



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Nur Aida bt Mustaffa

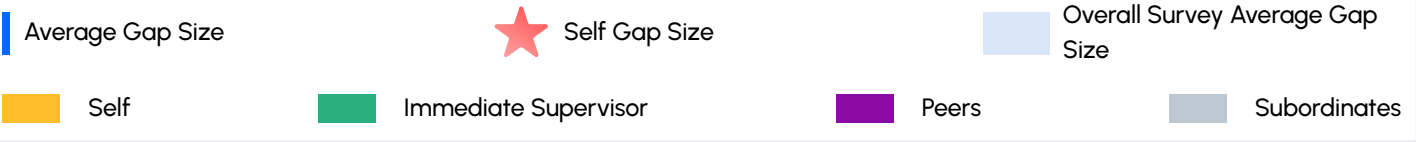
Date: 02/08/2023

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STRENGTHS AND DEVELOPMENT NEEDS

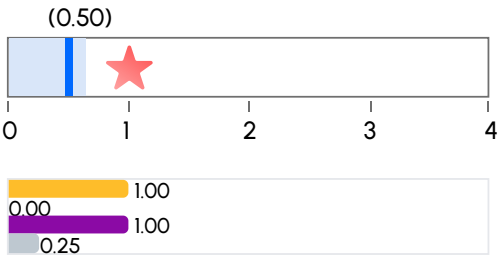
Strengths

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



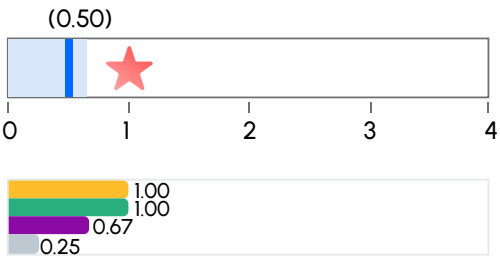
HOLISTIC THINKING

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



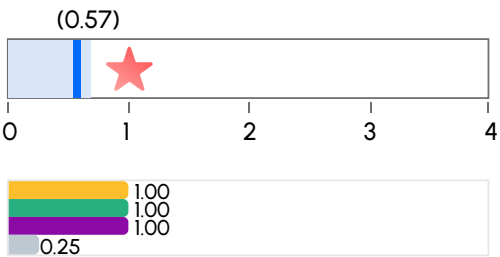
LIFELONG LEARNING

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



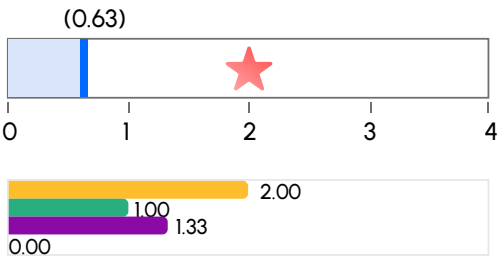
KEEP UP-TO-DATE

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



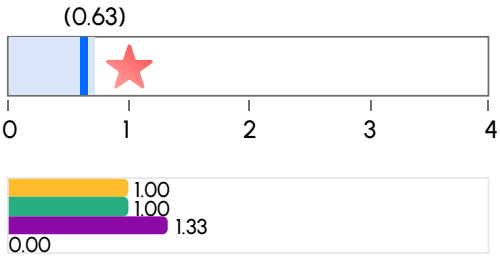
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



AGILE MINDSET

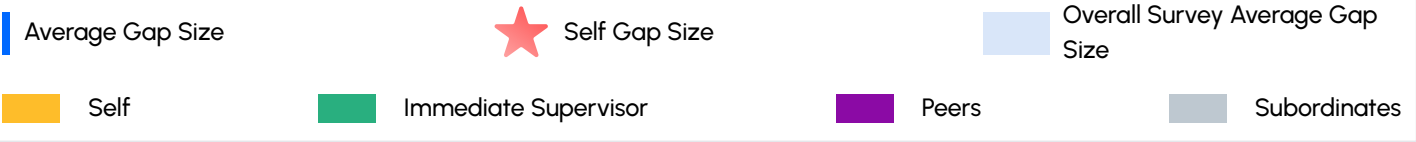
Q6. Ensure change plans are executed effectively and in a timely manner.



STRENGTHS AND DEVELOPMENT NEEDS

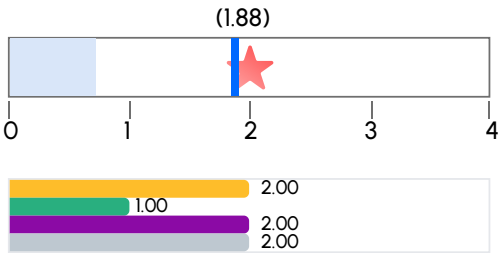
Development Needs

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



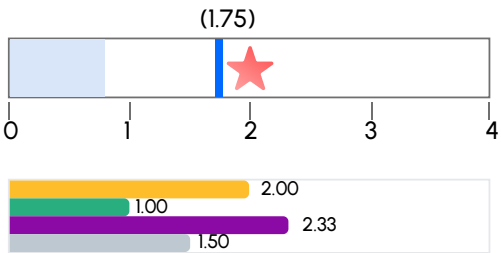
ENGAGE WITH EMPATHY

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



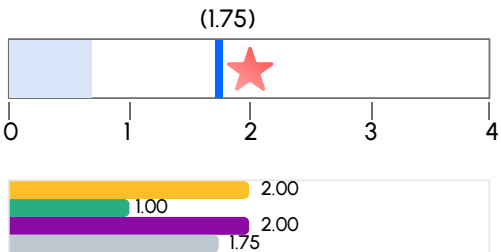
ENGAGE WITH EMPATHY

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



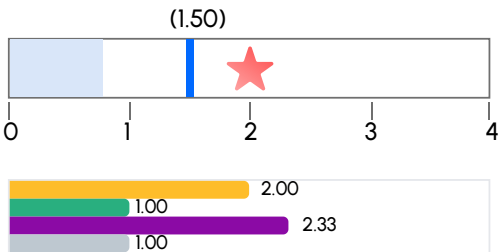
ENGAGE WITH EMPATHY

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



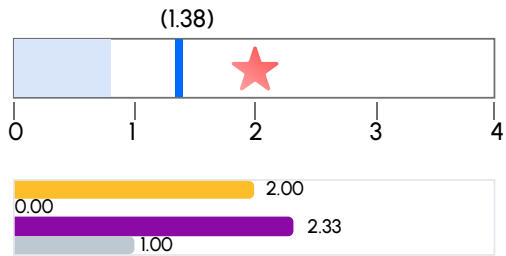
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



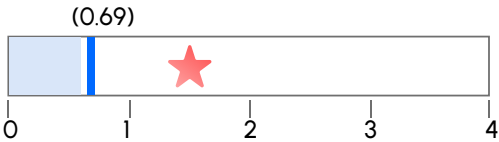
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

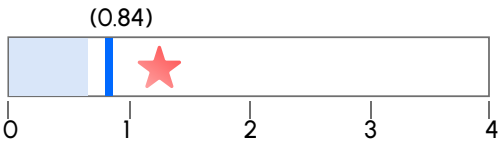
★ Self Gap Size

Overall Survey Average Gap Size

HOLISTIC THINKING



AGILE MINDSET



LIFELONG LEARNING



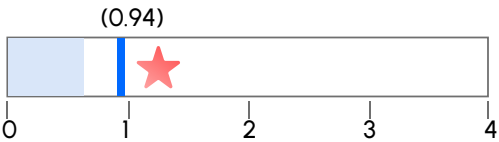
COURAGE TO ACT



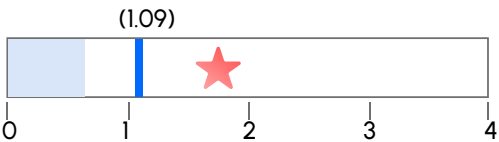
KEEP UP-TO-DATE



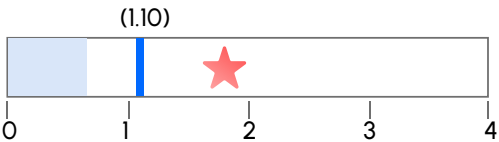
KNOW YOUR CUSTOMER



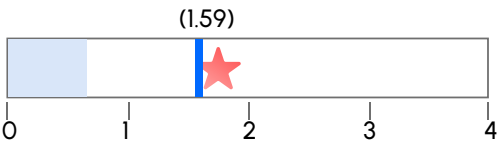
PURPOSEFUL PARTNERSHIP



SPEAK UP



ENGAGE WITH EMPATHY



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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.75	-	2	1	1	-	-

Q3. Identify new possibilities to address current business issues.

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

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	1.00	-	1	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Agile Mindset

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

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

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	1.67	-	-	1	2	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	-	3	-	-
Subordinates	1.00	-	2	1	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	-	3	-	-
Subordinates	2.00	-	1	-	1	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	1.50	-	1	1	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	0.00	-	1	-	-	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	1.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	-	3	-	-
Subordinates	1.75	-	1	-	2	1	-

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	1.00	-	1	2	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.75	-	2	1	1	-	-

Speak Up

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	1	1	1	-
Subordinates	1.25	-	1	1	2	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	1.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.75	-	2	1	1	-	-

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.50	-	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	0.50	-	2	2	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	1.00	-	2	1	-	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	1.00	-	-	2	-	-	-
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	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	1.25	-	2	-	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	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	1.50	-	-	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
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	1.50	-	-	1	1	-	-
Subordinates	1.25	-	1	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	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	1.50	-	1	1	1	1	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q4. Manage teams' resources to collate information from multiple sources.	0.50
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.50
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.57
Q3. Identify new possibilities to address current business issues.	0.63
Q6. Ensure change plans are executed effectively and in a timely manner.	0.63
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.63
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.63
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.63
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.71
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.75
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.75
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.75
Q28. Encourage and value innovative ideas and suggestions from others.	0.75
Q29. Maintain focus to deliver the chosen strategy.	0.75

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.88
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.88
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.88
Q18. Leverage one's network and connection to gather market data.	0.88
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.88
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.89
Q36. Purposefully manage career development and professional growth of team members.	0.89
Q15. Share similar experiences that may be adapted to their work circumstances.	1.00
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	1.00
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.00
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.00
Q25. Facilitate discussions with various views to converge and achieve a common objective.	1.00
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.00
Q38. Make effort to teach / coach/ mentor team members.	1.14
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.25

Q39. Nurture an environment that supports coaching and honest performance feedback.	1.29
Q8. Provide coaching to help others adapt and be more versatile.	1.38
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.38
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.38
Q30. Give space for self and team members to take risks and learn from mistakes.	1.38
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.38
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.50
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.75
Q16. Empathise whilst balancing the need of individuals and the business.	1.75
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.88

QUALITATIVE FEEDBACK

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

- 1. Aida is always open to new challenges and i must say she strive to be agile 2. Aida can achieve or going above and beyond when she is provided with the necessary support
- 1. Knowledgeable and experience in project management. 2. Good communicating and writing skills.
- very good in engaging with stakeholders very good in presentation and communication
- Firm and explorative.
- Strategic thinking
- 1. Regularly shared latest information related digital technology 2. Knowledge on project can support her to apply for his current roles
- 1. Innovative - Enjoy doing improvement and Passionate in innovation. Will drive innovation or new initiatives until execution. This was demonstrated clearly in project Chatbot that requires understanding of new knowledge on Artificial Intelligence especially Machine Learning, which was new to EPF in 2018. We went thru the whole journey of Ideations until creation by engaging many parties. We also adopted many methods such as Design Thinking, Lean Six Sigma and Customer Journey Mapping when drafting the requirements for EPF Chatbot. It was indeed a fun and memorable experience which I wish can be replicated in future. 2. Adaptable - Can easily bend to adjust to new conditions/ circumstances or environment. This was demonstrated in a few scenarios with the latest when managing the flagship project, Member Interactive Platform (MIP) using the Agile Approach. Agile is very new to EPF which requires strong discipline and speed due to the 2 weeks sprints. At the same time, EPF doesn't have dedicated Agile team which means the same team who are involved in MIP is also responsible with operational daily tasks. With those challenges, adaptability to the new condition is significant to ensure the success of the project.

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

- 1. Aida needs to improve her presentation skill further and be able to emphasize based on the positive angle ie what can we achieve given xxxx instead of we cannot achieve xxxx give that we do not have xxxx 2. Aida needs to improve her leadership skill with 'difficult team members' to get them to her side
- 1. Increase empathy towards working team, especially related to health issues. 2. Provide regular coaching sessions/guidance towards working team.

Should be better for skill people oriented and empathy. If some employees lack certain skills, the role of a manager would be to groom them and help them acquire those skills. The main priority should be to get the best performance of every team member. The managers need to remember that though they are higher on the organization ladder, they aren't better than their subordinates. Forcing their opinions on team members or chasing credit can alienate them from the team. Never

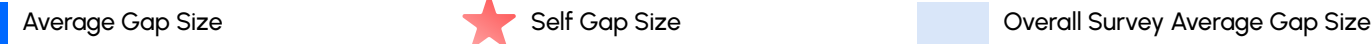
single out staff for failures. Accept every success and failure gracefully as a team to maintain a healthy environment in the organization.

- Respectful and emphatic.
- Communication skills with subordinates.
- 1. By give clear instruction, work can deliver efficient and effectiveness . 2. Discussion be more fruitful if being open to any feedback.
- 1. I need to improve on my engagement method when dealing with multi-generational workforce especially for tasks with deadlines. With better coaching techniques, I am sure I can develop their competency growth and make them feel more confident and happier to work in a team. 2. With data being the fundamental for decision making, i need to improve on data analysis skills. 3. improve strategic thinking and look things from bigger perspective

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

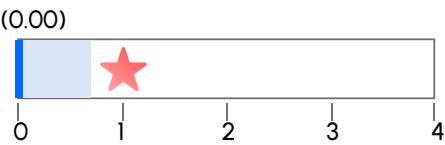
Strengths

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



KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



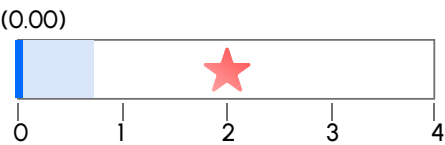
SPEAK UP

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



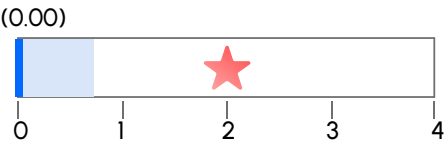
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

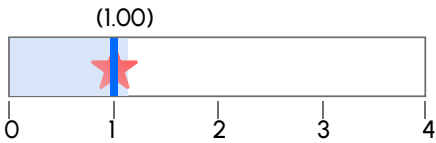
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

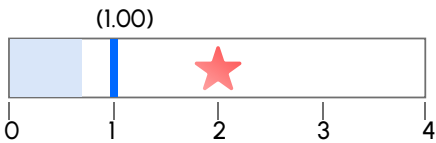
KEEP UP-TO-DATE

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



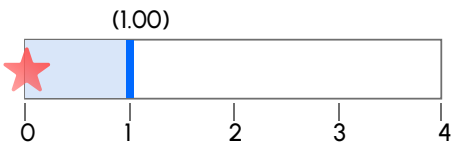
ENGAGE WITH EMPATHY

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



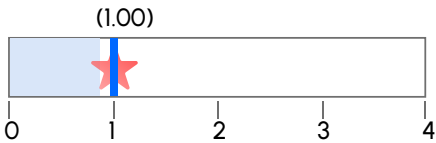
COURAGE TO ACT

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



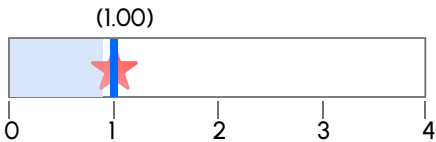
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



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.

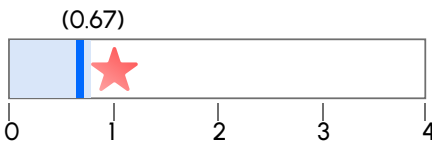
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

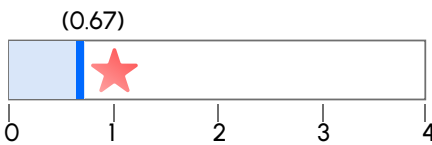
LIFELONG LEARNING

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



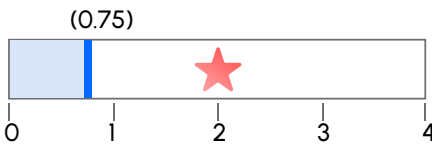
KEEP UP-TO-DATE

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



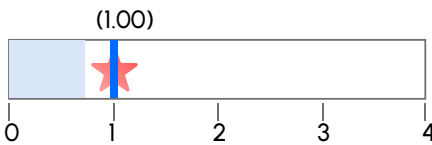
SPEAK UP

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



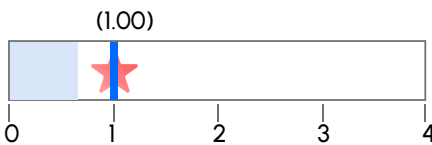
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

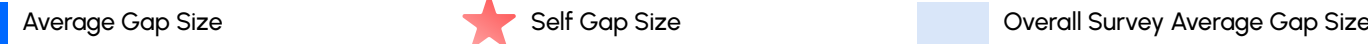
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

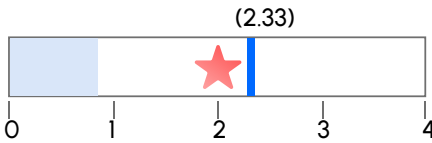
Development Needs

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



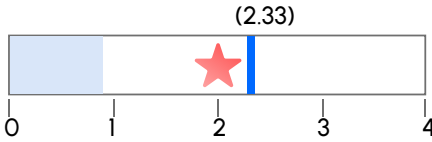
ENGAGE WITH EMPATHY

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



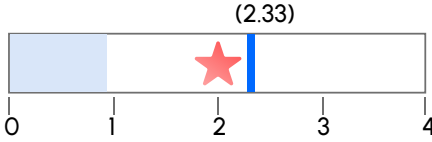
PURPOSEFUL PARTNERSHIP

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



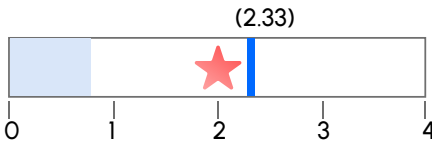
AGILE MINDSET

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



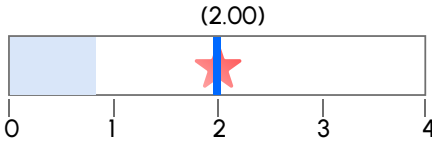
COURAGE TO ACT

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



ENGAGE WITH EMPATHY

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



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

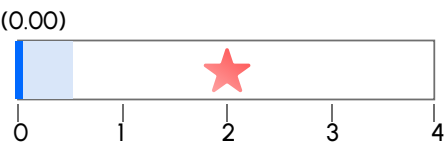
AGILE MINDSET

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



AGILE MINDSET

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



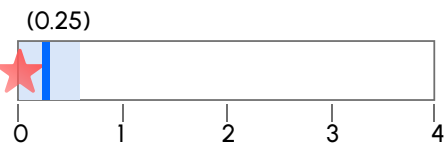
KEEP UP-TO-DATE

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.



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.

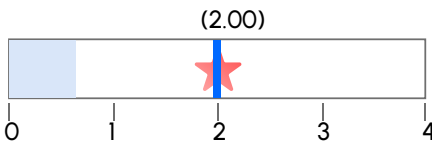
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

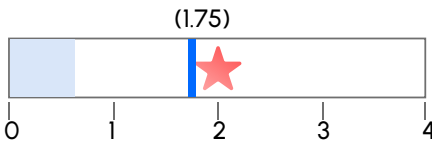
ENGAGE WITH EMPATHY

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



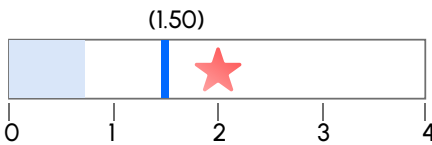
ENGAGE WITH EMPATHY

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



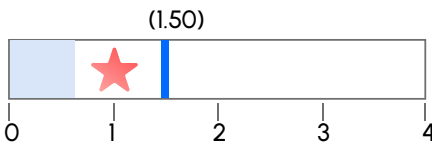
ENGAGE WITH EMPATHY

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



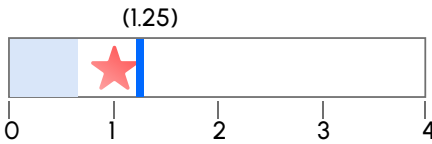
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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

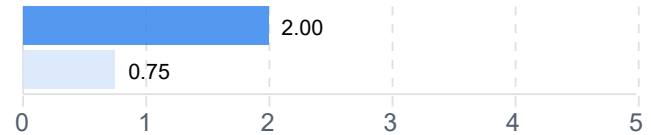


AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

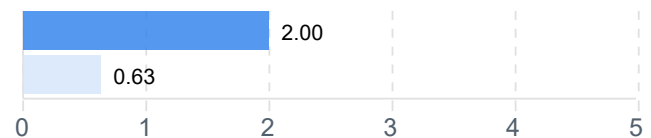
Q1. Leverage on own and others' relevant experience and insights to make decisions.



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size Average Gap Size

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



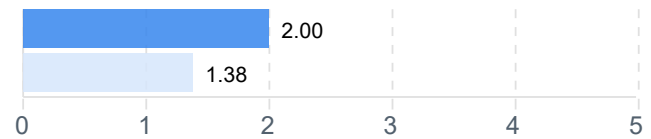
Q6. Ensure change plans are executed effectively and in a timely manner.



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



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



KNOW YOUR CUSTOMER

■ Self Gap Size ■ Average Gap Size

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



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



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



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



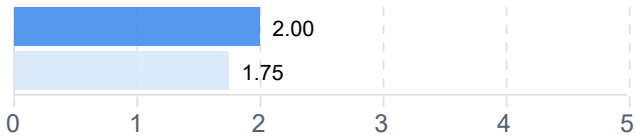
ENGAGE WITH EMPATHY

■ Self Gap Size ■ Average Gap Size

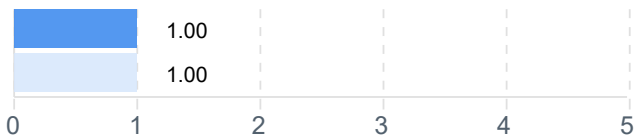
Q13. Empathise in a way that motivates one to take action to help others in the work environment.



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



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



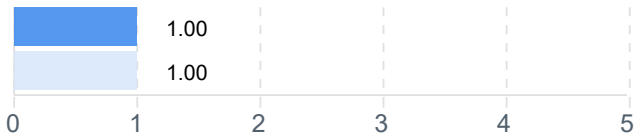
Q16. Empathise whilst balancing the need of individuals and the business.



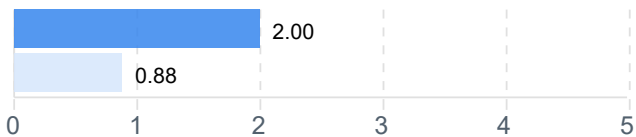
PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

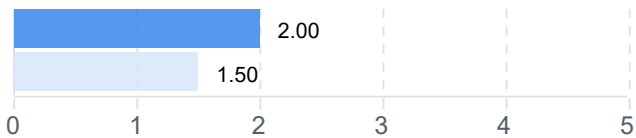
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



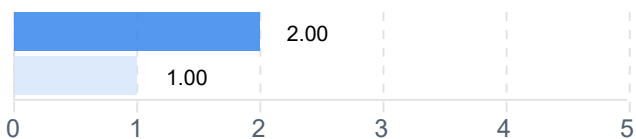
Q18. Leverage one’s network and connection to gather market data.



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



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



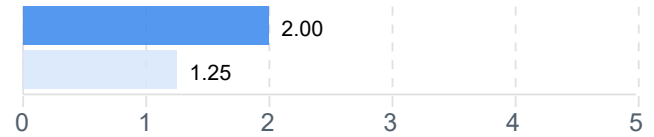
SPEAK UP

Self Gap Size Average Gap Size

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



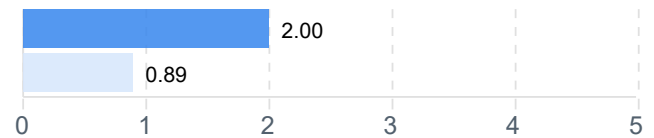
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



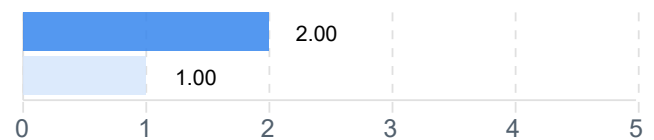
Q23. Encourage constructive feedback and be objective in addressing disagreements.



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



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



COURAGE TO ACT

■ Self Gap Size ■ Average Gap Size

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



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



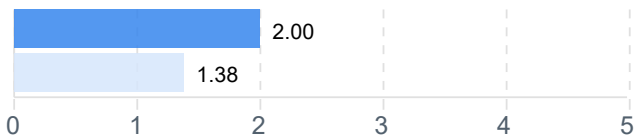
Q28. Encourage and value innovative ideas and suggestions from others.



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



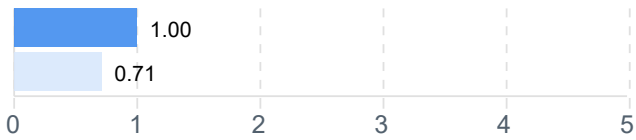
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



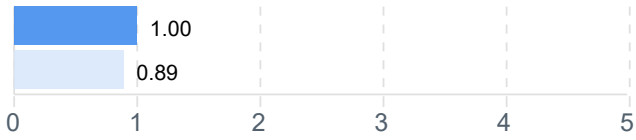
LIFELONG LEARNING

Self Gap Size Average Gap Size

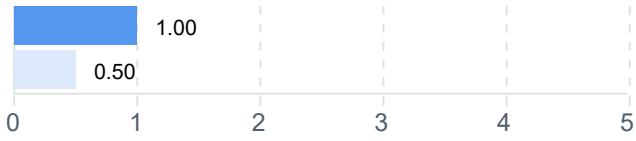
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

COURAGE TO ACT

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



COURAGE TO ACT

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

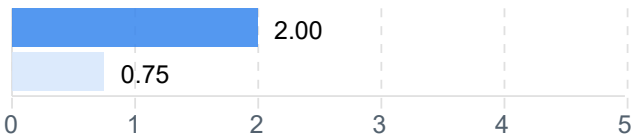
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



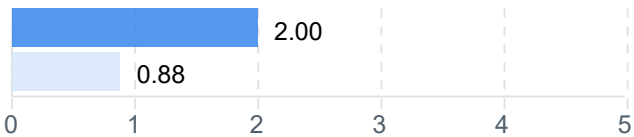
HOLISTIC THINKING

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



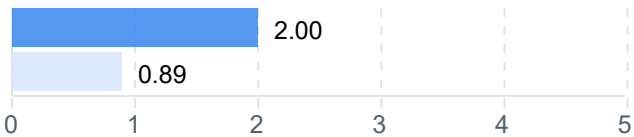
PURPOSEFUL PARTNERSHIP

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



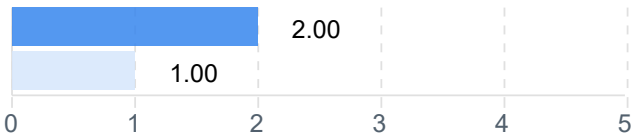
SPEAK UP

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

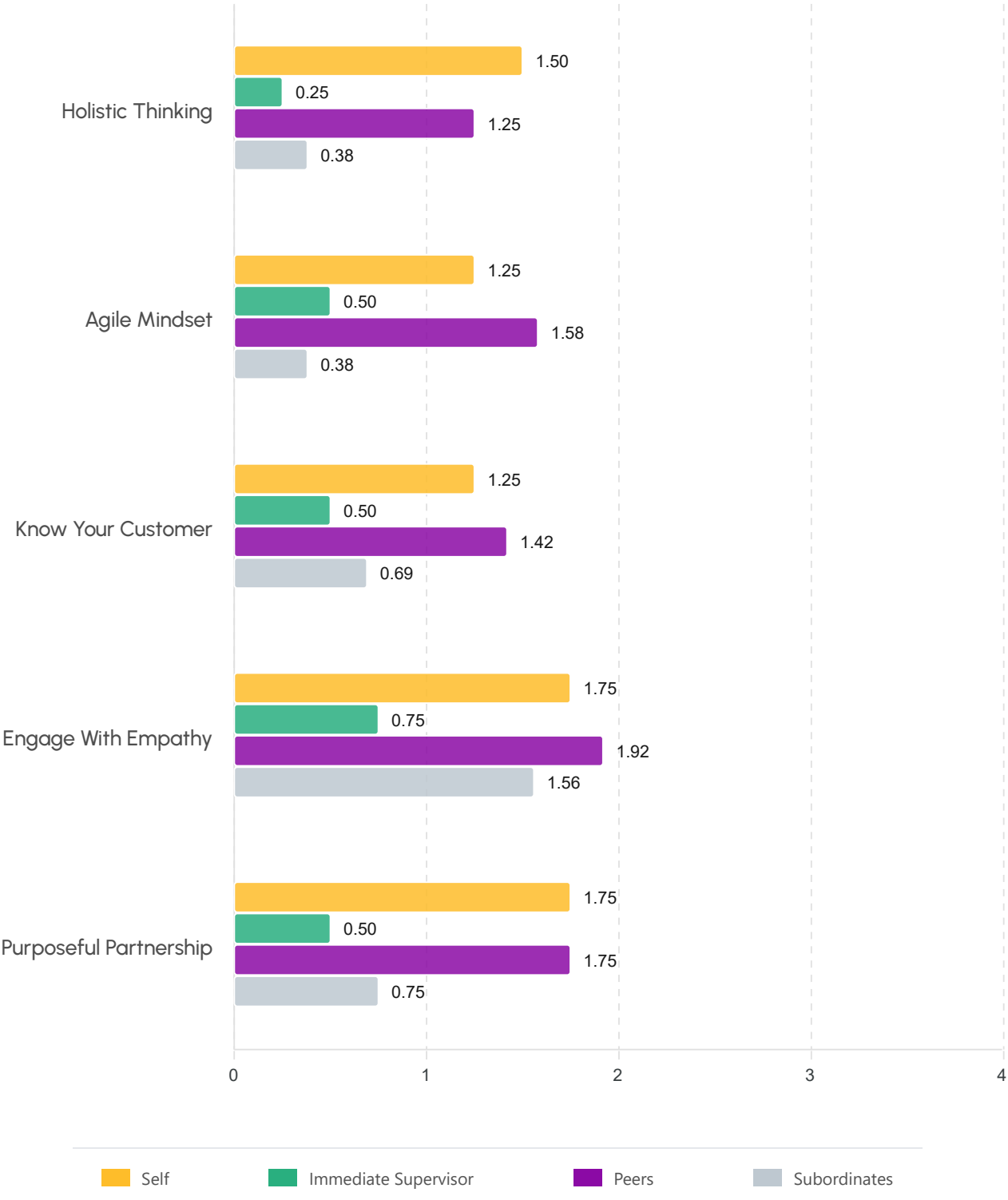


PURPOSEFUL PARTNERSHIP

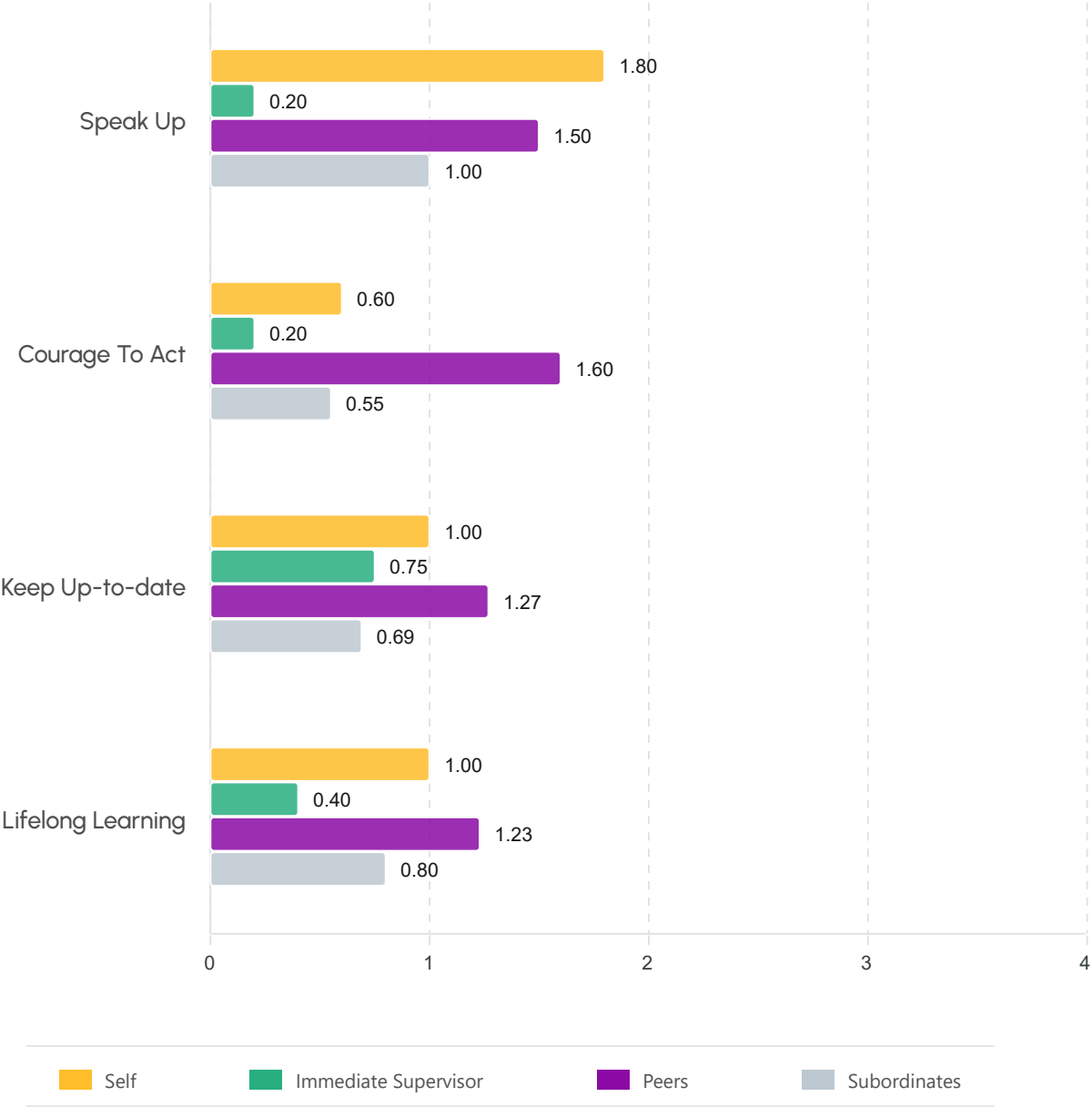
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



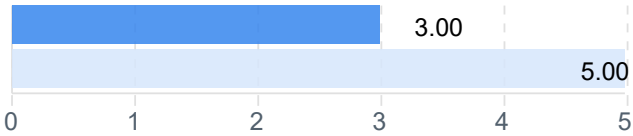
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

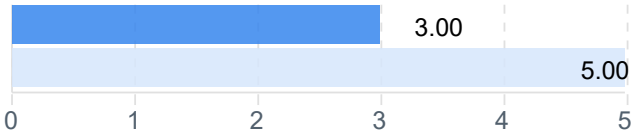
ENGAGE WITH EMPATHY

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



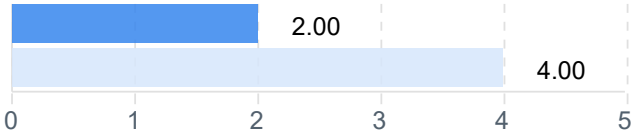
HOLISTIC THINKING

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



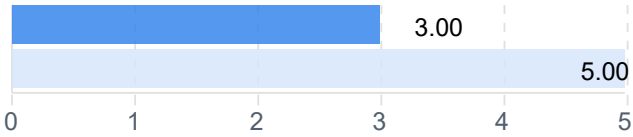
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



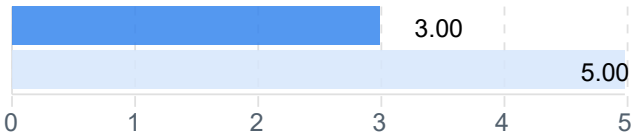
SPEAK UP

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



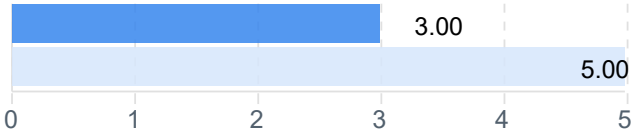
PURPOSEFUL PARTNERSHIP

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



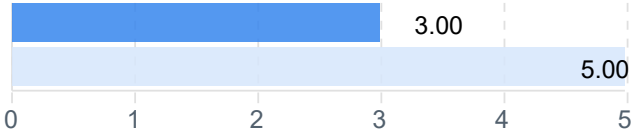
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



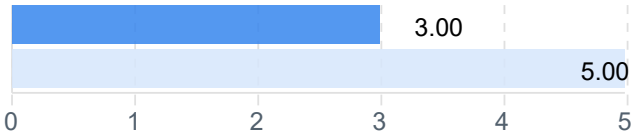
SPEAK UP

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



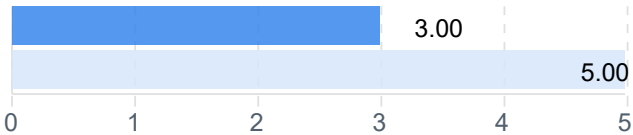
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



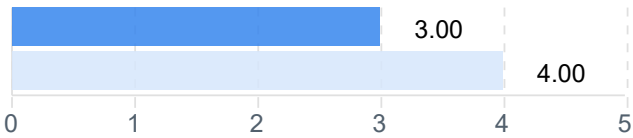
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

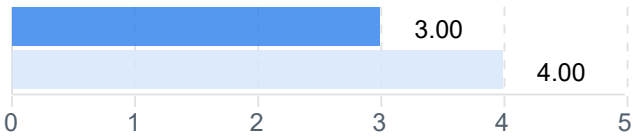
AGILE MINDSET

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



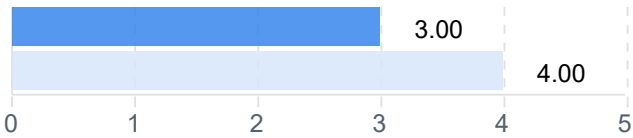
ENGAGE WITH EMPATHY

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



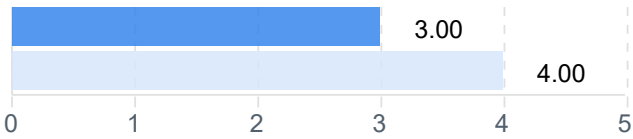
COURAGE TO ACT

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



KEEP UP-TO-DATE

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



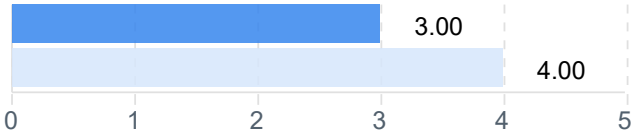
PURPOSEFUL PARTNERSHIP

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



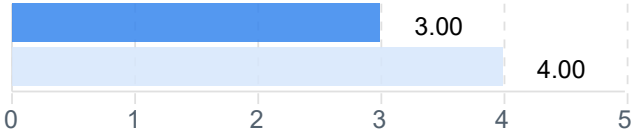
ENGAGE WITH EMPATHY

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



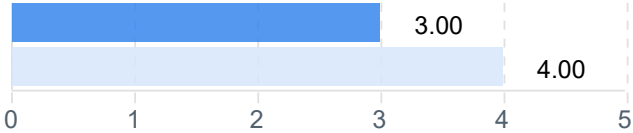
LIFELONG LEARNING

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



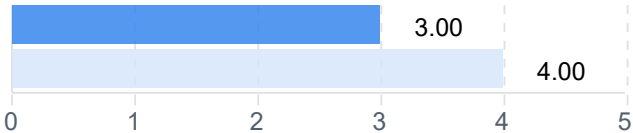
AGILE MINDSET

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



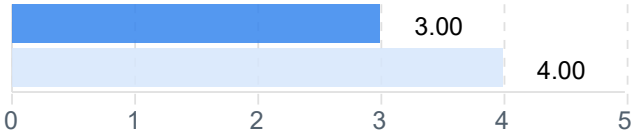
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



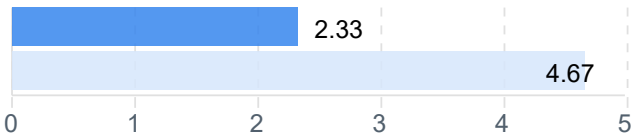
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

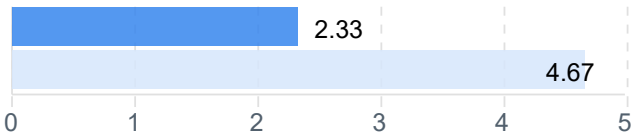
ENGAGE WITH EMPATHY

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



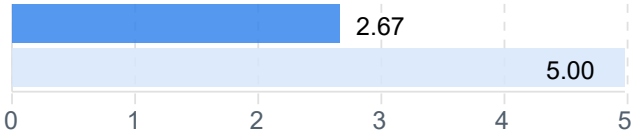
PURPOSEFUL PARTNERSHIP

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



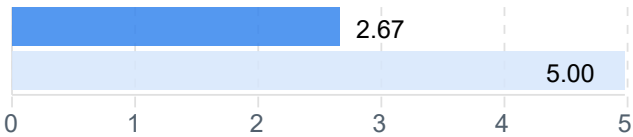
AGILE MINDSET

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



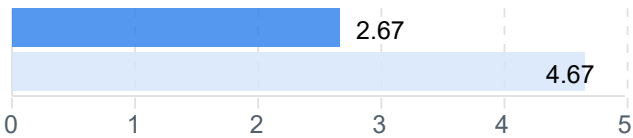
COURAGE TO ACT

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



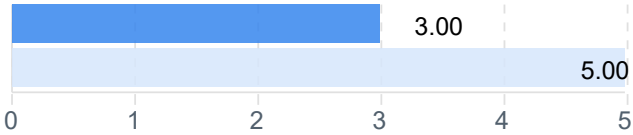
ENGAGE WITH EMPATHY

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



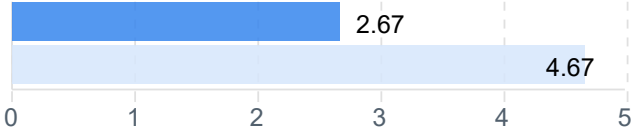
SPEAK UP

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



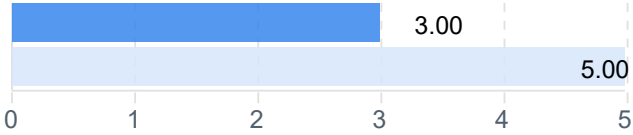
SPEAK UP

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



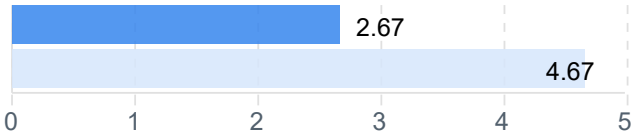
ENGAGE WITH EMPATHY

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



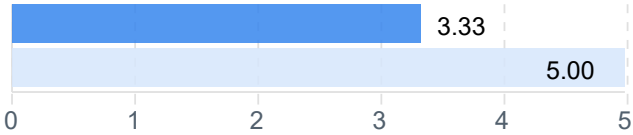
KNOW YOUR CUSTOMER

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.



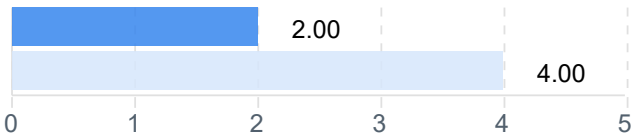
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

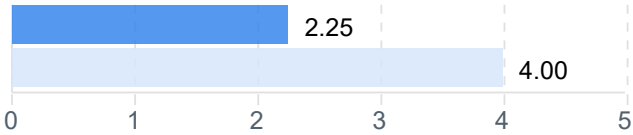
ENGAGE WITH EMPATHY

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



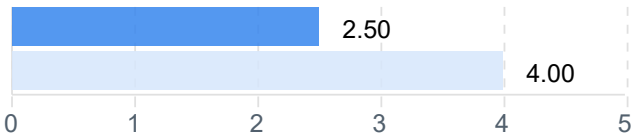
ENGAGE WITH EMPATHY

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



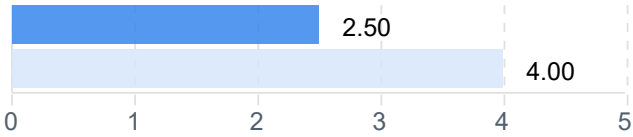
ENGAGE WITH EMPATHY

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



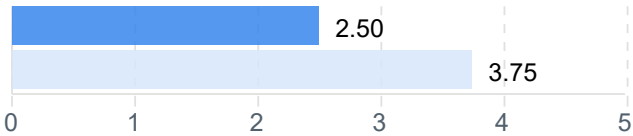
LIFELONG LEARNING

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



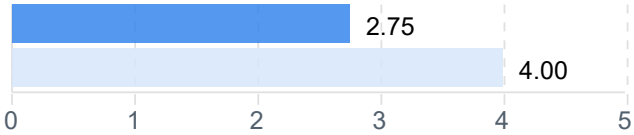
LIFELONG LEARNING

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



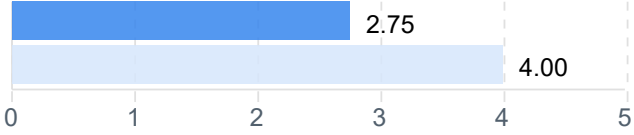
KEEP UP-TO-DATE

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



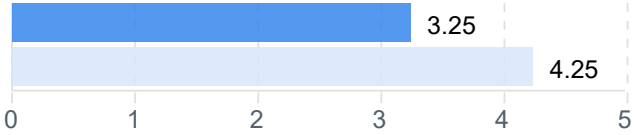
SPEAK UP

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



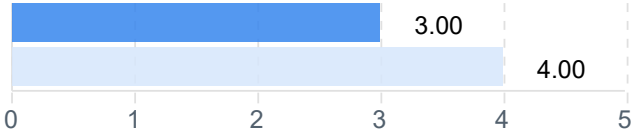
KNOW YOUR CUSTOMER

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.



SPEAK UP

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

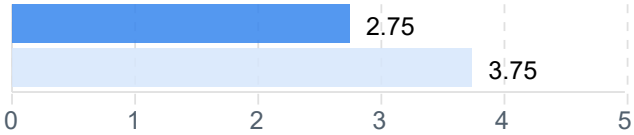


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

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	5.0	4.0	4.0	3.3	4.7	3.8	4.3
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	5.0	4.0	4.0	3.3	4.7	3.5	4.3
Q3. Identify new possibilities to address current business issues.	3.0	5.0	3.0	4.0	3.3	4.7	3.8	3.8
Q4. Manage teams' resources to collate information from multiple sources.	3.0	4.0	4.0	4.0	3.3	4.3	3.3	3.5
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	5.0	3.0	4.0	3.7	4.7	3.3	3.8
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	3.0	4.0	3.7	5.0	3.5	3.5
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	3.0	4.7	4.0	4.0
Q8. Provide coaching to help others adapt and be more versatile.	3.0	5.0	4.0	4.0	2.7	5.0	2.8	3.8
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	4.0	4.0	3.7	4.7	3.3	4.3
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	5.0	4.0	4.0	3.7	5.0	3.8	4.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	5.0	3.0	4.0	3.3	4.7	3.5	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	5.0	3.0	4.0	2.7	4.7	3.3	4.3
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.0	5.0	3.0	4.0	2.7	4.7	2.0	4.0

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	2.0	4.0	3.0	4.0	2.3	4.7	2.5	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	4.0	4.0	3.3	4.7	3.3	4.3
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	5.0	3.0	4.0	3.0	5.0	2.3	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	5.0	3.0	4.0	3.3	5.0	3.5	4.0
Q18. Leverage one's network and connection to gather market data.	3.0	5.0	4.0	4.0	3.7	5.0	3.3	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	5.0	3.0	4.0	2.3	4.7	2.8	3.8
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.0	5.0	4.0	4.0	3.0	4.7	3.3	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	3.7	5.0	3.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	5.0	4.0	4.0	3.0	5.0	2.8	3.8
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	5.0	4.0	4.0	2.7	4.7	2.8	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	5.0	3.0	4.0	4.3	5.0	2.8	3.8
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.0	5.0	4.0	4.0	3.3	5.0	3.0	3.8
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	5.0	5.0	3.0	4.0	3.3	5.0	3.8	4.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	5.0	5.0	4.0	4.0	3.3	4.7	3.5	4.0

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	4.0	4.0	3.3	4.7	3.5	4.0
Q29. Maintain focus to deliver the chosen strategy.	5.0	5.0	4.0	4.0	3.7	5.0	3.5	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	5.0	4.0	4.0	2.7	5.0	3.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	3.0	4.0	4.0	5.0	3.5	3.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	5.0	3.0	4.0	3.0	4.7	2.8	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.0	5.0	4.0	4.0	3.3	5.0	2.8	3.5
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.0	5.0	3.0	4.0	4.0	4.7	3.5	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	5.0	4.0	4.0	3.5	5.0	3.0	3.5
Q36. Purposefully manage career development and professional growth of team members.	4.0	5.0	3.0	4.0	3.8	5.0	3.0	3.5
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	3.0	4.5	2.5	3.8
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	5.0	4.0	4.0	3.0	4.5	2.5	4.0

* Responses based on Rating scale of 1-5