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## INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

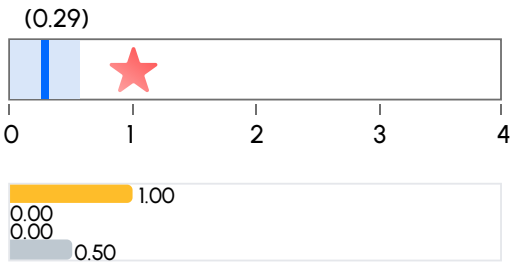
Strengths

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



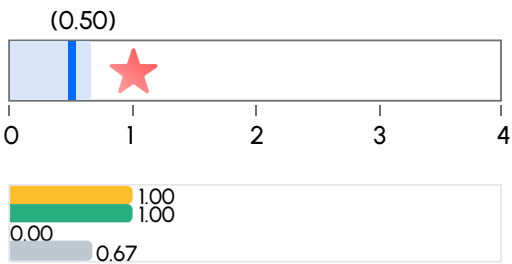
AGILE MINDSET

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



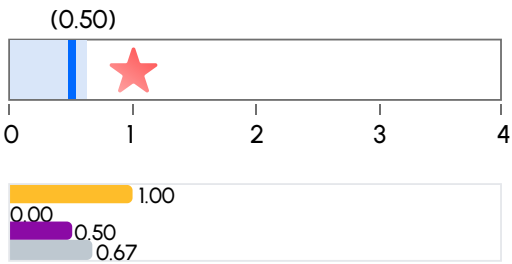
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



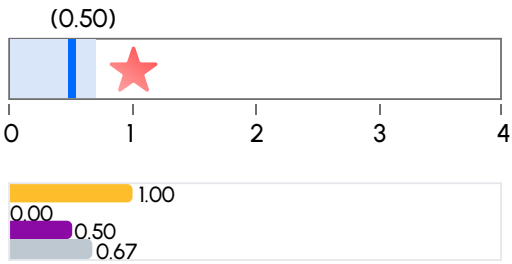
SPEAK UP

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



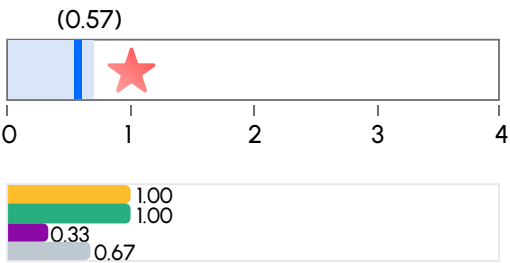
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



STRENGTHS AND DEVELOPMENT NEEDS

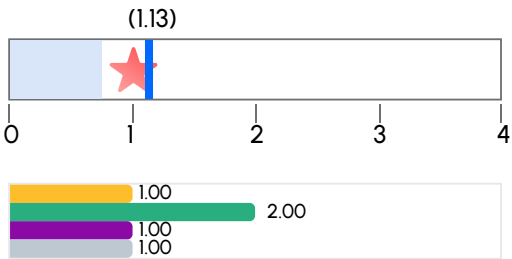
Development Needs

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



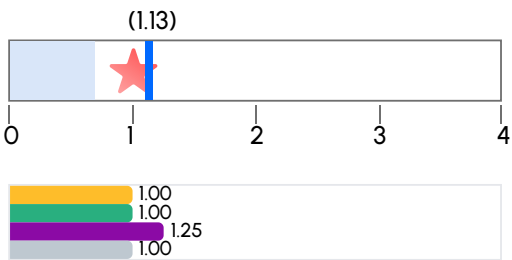
SPEAK UP

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



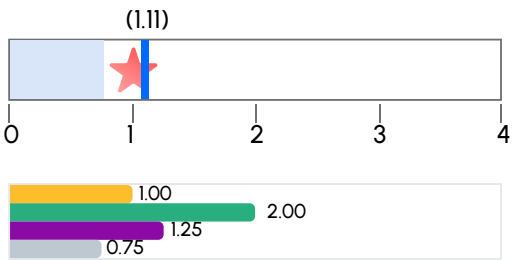
KEEP UP-TO-DATE

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



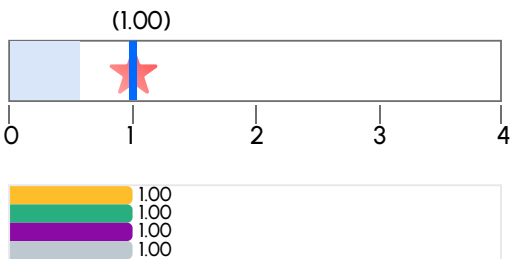
SPEAK UP

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



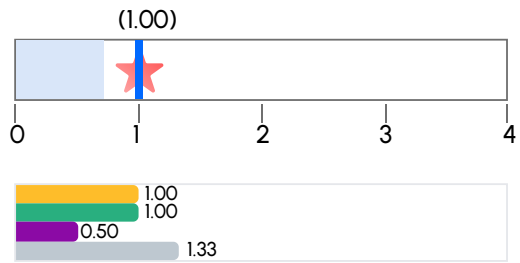
HOLISTIC THINKING

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

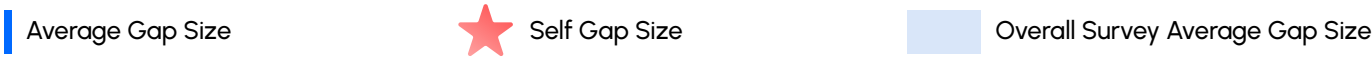


KNOW YOUR CUSTOMER

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



COMPETENCIES REPORT IN ASCENDING ORDER



AGILE MINDSET



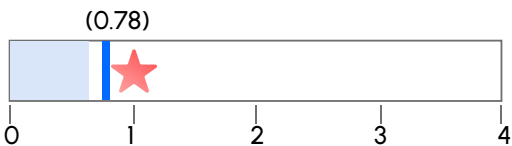
KNOW YOUR CUSTOMER



COURAGE TO ACT



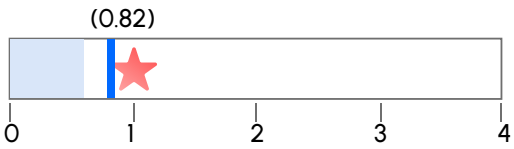
PURPOSEFUL PARTNERSHIP



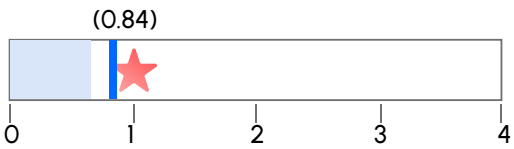
LIFELONG LEARNING



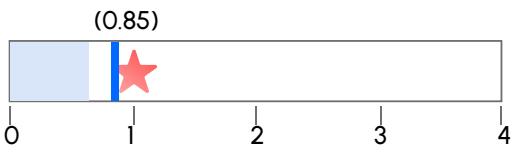
HOLISTIC THINKING



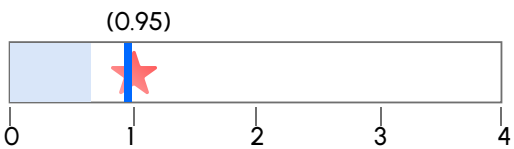
ENGAGE WITH EMPATHY



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	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.00	-	-	3	-	-	-

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	0.67	-	2	-	1	-	-
Subordinates	1.00	-	-	3	-	-	-

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	0.00	-	2	-	-	-	-
Subordinates	0.67	-	1	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	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.75	-	1	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	0.50	-	2	2	-	-	-
Subordinates	1.00	-	-	3	-	-	-

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	0.50	-	1	1	-	-	-
Subordinates	1.00	-	1	2	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.33	-	2	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	0.50	-	1	1	-	-	-
Subordinates	0.67	-	1	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	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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

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

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	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	2.00	-	-	-	1	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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	2.00	-	-	-	1	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.00	-	1	1	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	2.00	-	-	-	1	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.00	-	1	1	1	-	-

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

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

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	1.00	-	1	2	1	-	-
Subordinates	1.00	-	-	3	-	-	-

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

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

Courage To Act

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

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

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	0.67	-	2	-	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

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

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.00	-	-	3	-	-	-

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	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	1.00	-	-	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	1.00	-	-	1	-	-	-
Peers	0.00	-	1	-	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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	0.33	-	2	1	-	-	-
Subordinates	0.67	-	1	2	-	-	-

Lifelong Learning

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

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

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	0.50	-	1	1	-	-	-
Subordinates	1.00	-	-	3	-	-	-



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	1.00	-	1	-	1	-	-
Subordinates	1.00	-	-	3	-	-	-

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	0.50	-	1	1	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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	1.00	-	1	-	1	-	-
Subordinates	0.67	-	1	2	-	-	-

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.29
Q3. Identify new possibilities to address current business issues.	0.50
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.50
Q38. Make effort to teach / coach/ mentor team members.	0.50
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.57
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.60
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.63
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.63
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.63
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	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
Q28. Encourage and value innovative ideas and suggestions from others.	0.67

Q8. Provide coaching to help others adapt and be more versatile.	0.71
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.71
Q16. Empathise whilst balancing the need of individuals and the business.	0.75
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.80
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.80
Q36. Purposefully manage career development and professional growth of team members.	0.83
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.83
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.86
Q6. Ensure change plans are executed effectively and in a timely manner.	0.86
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.86
Q29. Maintain focus to deliver the chosen strategy.	0.86
Q30. Give space for self and team members to take risks and learn from mistakes.	0.86
Q4. Manage teams' resources to collate information from multiple sources.	0.88
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.88
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.88
Q15. Share similar experiences that may be adapted to their work circumstances.	0.88
Q1. Leverage on own and others' relevant experience and insights to make decisions.	1.00

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Q12. Promote a Customer-centric culture by role modeling the behavior.	1.00
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.00
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.00
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	1.00
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.00
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.00
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.11
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.13
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.13

## QUALITATIVE FEEDBACK

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

- Approachable, have good knowledge of EPF business
- 1. Firm 2. Knowledgeable in her own field
- Always focused on tasks, managing the team and being the continued source of guidance others can rely on. Leverage deep sense of commitment and drive to perform.
- Very experienced in the field of investment auditing Able to speak confidently to deliver the message
- 1. Give clear direction and opinion. 2. Always determine to complete a task within the expected outcome.
- she always keeps track of the tasks assigned to staff
- Coaching subordinates and innovative thinking
- Very reliable in ensuring plans are being executed Will put effort in ensuring in depth and complete reviews are done
- 1. Knowledge 2. Experience

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

- Clear communication and work instruction
- 1. More open to other person's ideas.
- Exploring options to further leverage strengths, build expertise and connect better with others, given strong commitment and drive to perform.
- To be more participative in discussions To be more willing to share her knowledge
- 1. Be more open to ideas. 2. Improve on team work and coordination with others outside the section.
- need to tolerate on assignment timing as certain time delays ore from auditee...

- Communication both verbal and written has room for improvement Making decisions with a bit more empathy and building relationship with stakeholders.
- nil

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.

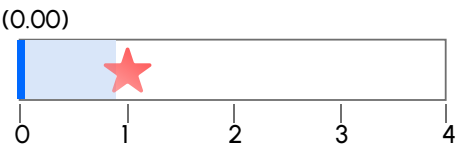
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

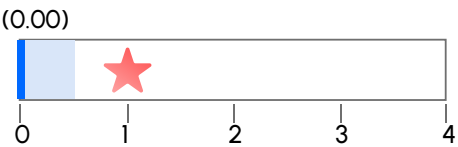
AGILE MINDSET

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



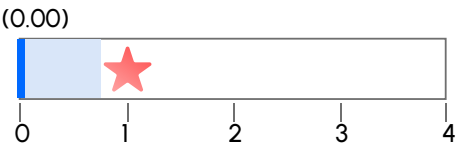
COURAGE TO ACT

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



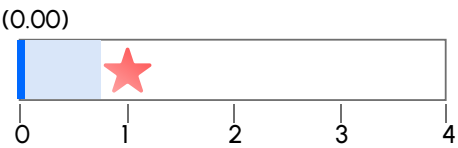
AGILE MINDSET

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



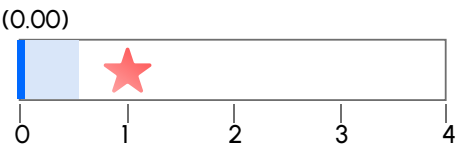
LIFELONG LEARNING

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



COURAGE TO ACT

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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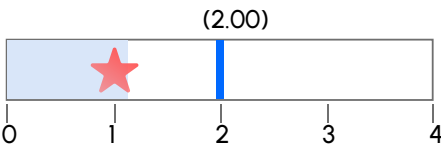
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

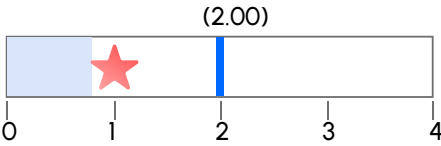
KEEP UP-TO-DATE

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



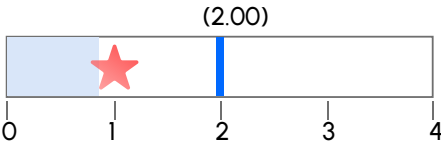
SPEAK UP

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



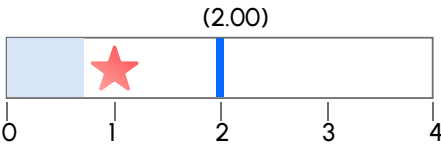
PURPOSEFUL PARTNERSHIP

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



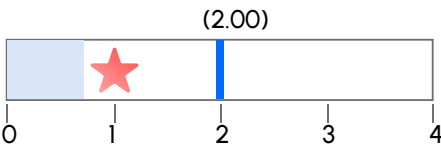
PURPOSEFUL PARTNERSHIP

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.





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.

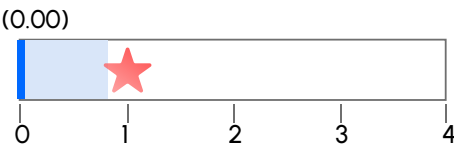
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

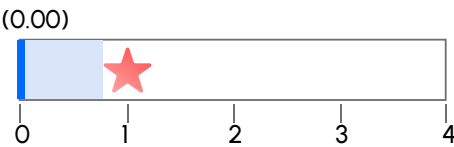
LIFELONG LEARNING

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



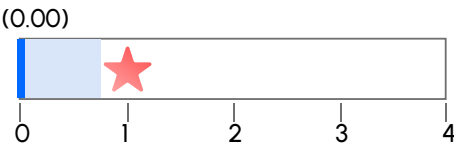
PURPOSEFUL PARTNERSHIP

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



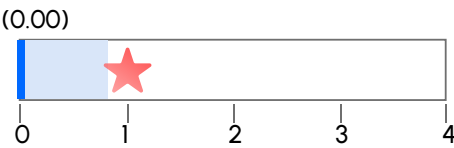
KEEP UP-TO-DATE

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



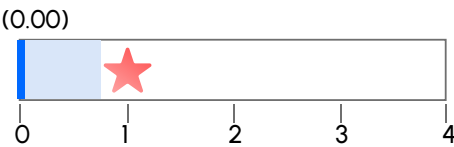
KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Development Needs

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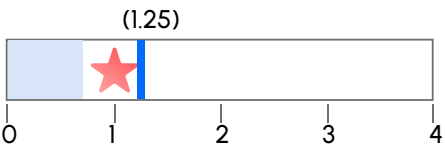
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

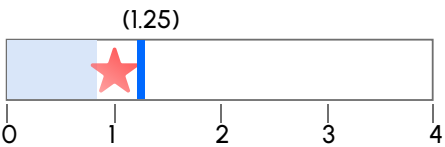
KEEP UP-TO-DATE

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



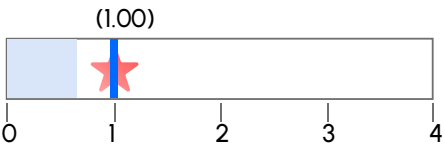
SPEAK UP

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



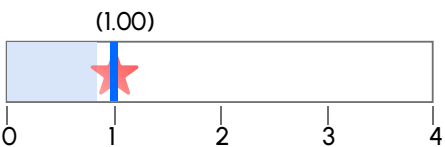
HOLISTIC THINKING

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



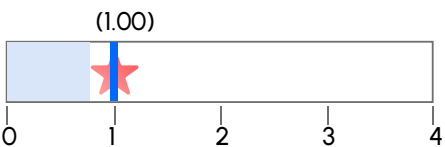
ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

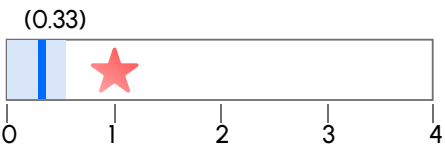
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

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



COURAGE TO ACT

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



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS FROM 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.

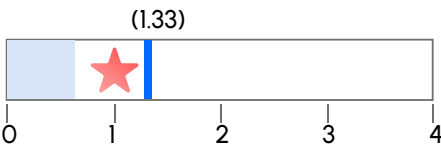
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

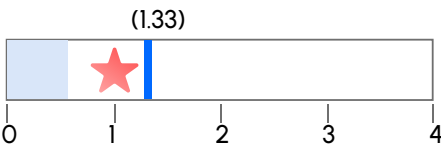
ENGAGE WITH EMPATHY

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



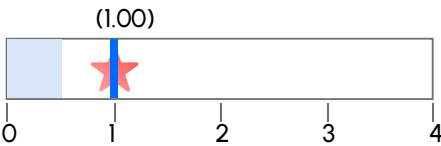
KNOW YOUR CUSTOMER

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



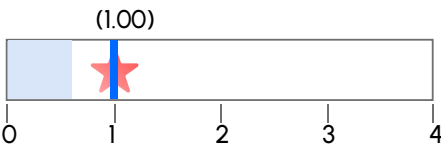
KEEP UP-TO-DATE

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



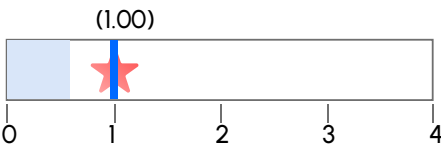
LIFELONG LEARNING

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.



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 SizeAverage 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.



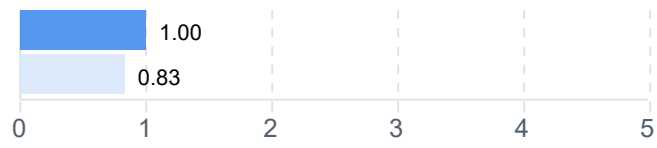
LIFELONG LEARNING

Self Gap Size    Average Gap Size

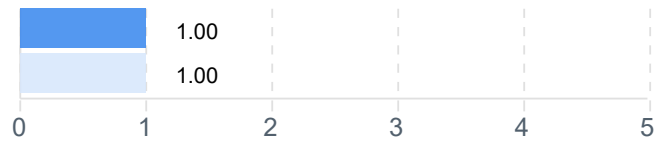
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.



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



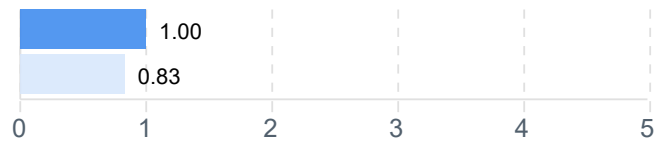
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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

-- There are no Blind Spots to show --

TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

AGILE MINDSET

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



LIFELONG LEARNING

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



SPEAK UP

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

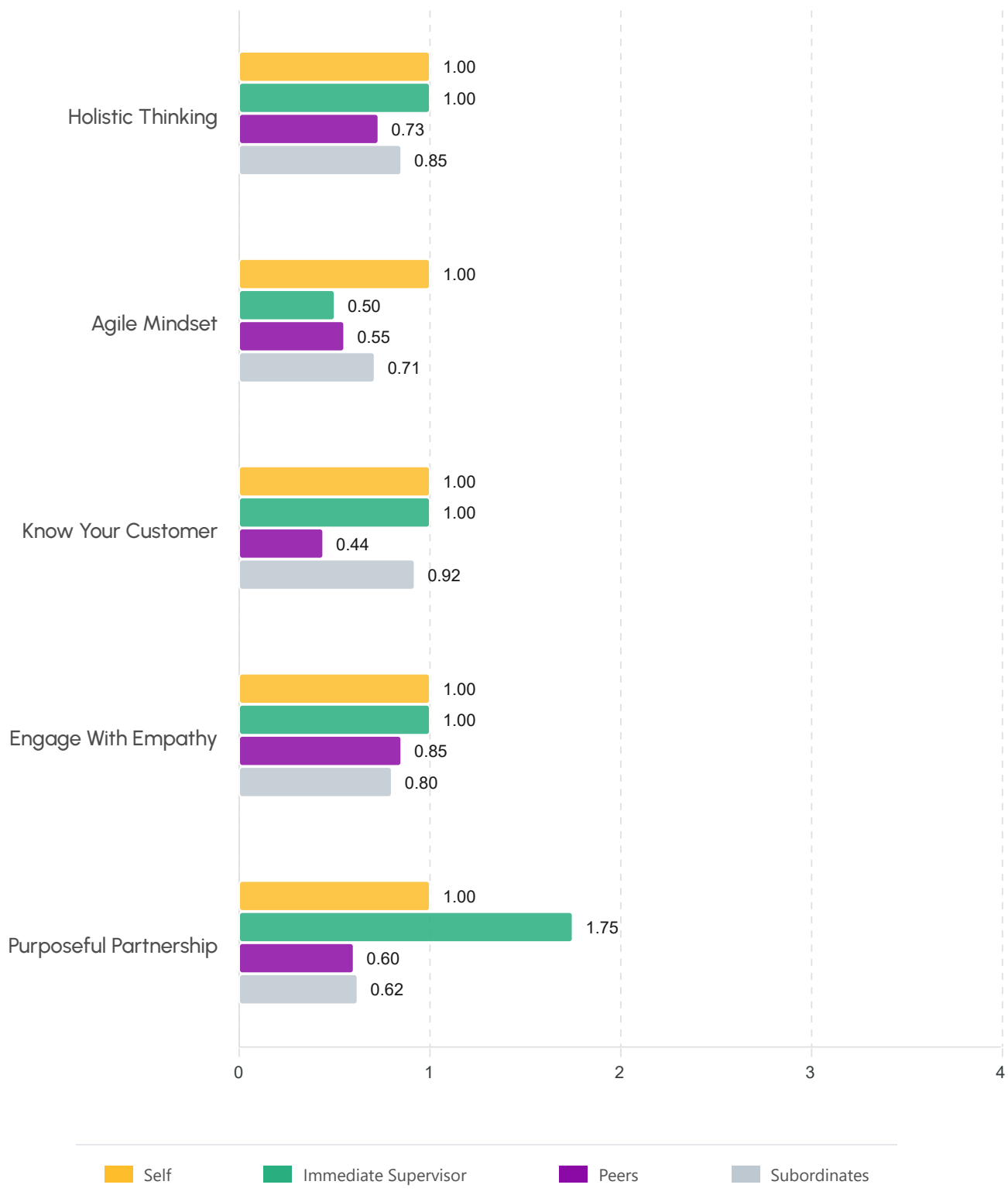


KEEP UP-TO-DATE

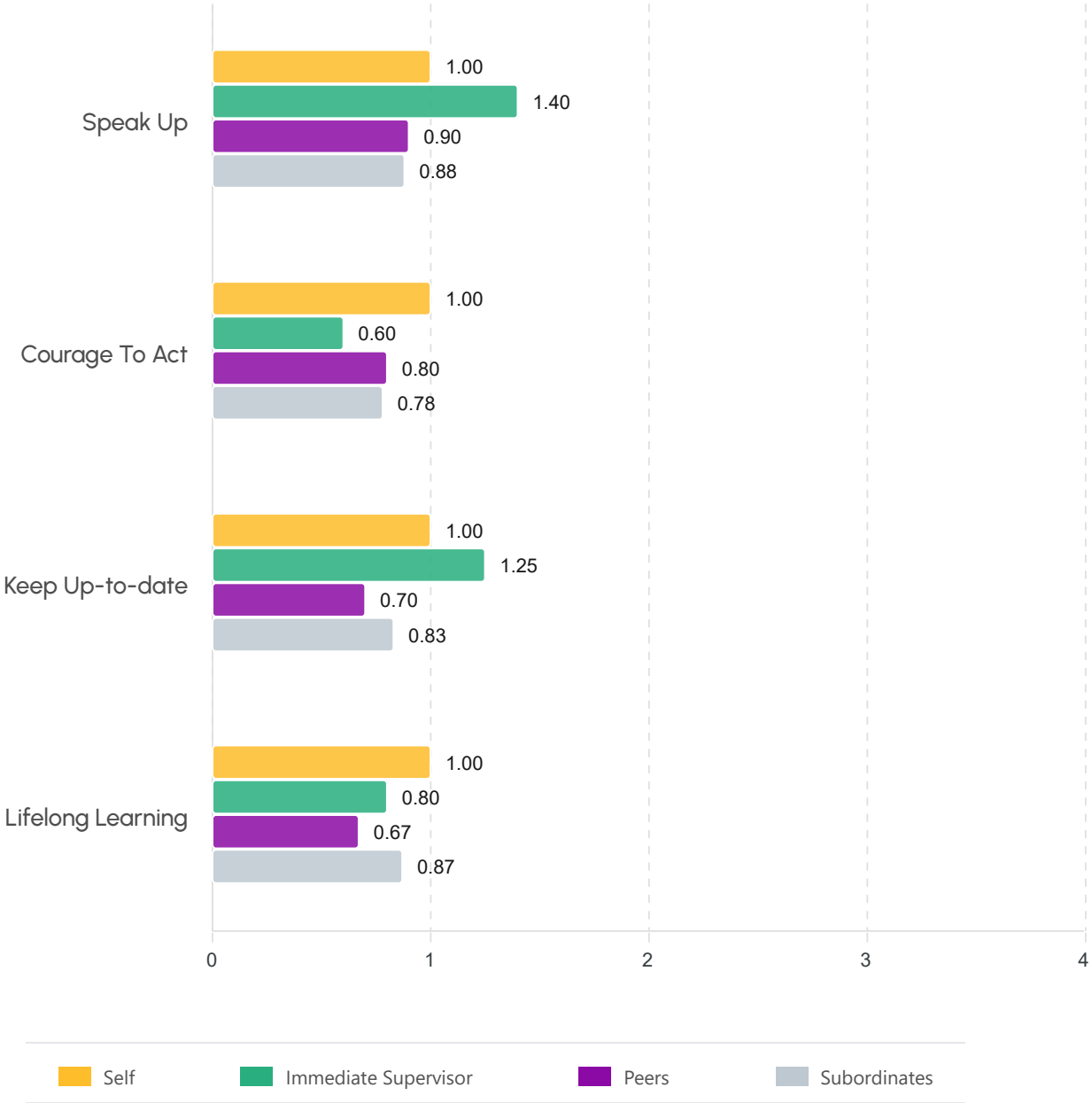
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



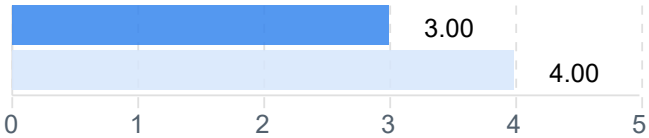
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

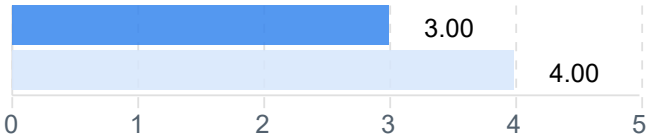
ENGAGE WITH EMPATHY

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



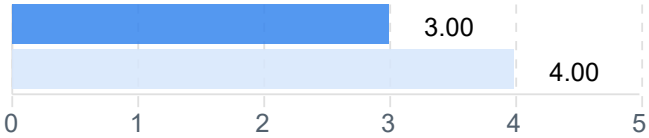
LIFELONG LEARNING

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



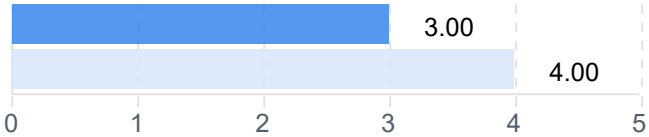
KNOW YOUR CUSTOMER

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



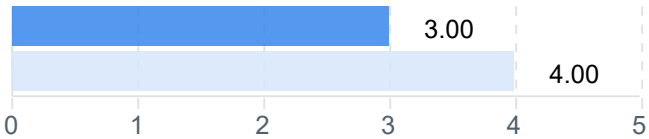
SPEAK UP

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



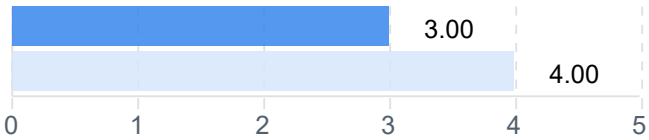
AGILE MINDSET

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



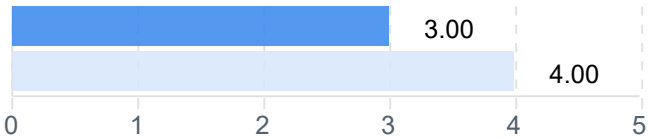
HOLISTIC THINKING

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



COURAGE TO ACT

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



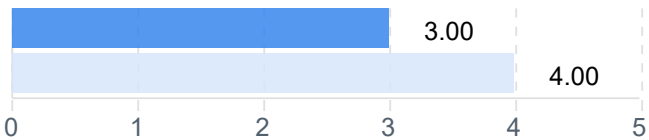
PURPOSEFUL PARTNERSHIP

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



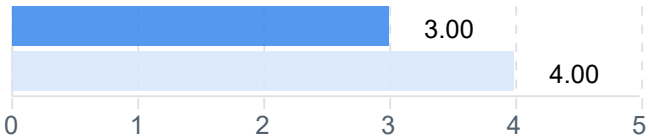
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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





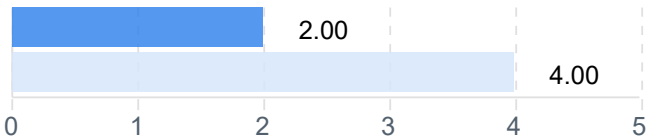
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

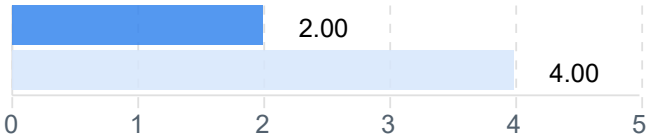
SPEAK UP

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



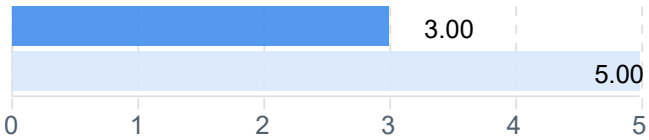
PURPOSEFUL PARTNERSHIP

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



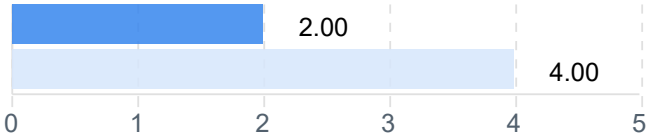
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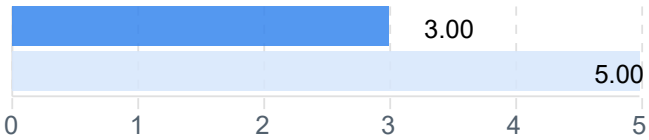
SPEAK UP

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



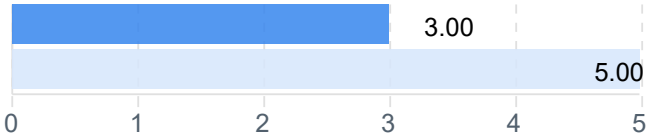
SPEAK UP

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



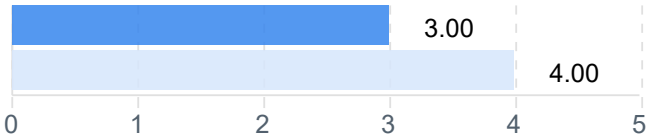
PURPOSEFUL PARTNERSHIP

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



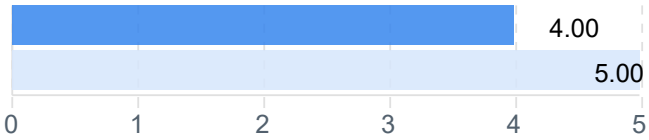
ENGAGE WITH EMPATHY

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



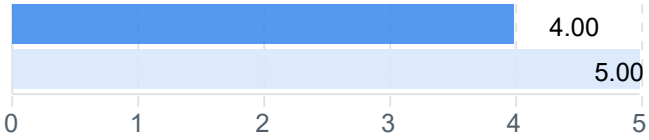
LIFELONG LEARNING

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



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

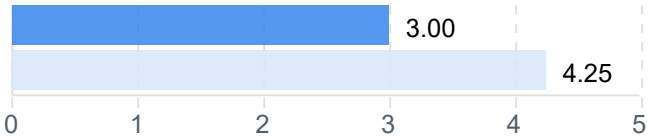
KEEP UP-TO-DATE

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



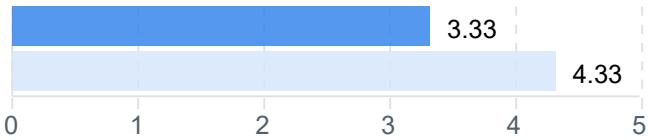
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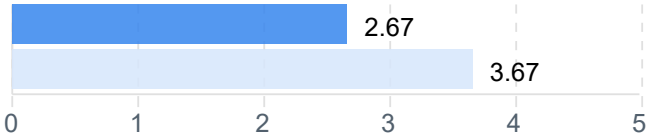
HOLISTIC THINKING

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



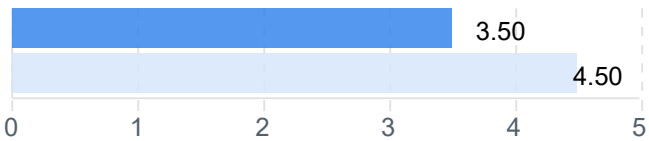
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



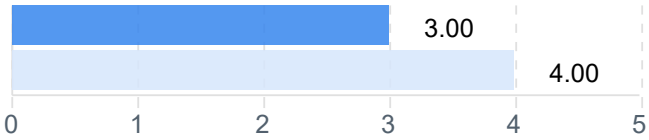
ENGAGE WITH EMPATHY

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



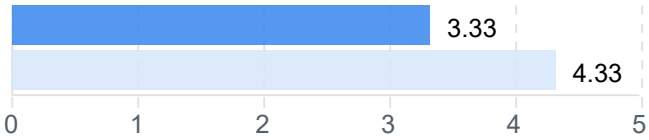
LIFELONG LEARNING

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



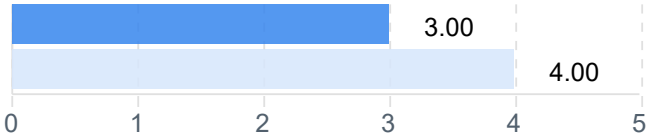
HOLISTIC THINKING

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



AGILE MINDSET

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



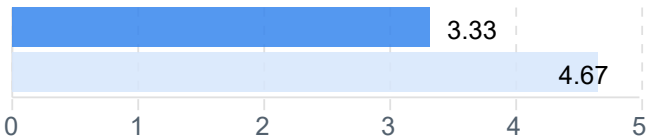
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

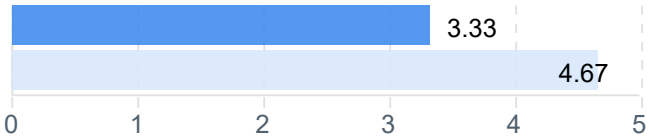
ENGAGE WITH EMPATHY

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



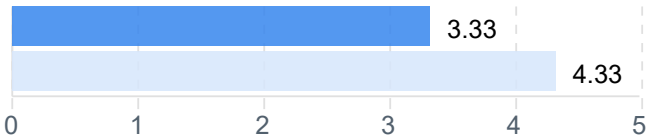
KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



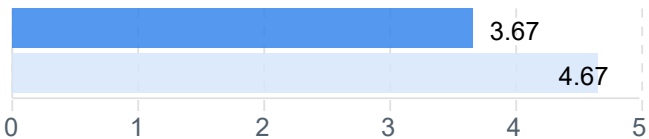
SPEAK UP

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



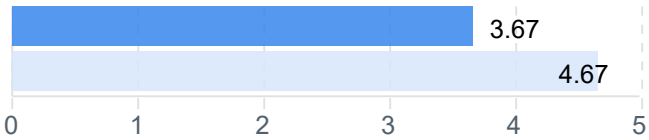
AGILE MINDSET

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



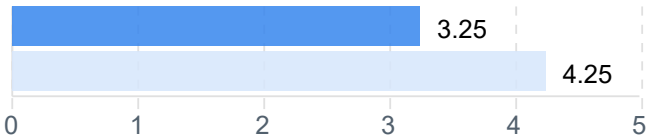
HOLISTIC THINKING

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



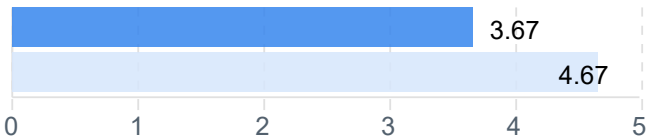
COURAGE TO ACT

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



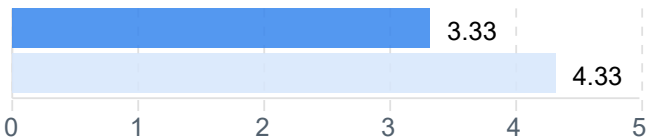
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



AGILE MINDSET

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



## 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.	3.0	4.0	4.0	5.0	3.3	4.3	3.7	4.7
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	5.0	4.0	5.0	3.7	4.3	3.7	4.7
Q3. Identify new possibilities to address current business issues.	4.0	5.0	4.0	5.0	4.0	4.0	4.0	4.7
Q4. Manage teams' resources to collate information from multiple sources.	3.0	4.0	4.0	5.0	3.3	4.3	3.8	4.5
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	4.0	5.0	5.0	3.5	4.0	3.7	4.7
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	4.0	5.0	3.5	4.0	3.8	4.8
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	5.0	5.0	5.0	4.0	4.0	4.0	4.5
Q8. Provide coaching to help others adapt and be more versatile.	3.0	4.0	4.0	5.0	3.0	4.0	4.3	4.7
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	4.0	4.0	5.0	3.5	4.0	4.0	4.7
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	5.0	4.0	5.0	3.8	4.3	4.0	4.7
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	4.0	3.0	4.0	3.0	3.0	3.7	4.7
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	4.0	3.0	4.0	3.5	4.0	3.3	4.7

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.	3.0	4.0	3.0	4.0	3.5	4.0	3.3	4.7
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.0	4.0	3.0	4.0	2.7	3.7	3.8	4.5
Q15. Share similar experiences that may be adapted to their work circumstances.	3.0	4.0	3.0	4.0	3.0	4.0	3.5	4.3
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	4.0	3.0	4.0	3.0	4.0	3.8	4.3
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.0	4.0	2.0	4.0	3.5	4.0	4.0	4.5
Q18. Leverage one's network and connection to gather market data.	3.0	4.0	2.0	4.0	3.5	3.5	4.0	4.7
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	4.0	3.0	4.0	3.5	4.5	3.7	4.7
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	3.0	5.0	3.0	3.5	4.3	4.7
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.0	4.0	2.0	4.0	3.8	4.5	3.7	4.7
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	3.0	5.0	3.0	4.3	3.8	4.5
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	4.0	3.0	5.0	3.5	4.5	3.7	4.7
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	4.0	4.0	5.0	3.5	4.5	3.7	4.7
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.0	4.0	5.0	5.0	3.5	4.0	4.0	4.7
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.0	4.0	4.0	5.0	3.5	4.0	3.3	4.3



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.	3.0	4.0	5.0	5.0	3.7	4.3	4.0	4.8
Q28. Encourage and value innovative ideas and suggestions from others.	3.0	4.0	4.0	5.0	3.8	4.5	3.8	4.3
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	4.0	5.0	3.3	4.3	4.0	4.7
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	5.0	5.0	3.3	4.3	3.7	4.7
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	5.0	3.5	4.0	3.7	4.7
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	4.0	4.0	5.0	3.0	4.3	3.3	4.3
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	4.0	3.0	4.0	3.0	3.0	2.7	3.3
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	4.0	4.3	3.3	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	4.0	4.0	5.0	3.0	3.0	3.3	4.3
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.0	3.0	4.0	3.0	3.5	3.3	4.3
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	4.0	3.0	4.0	3.0	4.0	3.3	4.3
Q38. Make effort to teach / coach/ mentor team members.	3.0	4.0	4.0	4.0	3.5	4.0	4.0	4.7
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	4.0	4.0	5.0	3.0	4.0	3.7	4.3

\* Responses based on Rating scale of 1-5