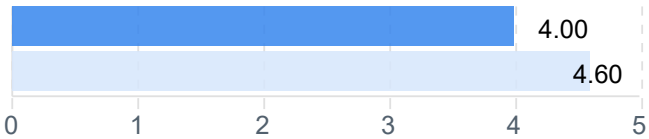
HOLISTIC THINKING

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



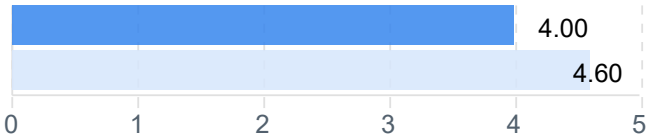
AGILE MINDSET

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



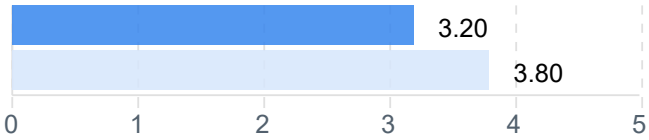
SPEAK UP

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



KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



## 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.	4.0	5.0	3.0	4.0	4.3	5.0	4.8	4.8
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	5.0	4.6	4.8
Q3. Identify new possibilities to address current business issues.	4.0	5.0	3.0	4.0	3.7	4.7	4.4	4.6
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	3.0	4.0	3.3	5.0	3.8	4.4
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	5.0	4.0	4.0	4.0	4.7	4.2	4.4
Q6. Ensure change plans are executed effectively and in a timely manner.	5.0	5.0	3.0	4.0	3.7	5.0	4.0	4.6
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	5.0	5.0	3.0	4.0	4.3	5.0	4.6	4.8
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	3.0	4.0	3.7	4.7	4.6	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	4.0	3.0	4.0	3.0	4.7	4.0	4.4
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	5.0	5.0	3.0	4.0	3.7	4.7	4.6	4.6
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	5.0	3.0	4.0	3.3	4.3	4.4	4.4
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	4.0	5.0	3.3	4.7	4.6	4.8

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	4.0	3.0	4.0	3.7	5.0	4.4	4.6
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	4.0	3.0	5.0	3.3	4.7	3.8	4.6
Q15. Share similar experiences that may be adapted to their work circumstances.	3.0	4.0	4.0	5.0	4.0	4.7	4.6	4.8
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	4.0	3.0	4.0	4.0	4.7	4.4	4.6
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	4.0	3.0	4.0	3.3	4.7	4.4	4.4
Q18. Leverage one's network and connection to gather market data.	3.0	4.0	3.0	4.0	3.3	4.7	4.4	4.6
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	4.0	4.0	4.0	4.0	4.7	3.8	4.4
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	4.0	4.0	3.3	4.7	4.4	4.8
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	4.0	3.0	5.0	3.3	4.7	4.0	4.2
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	4.0	5.0	3.0	4.7	4.0	4.4
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	4.0	4.0	5.0	3.3	4.7	4.0	4.6
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	4.0	3.0	4.0	3.0	4.7	4.4	4.6
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	4.0	3.0	4.0	3.0	4.7	4.4	4.8
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.0	4.0	3.0	5.0	3.3	4.7	4.0	4.2



How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	4.0	4.0	4.0	3.3	4.7	4.6	4.6
Q28. Encourage and value innovative ideas and suggestions from others.	5.0	5.0	4.0	4.0	3.3	4.7	3.8	4.4
Q29. Maintain focus to deliver the chosen strategy.	4.0	4.0	4.0	4.0	3.7	4.7	4.2	4.6
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	5.0	3.0	4.0	3.7	4.7	4.4	4.6
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	3.0	5.0	3.3	4.7	3.8	4.2
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	5.0	4.0	4.0	3.3	4.7	3.8	4.4
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	4.0	3.0	5.0	3.0	4.7	3.2	3.8
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	4.0	5.0	3.3	4.7	3.8	4.2
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	5.0	4.0	5.0	3.3	5.0	4.2	4.6
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.0	3.0	5.0	3.3	5.0	4.0	4.8
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	4.0	5.0	3.3	4.7	4.2	4.6
Q38. Make effort to teach / coach/ mentor team members.	4.0	4.0	4.0	4.0	4.0	4.7	4.8	4.8
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	4.0	4.0	5.0	4.0	4.7	4.2	4.8

\* Responses based on Rating scale of 1-5