



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

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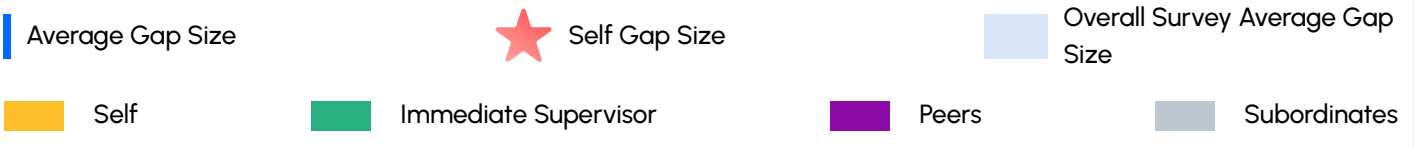
Date: 02/08/2023

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STRENGTHS AND DEVELOPMENT NEEDS

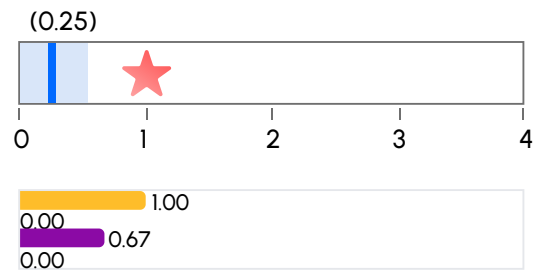
Strengths

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



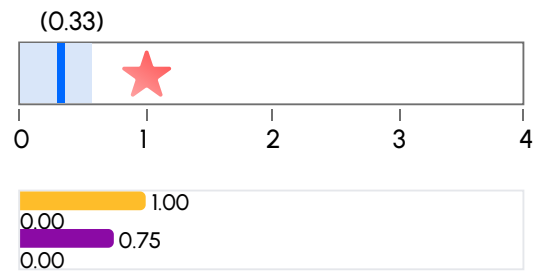
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



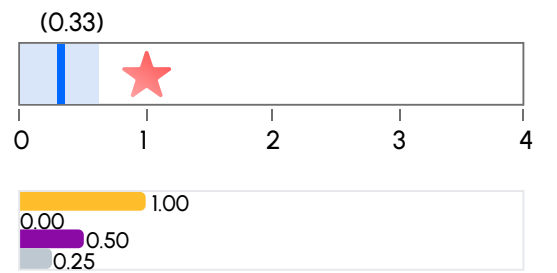
HOLISTIC THINKING

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



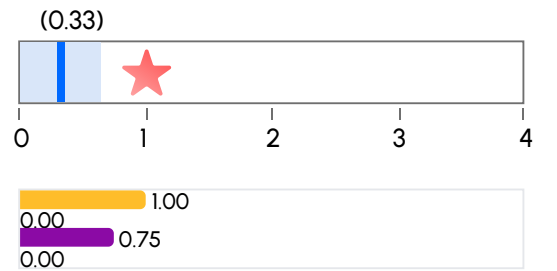
KNOW YOUR CUSTOMER

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



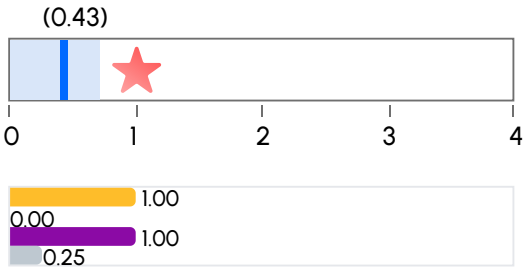
PURPOSEFUL PARTNERSHIP

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



LIFELONG LEARNING

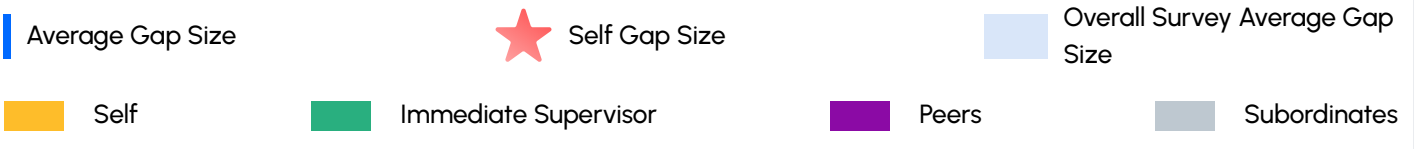
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



STRENGTHS AND DEVELOPMENT NEEDS

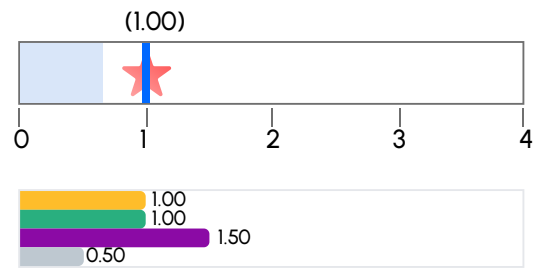
Development Needs

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



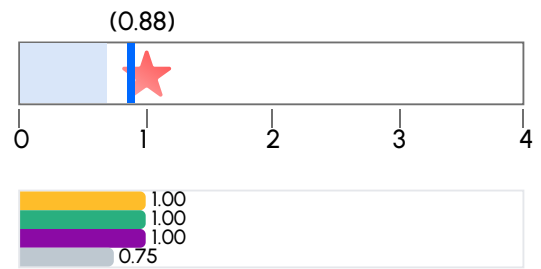
SPEAK UP

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



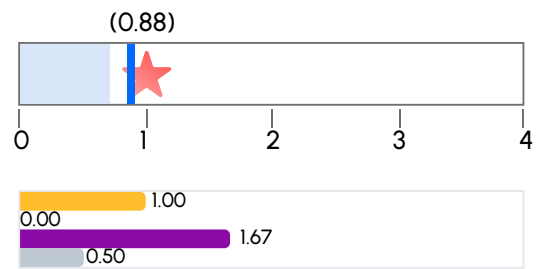
KNOW YOUR CUSTOMER

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



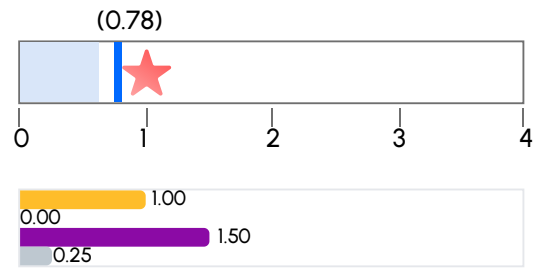
KNOW YOUR CUSTOMER

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



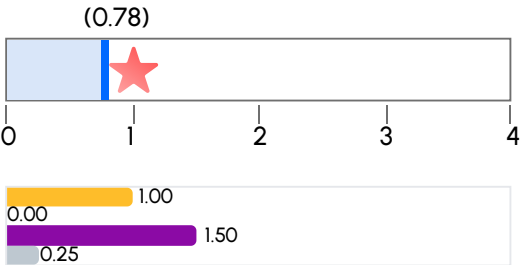
SPEAK UP

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

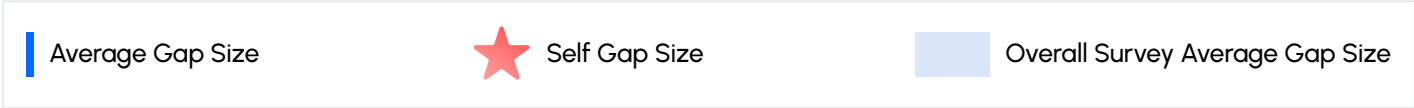


COURAGE TO ACT

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



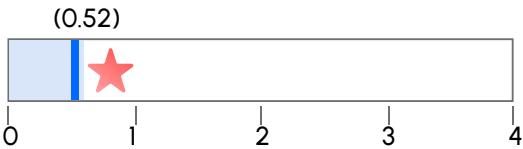
COMPETENCIES REPORT IN ASCENDING ORDER



HOLISTIC THINKING



COURAGE TO ACT



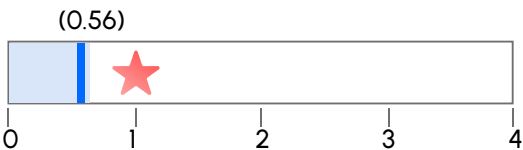
ENGAGE WITH EMPATHY



LIFELONG LEARNING



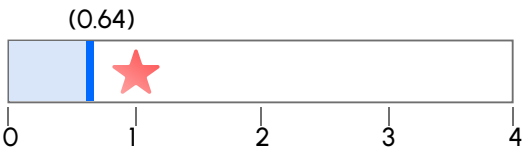
PURPOSEFUL PARTNERSHIP



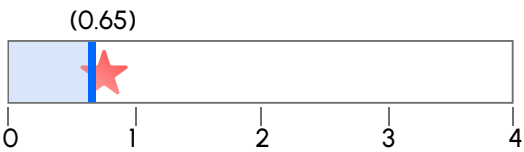
AGILE MINDSET



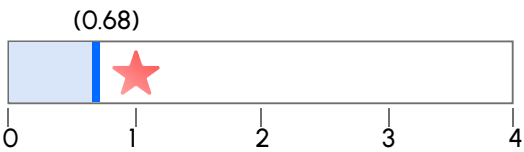
KNOW YOUR CUSTOMER



KEEP UP-TO-DATE



SPEAK UP



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

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

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

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.67	-	-	1	2	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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	1.00	-	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Peers	1.00	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	3	-	1	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	1	1	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.25	-	3	1	-	-	-

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Peers	1.50	-	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.00	-	4	-	-	-	-

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	-	-	2	1	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q29. Maintain focus to deliver the chosen strategy.	0.25
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.33
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.33
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.33
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.43
Q38. Make effort to teach / coach/ mentor team members.	0.43
Q4. Manage teams' resources to collate information from multiple sources.	0.44
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.44
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.44
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.44
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.50
Q8. Provide coaching to help others adapt and be more versatile.	0.50
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.50

Q28. Encourage and value innovative ideas and suggestions from others.	0.50
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.50
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.56
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.56
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q16. Empathise whilst balancing the need of individuals and the business.	0.56
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.56
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.56
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.57
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.63
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.63
Q30. Give space for self and team members to take risks and learn from mistakes.	0.63
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.63
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.63
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.63
Q3. Identify new possibilities to address current business issues.	0.67

Q6. Ensure change plans are executed effectively and in a timely manner.	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
Q36. Purposefully manage career development and professional growth of team members.	0.67
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.71
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.78
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.78
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.88
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.88
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	1.00

QUALITATIVE FEEDBACK

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

- i) Engage in honest, open communication ii) Connect with team members
- 1. She is always supportive of changing strategies and strive to contribute her best 2. She maintains good level of network with other departments and as a result managed to achieve the expected result
- Good Networking - issues related with other department easy to manage and resolve. Communication - encourage and inspire team members to achieve objective have been set up and enhance skill for career development.
- Calm and able to motivate another person
- Empathetic and respectful.
- 1. Quality Conscious and accurate in the tasks given This is demonstrated in her tasks since I knew her almost 20 years. She has been the person who looks into Quality improvement in Enforcement for many years and her reports reflected her being detailed. 2. Easy to communicate with and a good listener. She can be a good coach to her staff as she listens well, have strong patience and tolerant.
- Collaborate with team members. Nurture with idea generation

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

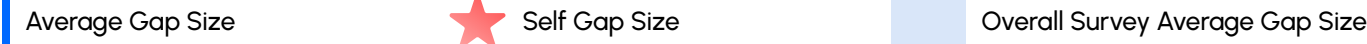
- i) Problem Solving ii) Critical thinking
- 1. She needs to be a tad bold and assertive 2. She needs to improve her presentation skill further especially for senior level presentation
- Be more visible to the management level - involve in extra activities Be more assertive dealing with stakeholder
- Innovative and firm.
- 1. Be more expressive in team discussion as she is an experience person with lots of tacit knowledge. 2. improve strategic thinking 2. to

- good communication with the team members Able to deliver message with different level of department

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

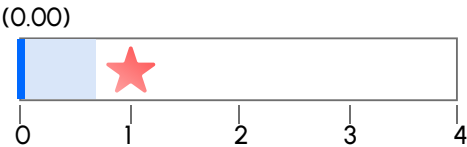
Strengths

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



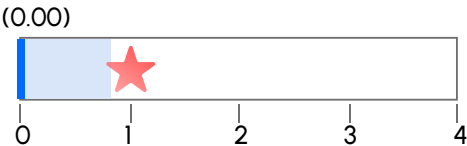
ENGAGE WITH EMPATHY

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



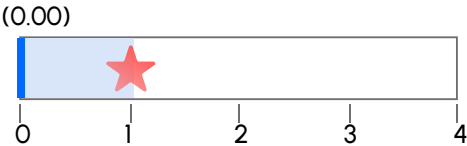
LIFELONG LEARNING

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



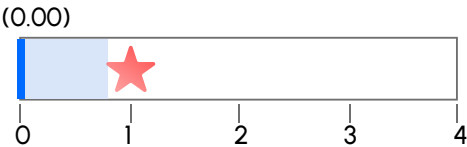
COURAGE TO ACT

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



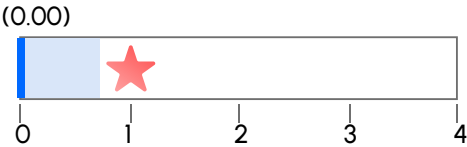
SPEAK UP

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



HOLISTIC THINKING

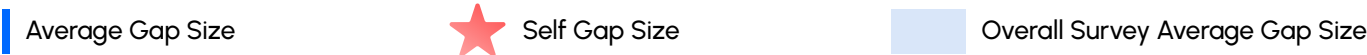
Q1. Leverage on own and others' relevant experience and insights to make decisions.



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

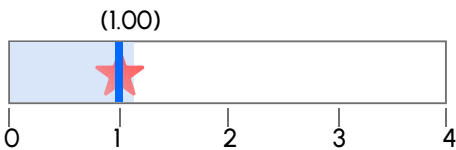
Development Needs

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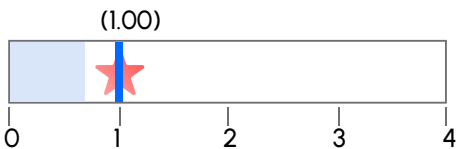
KEEP UP-TO-DATE

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



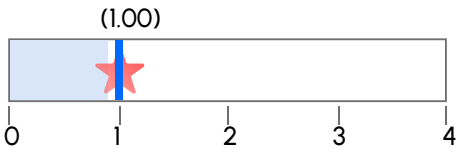
KNOW YOUR CUSTOMER

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



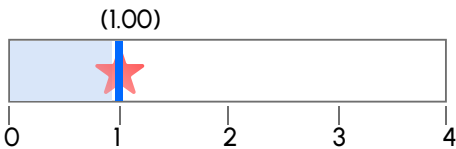
AGILE MINDSET

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



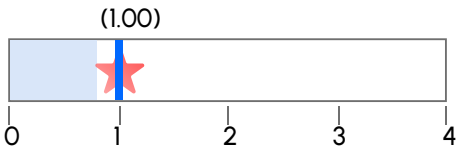
AGILE MINDSET

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



HOLISTIC THINKING

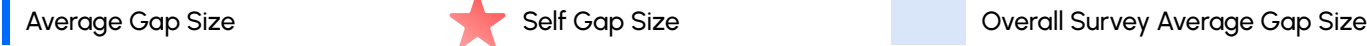
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.



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.



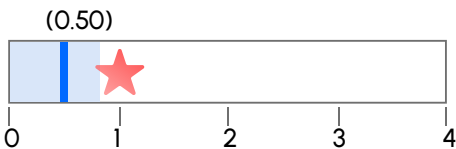
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



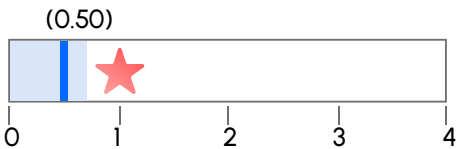
KNOW YOUR CUSTOMER

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



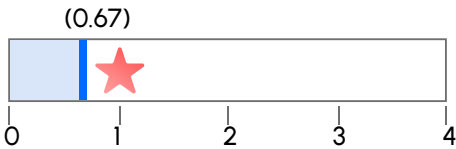
HOLISTIC THINKING

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



AGILE MINDSET

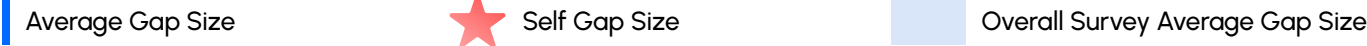
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

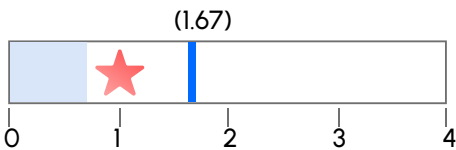
Development Needs

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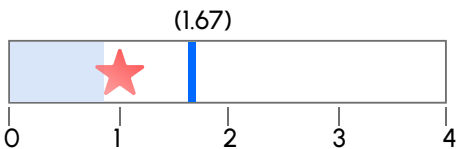
KEEP UP-TO-DATE

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



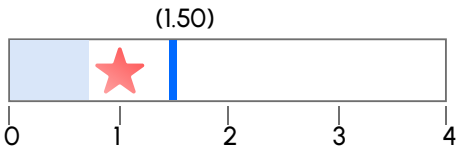
KNOW YOUR CUSTOMER

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



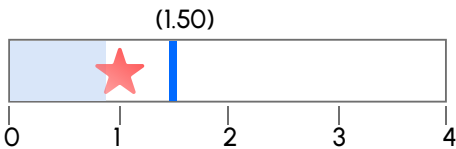
KEEP UP-TO-DATE

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



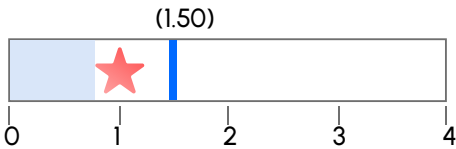
COURAGE TO ACT

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



SPEAK UP

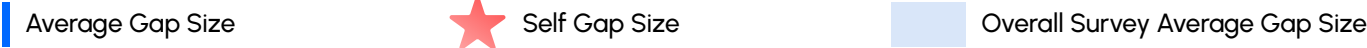
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

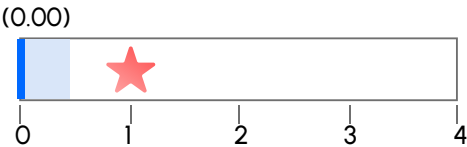
Strengths

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



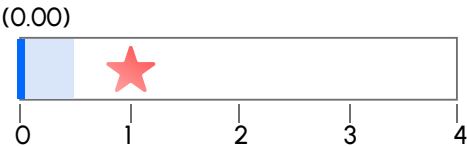
HOLISTIC THINKING

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



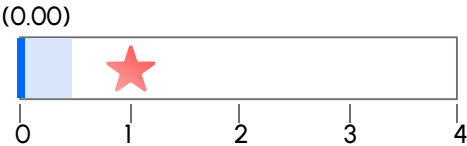
PURPOSEFUL PARTNERSHIP

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



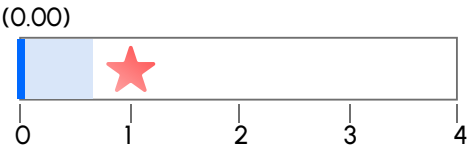
HOLISTIC THINKING

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



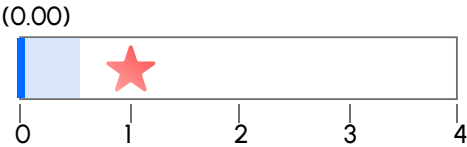
KEEP UP-TO-DATE

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



COURAGE TO ACT

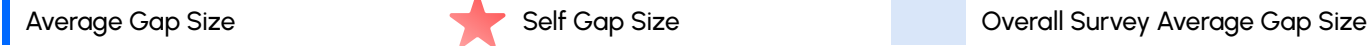
Q28. Encourage and value innovative ideas and suggestions from others.



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.



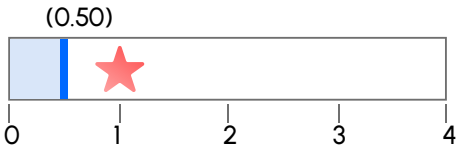
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap SizeAverage 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 SizeAverage Gap Size

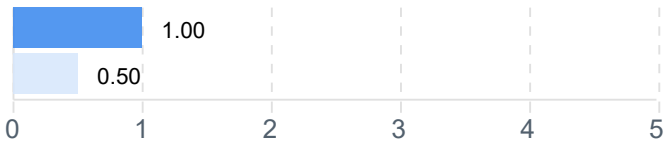
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.



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.



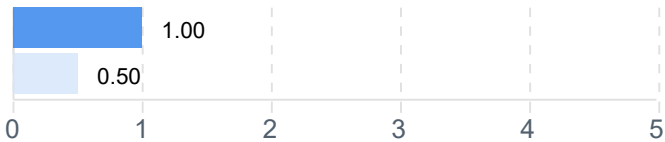
Q8. Provide coaching to help others adapt and be more versatile.



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.



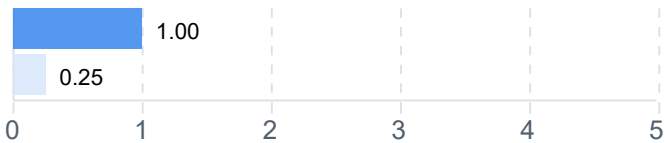
Q27. Drive implementation with persistence to deliver results despite obstacles.



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



Q29. Maintain focus to deliver the chosen strategy.



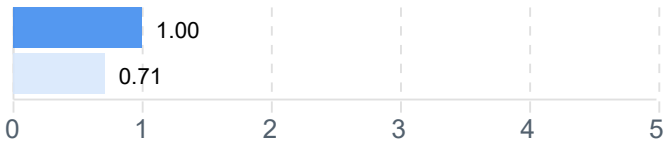
Q30. Give space for self and team members to take risks and learn from mistakes.



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

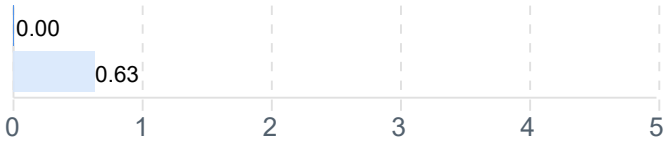
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



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

KEEP UP-TO-DATE

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



COURAGE TO ACT

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



ENGAGE WITH EMPATHY

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



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.



KNOW YOUR CUSTOMER

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

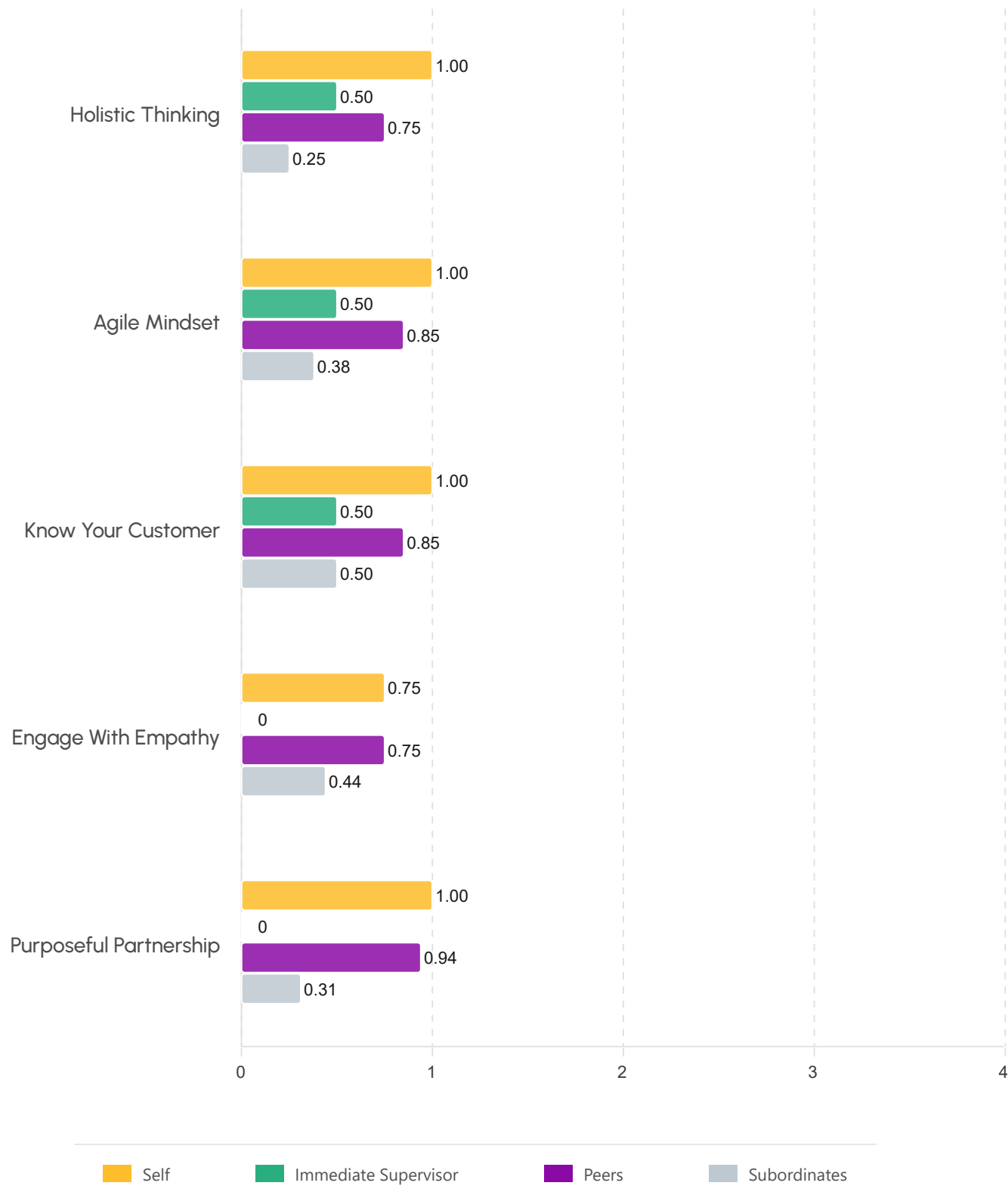


LIFELONG LEARNING

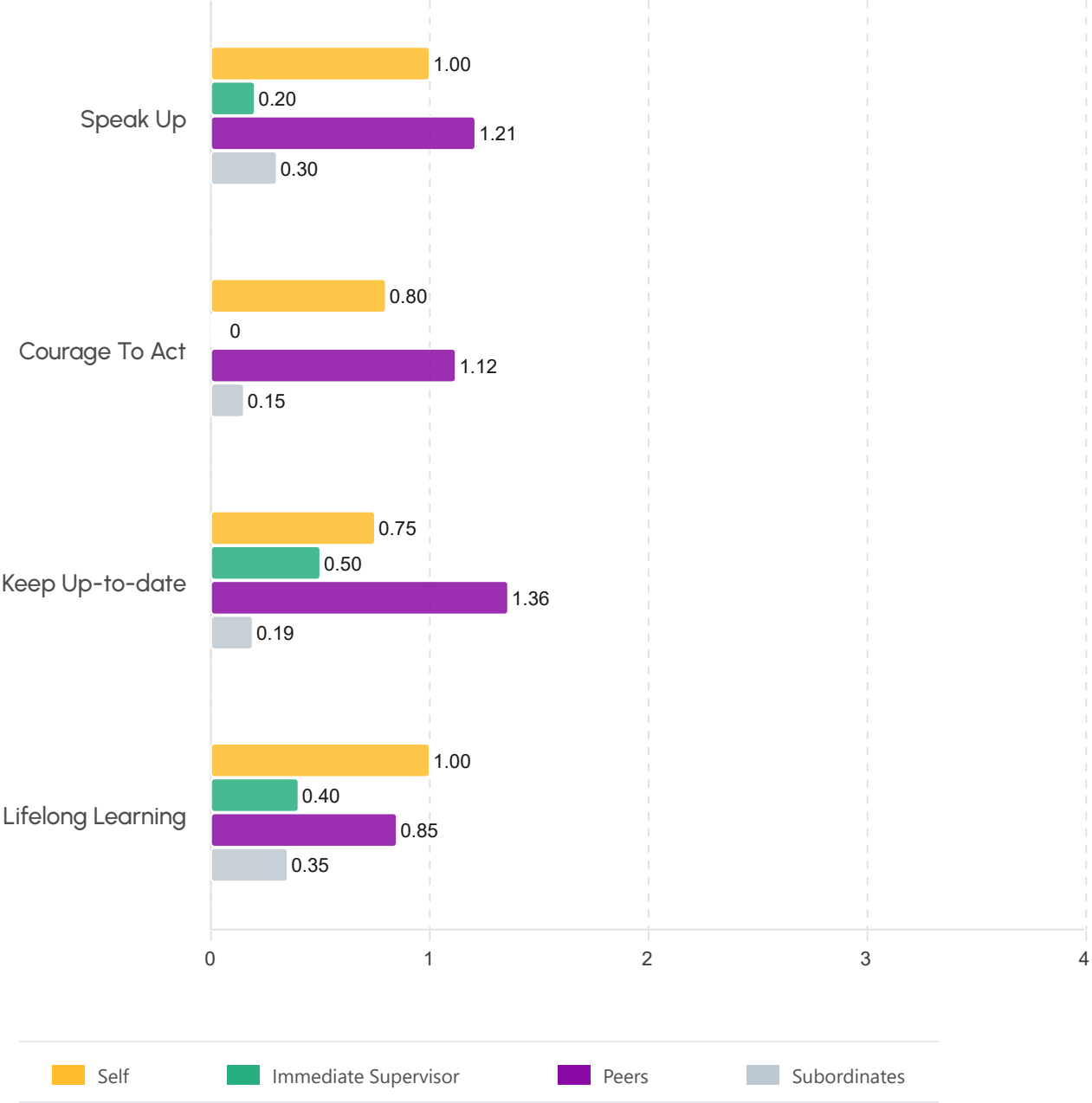
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



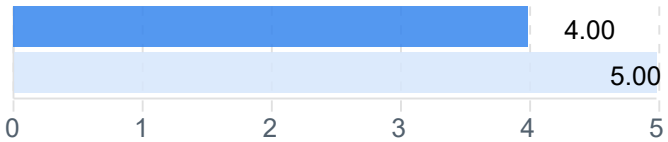
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

AGILE MINDSET

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



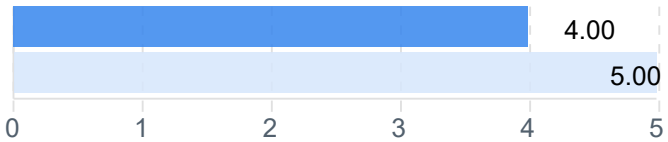
KNOW YOUR CUSTOMER

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



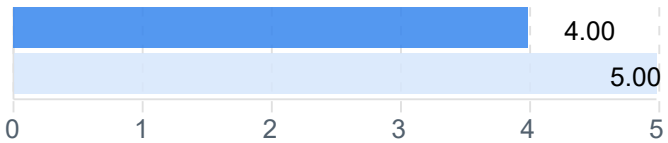
PURPOSEFUL PARTNERSHIP

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



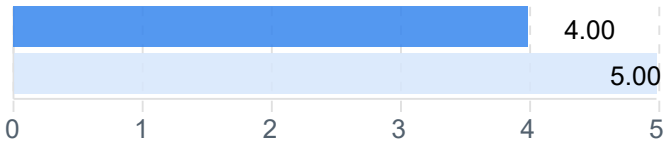
ENGAGE WITH EMPATHY

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



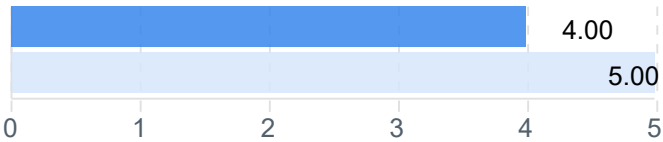
SPEAK UP

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



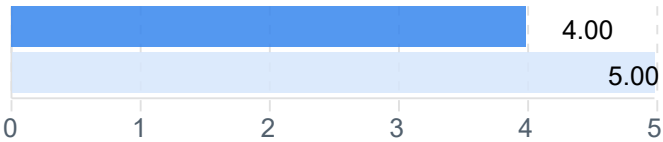
LIFELONG LEARNING

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



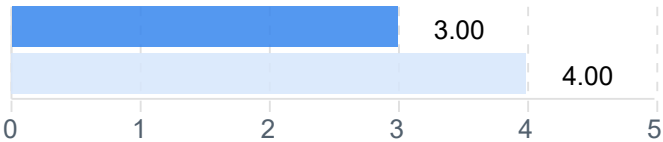
COURAGE TO ACT

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



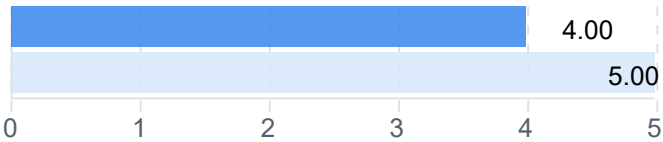
KEEP UP-TO-DATE

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



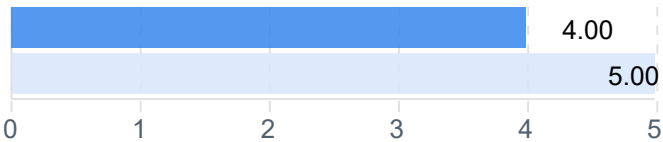
HOLISTIC THINKING

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



KNOW YOUR CUSTOMER

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



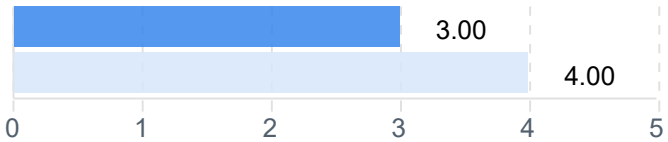
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

CurrentExpected

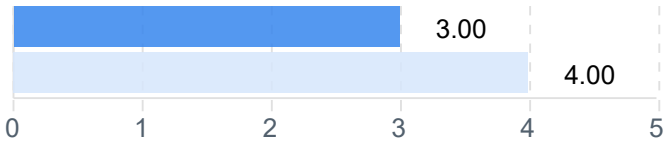
AGILE MINDSET

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



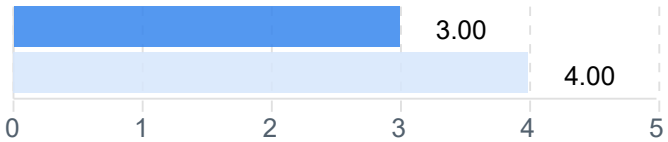
KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



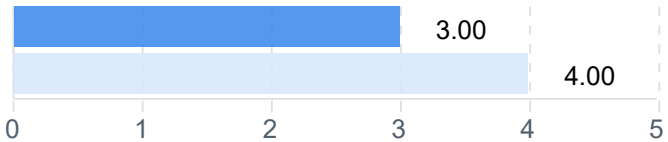
HOLISTIC THINKING

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



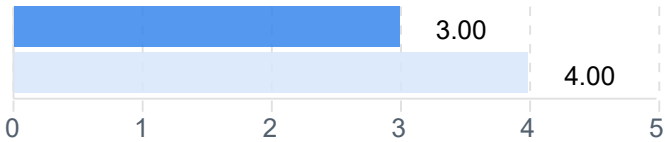
AGILE MINDSET

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



LIFELONG LEARNING

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



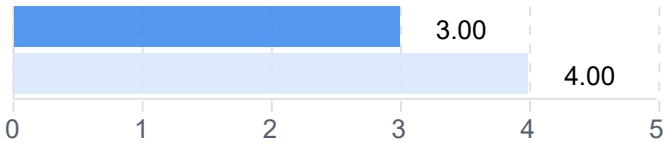
LIFELONG LEARNING

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



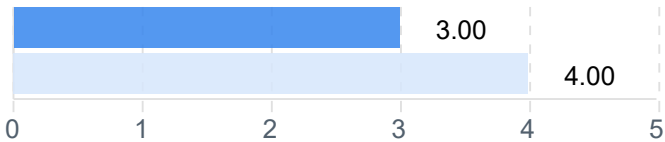
KNOW YOUR CUSTOMER

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



SPEAK UP

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



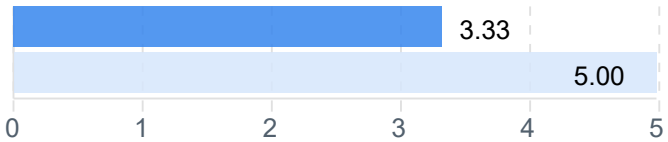
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

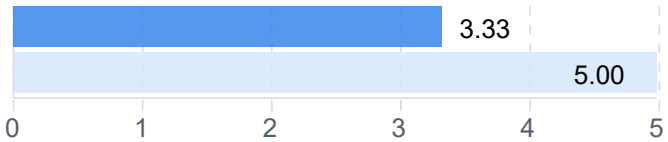
KEEP UP-TO-DATE

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



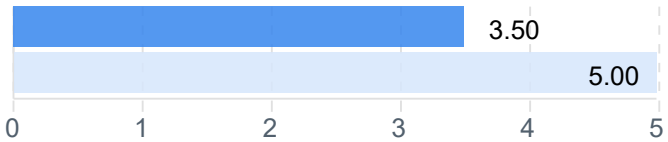
KNOW YOUR CUSTOMER

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



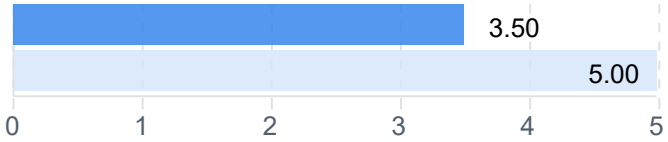
COURAGE TO ACT

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



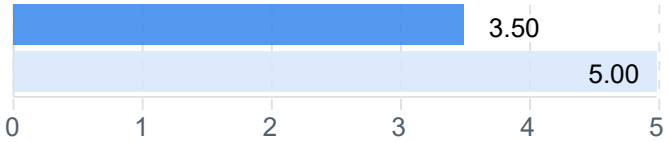
KEEP UP-TO-DATE

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



SPEAK UP

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



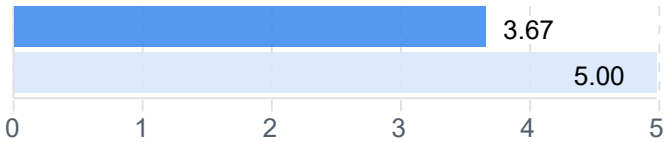
SPEAK UP

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



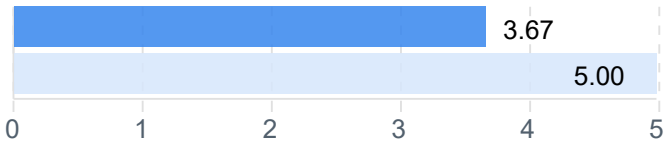
SPEAK UP

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



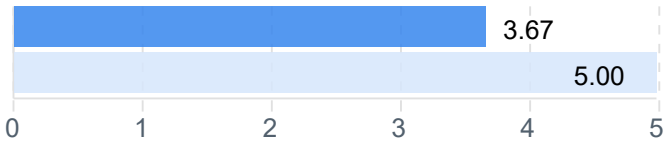
COURAGE TO ACT

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



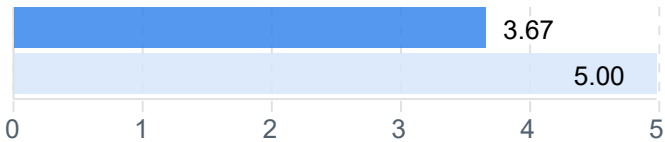
KEEP UP-TO-DATE

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



COURAGE TO ACT

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



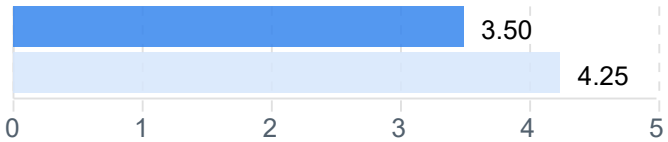
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

CurrentExpected

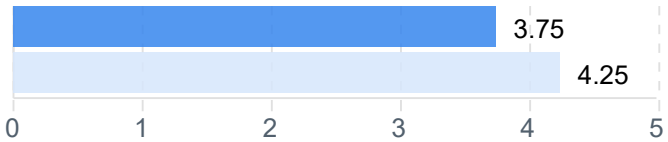
KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



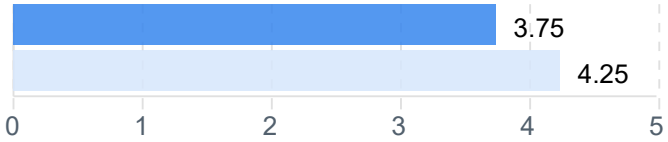
KNOW YOUR CUSTOMER

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



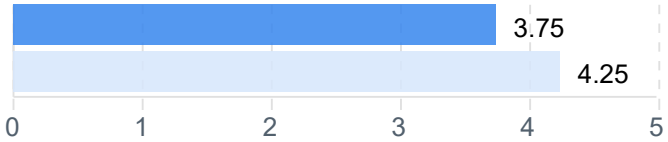
ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



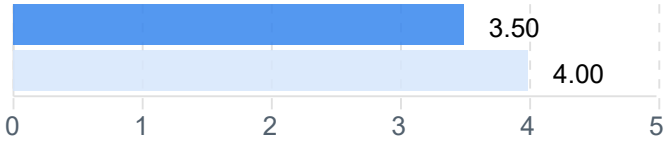
PURPOSEFUL PARTNERSHIP

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



LIFELONG LEARNING

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



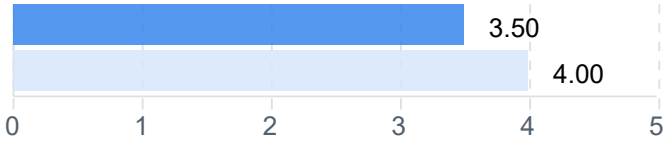
ENGAGE WITH EMPATHY

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



HOLISTIC THINKING

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

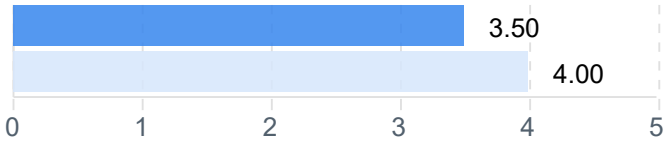


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

■ 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	4.0	4.0	4.0	4.8	4.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	5.0	3.0	4.0	3.8	4.8	4.3	4.3
Q3. Identify new possibilities to address current business issues.	3.0	4.0	3.0	4.0	4.0	4.8	3.5	4.0
Q4. Manage teams' resources to collate information from multiple sources.	4.0	5.0	4.0	4.0	4.0	4.5	3.5	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	5.0	3.0	4.0	4.3	5.0	3.8	4.3
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	3.0	4.0	4.0	4.8	3.8	4.3
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	5.0	4.0	4.0	4.0	5.0	4.3	4.5
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	4.0	4.0	3.7	4.7	4.3	4.5
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	5.0	3.0	4.0	4.3	4.7	3.8	4.3
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	5.0	4.0	4.0	4.3	4.8	4.0	4.3
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	5.0	3.0	4.0	3.7	4.7	3.5	4.3

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	4.0	4.0	3.3	5.0	3.5	4.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	5.0	4.0	4.0	4.3	4.8	3.8	4.3
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	5.0	4.0	4.0	3.8	4.5	3.5	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	4.0	4.0	3.8	4.8	3.8	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	4.0	4.0	4.0	4.0	4.8	3.8	4.3
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	5.0	4.0	4.0	4.3	5.0	4.0	4.0
Q18. Leverage one's network and connection to gather market data.	3.0	4.0	4.0	4.0	3.8	4.8	3.5	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	5.0	4.0	4.0	4.0	5.0	3.8	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	4.0	4.0	4.0	5.0	3.5	4.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	5.0	4.0	4.0	4.3	5.0	3.8	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	5.0	4.0	4.0	3.7	5.0	4.0	4.3
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	5.0	4.0	4.0	4.0	5.0	4.0	4.3
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	4.0	3.0	4.0	3.5	5.0	3.8	4.3

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	5.0	4.0	4.0	3.5	5.0	4.0	4.3
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	4.0	4.0	3.5	5.0	3.8	4.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	4.0	4.0	4.3	5.0	3.8	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	4.0	4.0	3.7	5.0	4.3	4.3
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	4.0	4.0	4.3	5.0	4.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	4.0	4.0	4.0	3.7	5.0	3.5	3.8
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.0	4.0	3.0	4.0	3.5	5.0	3.8	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	4.0	4.0	4.0	3.3	5.0	4.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.0	4.0	4.0	4.0	3.7	5.0	3.8	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	3.0	4.0	3.7	4.7	3.5	3.8
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	5.0	4.0	4.0	4.0	5.0	3.8	4.0
Q36. Purposefully manage career development and professional growth of team members.	4.0	5.0	3.0	4.0	4.3	5.0	3.5	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	3.0	4.0	4.3	5.0	3.8	4.0
Q38. Make effort to teach / coach/ mentor team members.	4.0	5.0	4.0	4.0	4.0	5.0	4.0	4.3

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	5.0	4.0	4.0	4.0	5.0	3.8	4.3

* Responses based on Rating scale of 1-5