



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Jaafar B Edon

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STRENGTHS AND DEVELOPMENT NEEDS

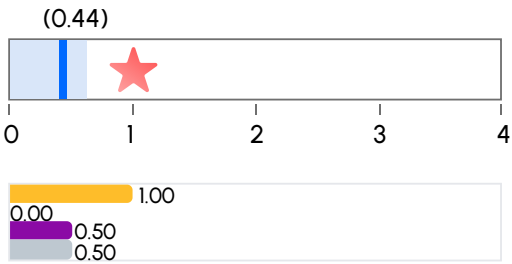
Strengths

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



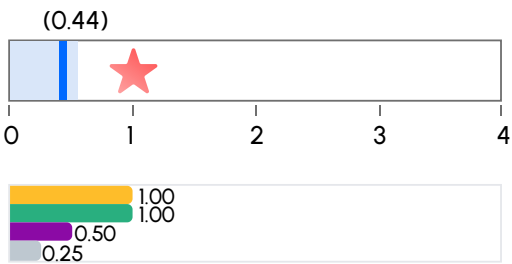
KNOW YOUR CUSTOMER

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



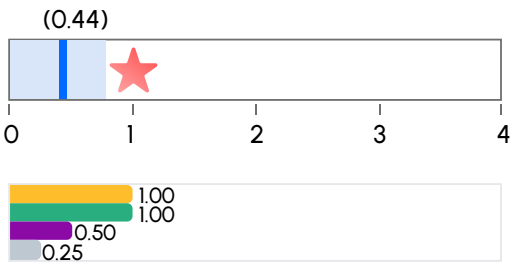
ENGAGE WITH EMPATHY

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



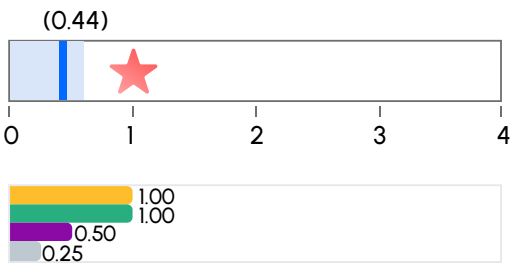
PURPOSEFUL PARTNERSHIP

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



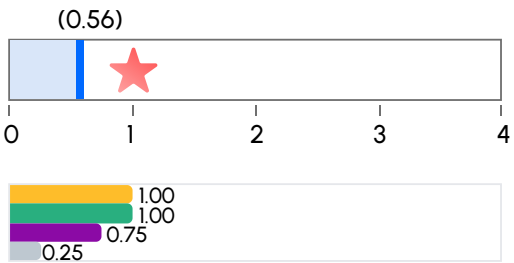
COURAGE TO ACT

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



HOLISTIC THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS

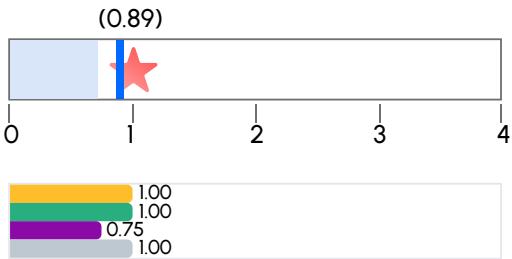
Development Needs

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



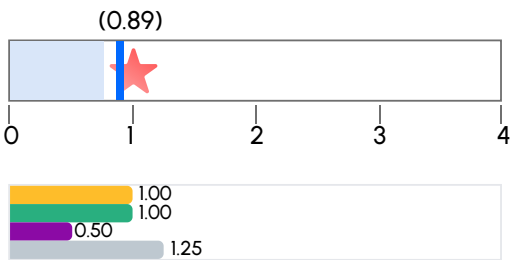
AGILE MINDSET

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



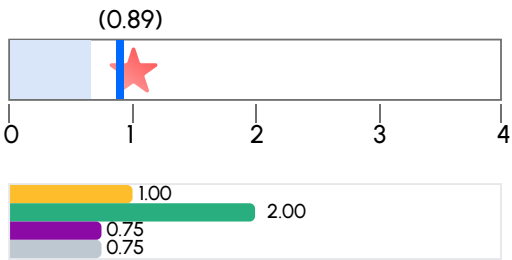
SPEAK UP

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



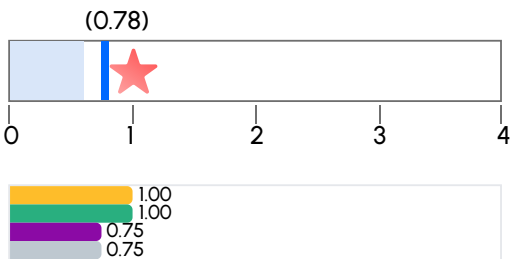
LIFELONG LEARNING

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



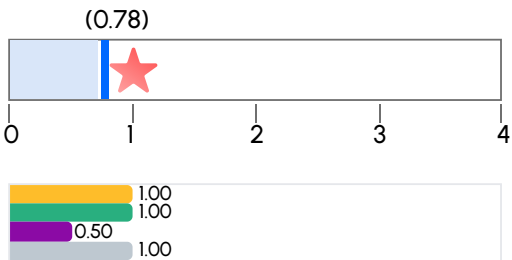
HOLISTIC THINKING

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



ENGAGE WITH EMPATHY

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



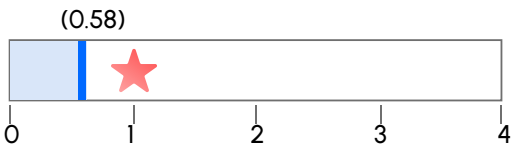
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

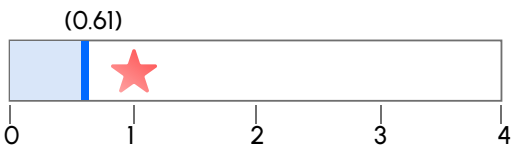
KNOW YOUR CUSTOMER



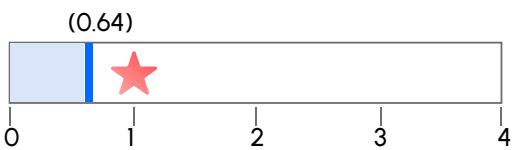
ENGAGE WITH EMPATHY



PURPOSEFUL PARTNERSHIP



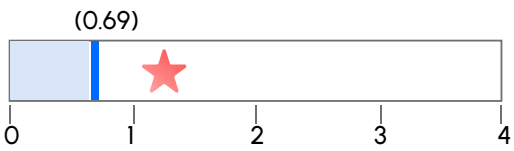
HOLISTIC THINKING



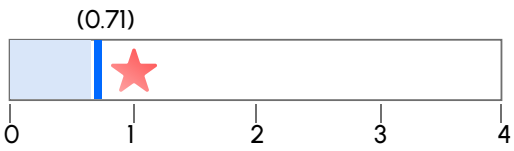
COURAGE TO ACT



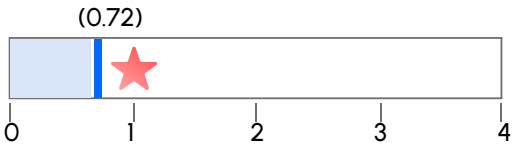
KEEP UP-TO-DATE



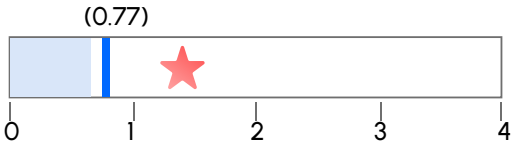
SPEAK UP



AGILE MINDSET



LIFELONG LEARNING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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

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

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

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

Agile Mindset

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

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

Know Your Customer

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

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

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

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

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

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

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

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

Engage With Empathy

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

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

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	0.50	-	2	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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

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

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	0.50	-	2	2	-	-	-
Subordinates	1.00	-	-	4	-	-	-

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

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

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

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

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

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

Speak Up

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

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

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

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

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

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

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

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

Keep Up-to-date

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

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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

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

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	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.75	-	1	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	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	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	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.44
Q15. Share similar experiences that may be adapted to their work circumstances.	0.44
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.44
Q28. Encourage and value innovative ideas and suggestions from others.	0.44
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.56
Q4. Manage teams' resources to collate information from multiple sources.	0.56
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.56
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.56
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.56
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.56
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.56
Q3. Identify new possibilities to address current business issues.	0.67
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.67

Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.67
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.67
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.67
Q16. Empathise whilst balancing the need of individuals and the business.	0.67
Q18. Leverage one's network and connection to gather market data.	0.67
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.67
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.67
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.67
Q29. Maintain focus to deliver the chosen strategy.	0.67
Q30. Give space for self and team members to take risks and learn from mistakes.	0.67
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.67
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.67
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.75
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.78
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.78

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.78
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.78
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.78
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.78
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.78
Q36. Purposefully manage career development and professional growth of team members.	0.78
Q38. Make effort to teach / coach/ mentor team members.	0.78
Q6. Ensure change plans are executed effectively and in a timely manner.	0.89
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.89
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.89

QUALITATIVE FEEDBACK

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

- Positive attitude Driven staff from experience.
- Always give the full commitment and focus on daily work and task given. Humble and respect other. At the same time, admit mistakes when happend.
- ALWAYS ENCOURAGE EACH TEAM MEMBER TO CONTINUOUSLY LEARN & RELEARN AND ALSO ALWAYS DEMONSTRATE PROFESSIONALISME IN APPROACH TOWARDS CHANGES
- 1) Calm - Facing problems in large branches such as the Johor Branch. 2) Friendly - Liked and respected by the staff.
- Agile positive attitude
- emphathy power proven coaching competency displayed
- 1. able to organize team members towards the organization's main objectives 2. be open in discussion and give opportunities to group members to give their views
- leadership talent and tasks oriented

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

- give opportunities to develop team members special taskforce program based on experience
- More aggressive and firm in managing the branch operation. Interpersonel communication.
- TO FURTHER DEVELOP SELF -CONFIDENCE & INTERPERSONAL OR COMMUNICATION SKILLS
- 1) Open discussion - If a staff has a prob;em, he is willing to listen an give his opinion. 2) See the real situation - He will see for himself the problems faed by the staff un the field. Example of the presence of many members on Sunday to the service counter.
- Sharing experience lead special tastforce
- analythical skill data story telling

- 1. SKILLS IN ANALYZING DATA AND USING THE SOURCES OBTAINED 2. COMMUNICATION SKILLS IN THE FIELD OF OWN BUSINESS AND OUTSIDE CLIENTS' WISHES

- new technology adaption and business communication

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.

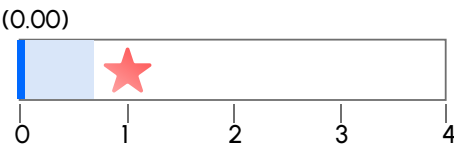
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

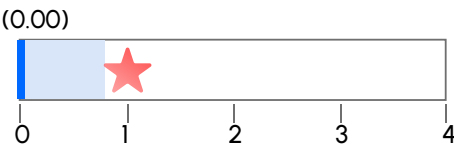
KNOW YOUR CUSTOMER

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



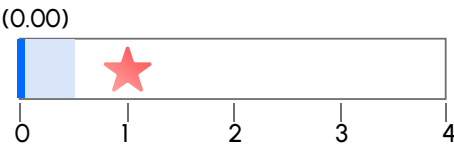
SPEAK UP

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



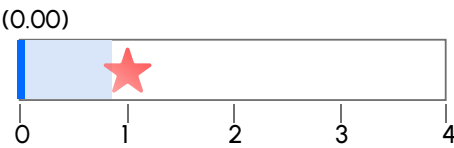
COURAGE TO ACT

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



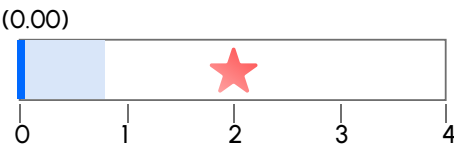
KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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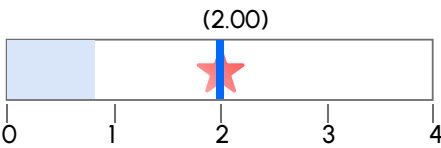
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

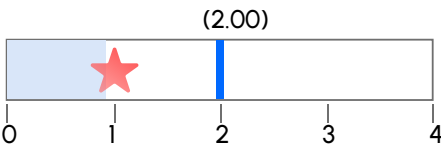
LIFELONG LEARNING

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



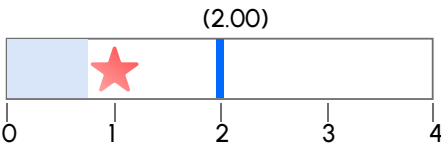
LIFELONG LEARNING

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



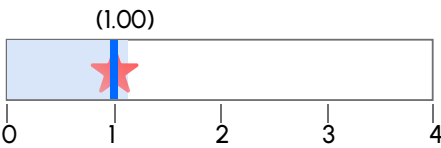
LIFELONG LEARNING

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



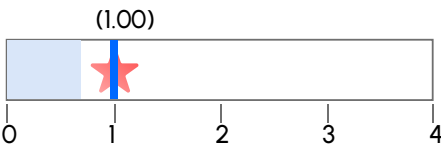
KEEP UP-TO-DATE

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.



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.

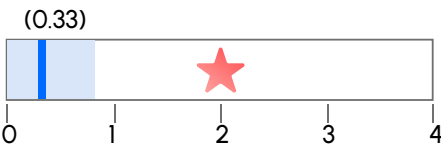
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

LIFELONG LEARNING

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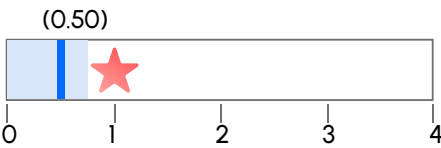
COURAGE TO ACT

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



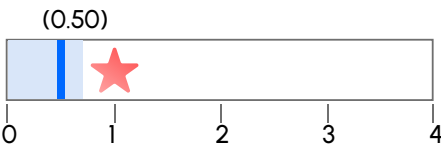
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

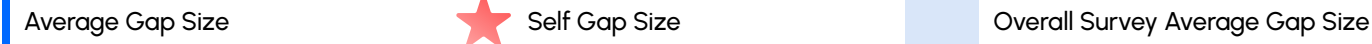
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

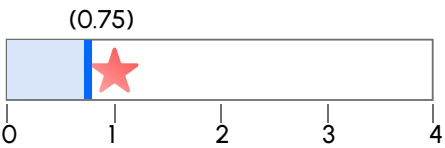
Development Needs

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



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.



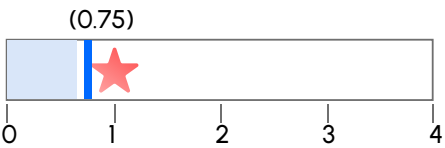
SPEAK UP

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.



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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

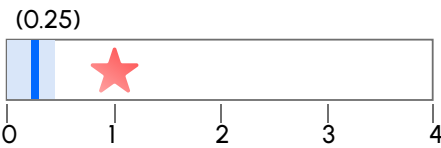
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

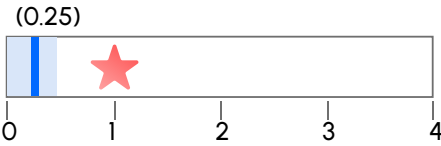
HOLISTIC THINKING

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



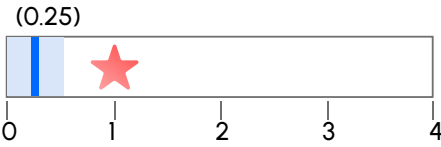
ENGAGE WITH EMPATHY

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



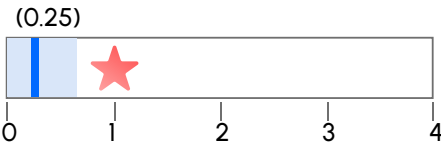
COURAGE TO ACT

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



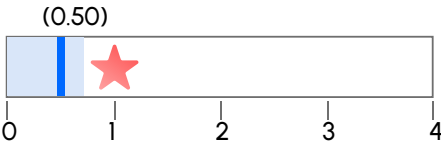
PURPOSEFUL PARTNERSHIP

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS FROM 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.

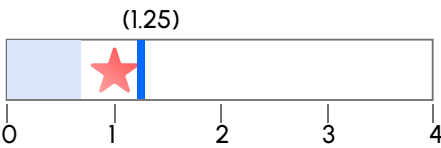
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

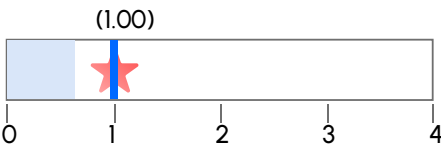
SPEAK UP

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



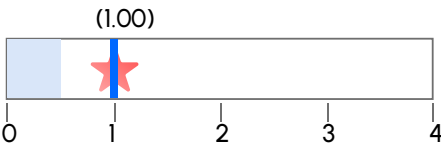
ENGAGE WITH EMPATHY

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



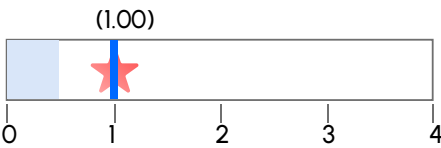
SPEAK UP

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



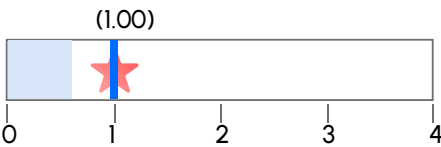
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



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

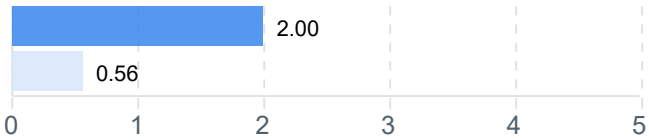
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



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.



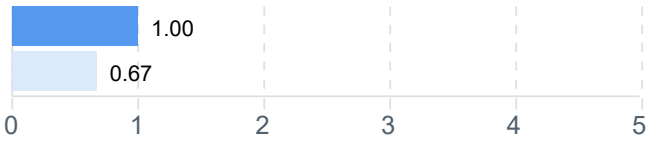
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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 --

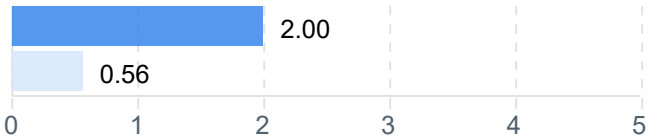
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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

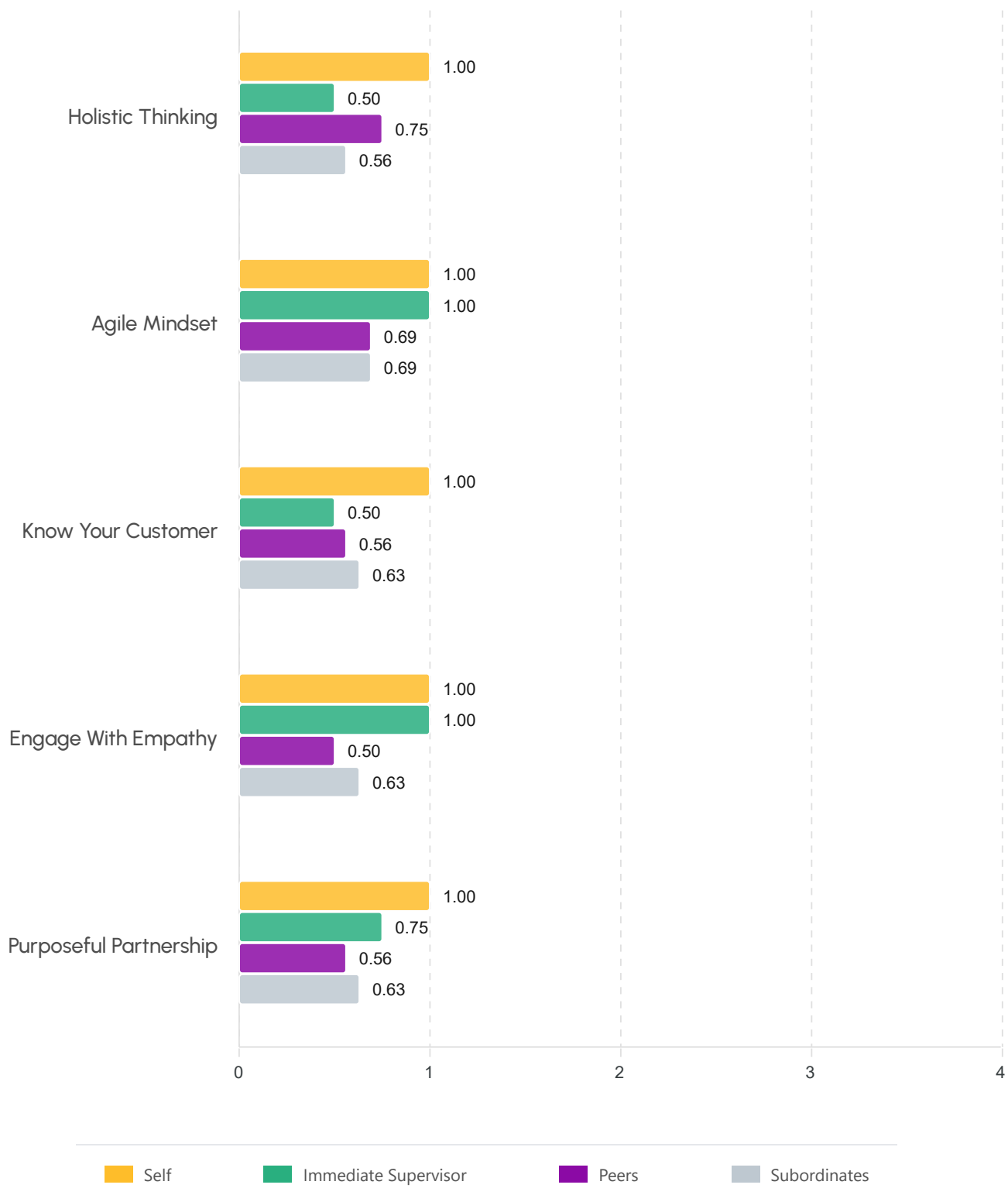


COURAGE TO ACT

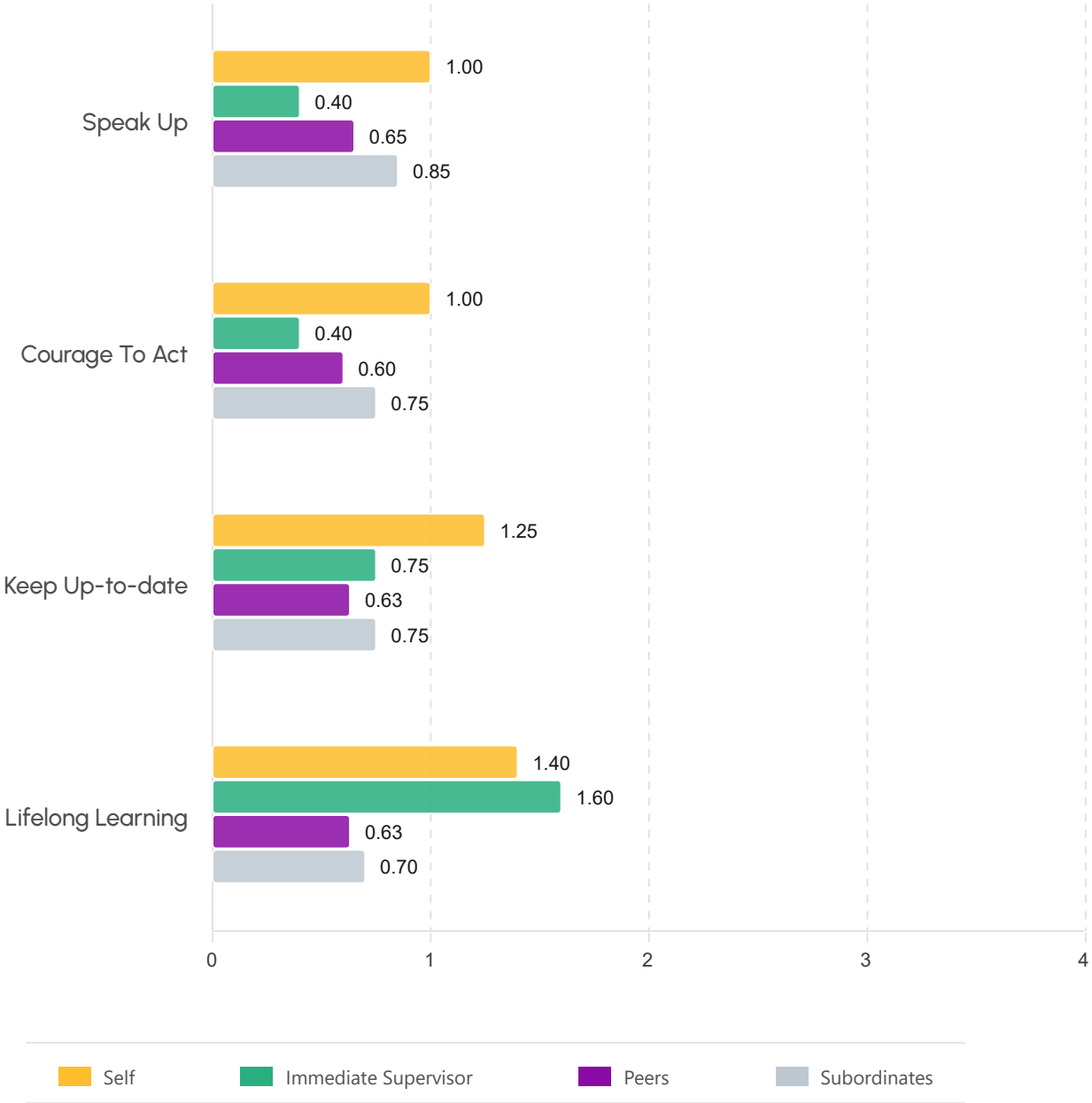
Q28. Encourage and value innovative ideas and suggestions from others.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



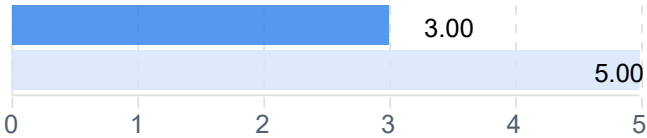
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

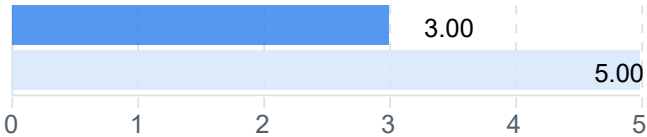
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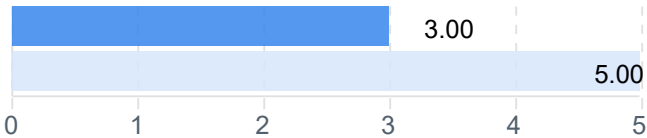
LIFELONG LEARNING

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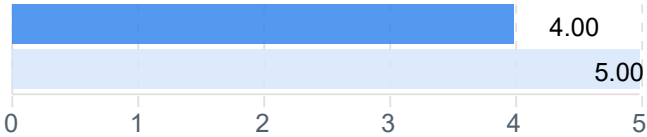
KEEP UP-TO-DATE

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



COURAGE TO ACT

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



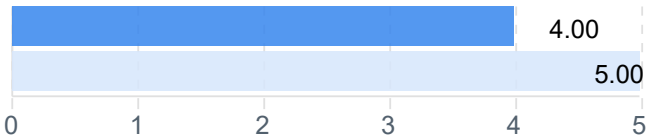
SPEAK UP

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



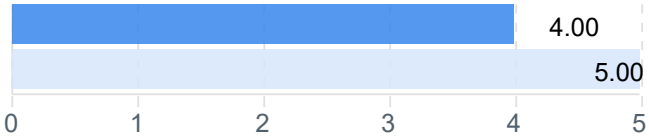
PURPOSEFUL PARTNERSHIP

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



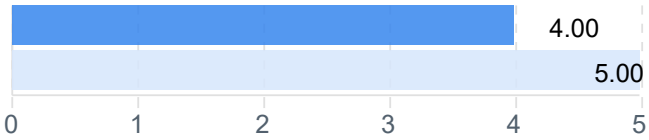
KNOW YOUR CUSTOMER

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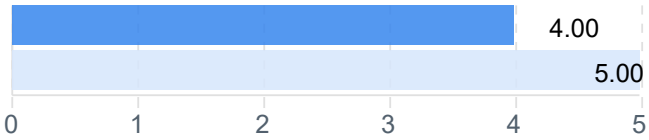
AGILE MINDSET

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



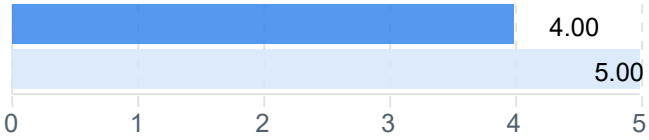
HOLISTIC THINKING

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



ENGAGE WITH EMPATHY

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



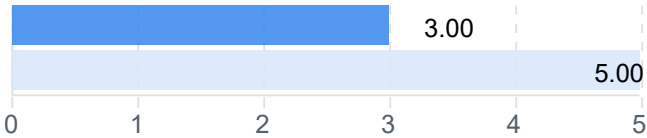
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

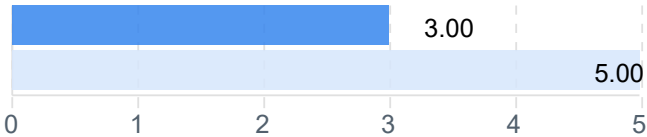
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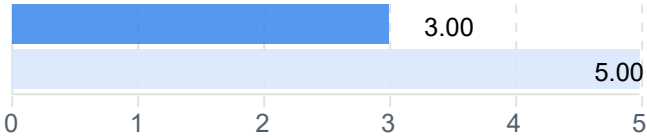
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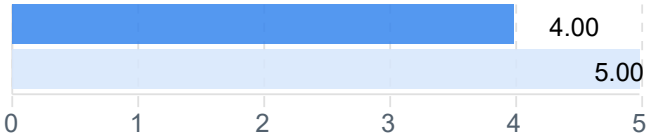
LIFELONG LEARNING

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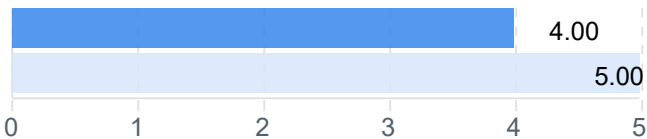
COURAGE TO ACT

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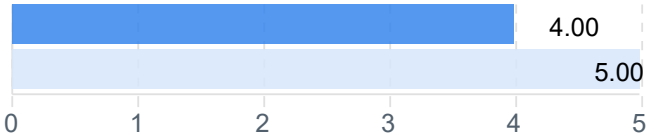
AGILE MINDSET

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



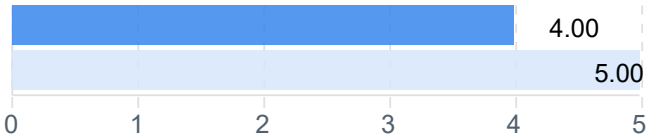
HOLISTIC THINKING

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



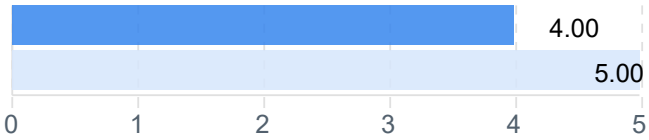
ENGAGE WITH EMPATHY

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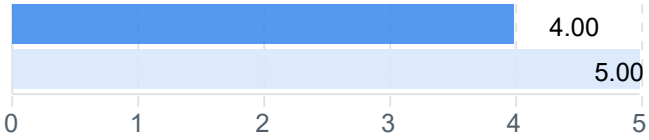
KEEP UP-TO-DATE

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



ENGAGE WITH EMPATHY

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



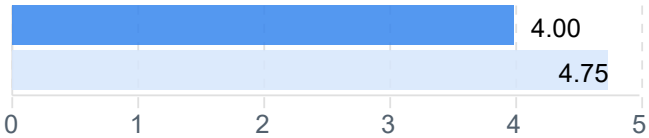
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

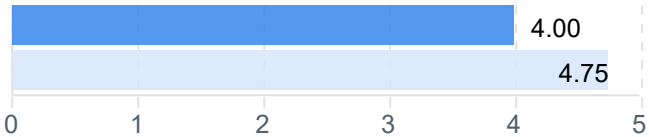
SPEAK UP

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



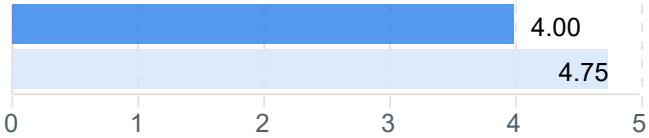
KEEP UP-TO-DATE

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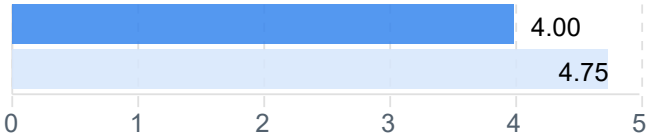
COURAGE TO ACT

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



AGILE MINDSET

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



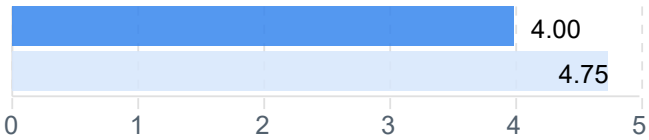
AGILE MINDSET

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



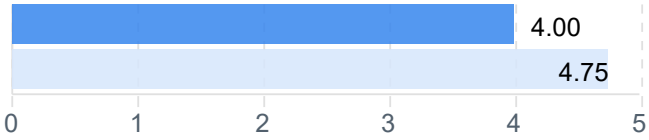
KEEP UP-TO-DATE

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



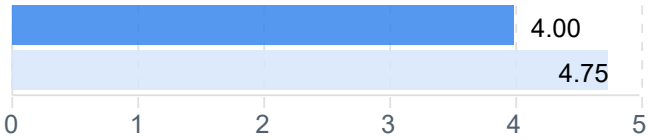
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



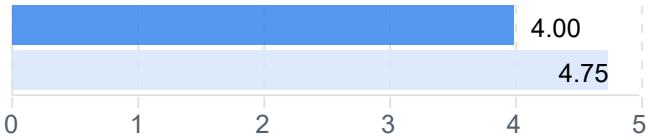
SPEAK UP

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



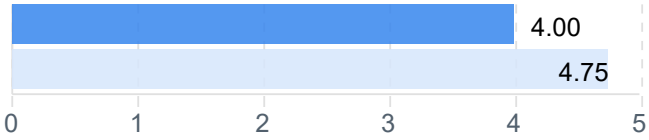
LIFELONG LEARNING

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.



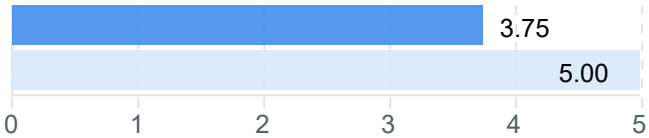
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

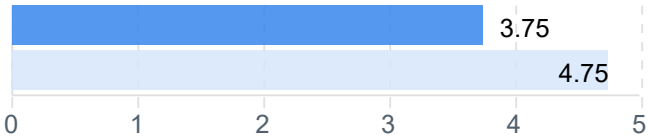
SPEAK UP

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



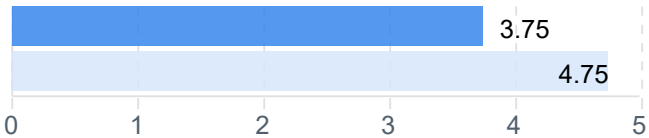
SPEAK UP

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



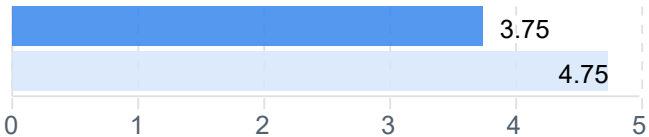
PURPOSEFUL PARTNERSHIP

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



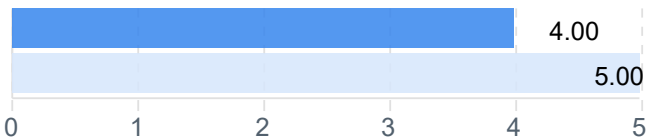
ENGAGE WITH EMPATHY

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



COURAGE TO ACT

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



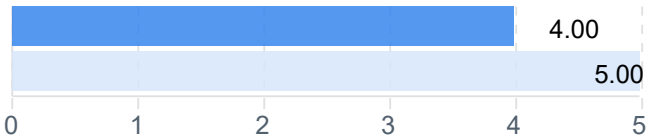
AGILE MINDSET

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



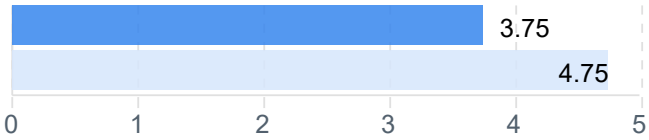
LIFELONG LEARNING

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



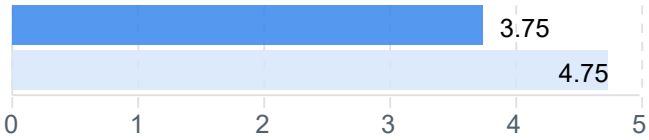
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



KEEP UP-TO-DATE

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



AGILE MINDSET

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

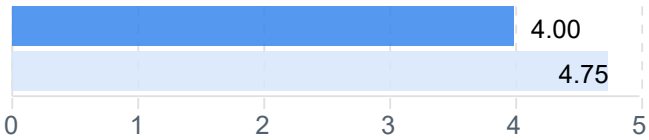


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.0	5.0	4.0	5.0	4.3	5.0	4.8	4.8
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	5.0	4.0	5.0	4.3	5.0	4.3	5.0
Q3. Identify new possibilities to address current business issues.	4.0	5.0	4.0	4.0	4.0	4.8	4.0	4.8
Q4. Manage teams' resources to collate information from multiple sources.	4.0	5.0	4.0	4.0	4.0	4.8	4.5	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	5.0	4.0	5.0	4.5	5.0	4.0	4.8
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	3.0	4.0	4.0	4.8	4.0	5.0
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	5.0	4.0	4.8	4.5	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	3.0	4.0	4.3	5.0	4.3	4.8
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	4.3	5.0	4.3	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	5.0	4.0	4.0	4.5	5.0	4.5	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	5.0	4.0	5.0	4.5	5.0	4.0	4.8
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	4.0	5.0	4.3	4.8	4.5	5.0

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	5.0	4.0	5.0	4.3	4.8	3.8	4.8
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	5.0	4.0	5.0	4.5	5.0	4.3	4.8
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	3.0	4.0	4.3	4.8	4.8	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	5.0	4.0	5.0	4.5	5.0	4.3	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	5.0	4.0	5.0	4.5	5.0	3.8	4.8
Q18. Leverage one's network and connection to gather market data.	4.0	5.0	4.0	5.0	3.8	4.3	4.0	4.8
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	5.0	3.0	4.0	4.5	5.0	4.8	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	4.0	4.0	4.3	5.0	4.5	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	5.0	4.0	4.0	4.0	4.8	3.8	4.8
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	5.0	4.0	5.0	4.3	4.8	3.8	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	5.0	4.0	4.0	4.0	4.8	4.3	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	4.0	5.0	4.3	4.8	4.3	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	5.0	4.0	4.0	4.0	4.8	4.5	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	4.0	5.0	4.3	4.8	4.3	5.0

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	4.0	4.0	4.0	4.8	4.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	4.0	5.0	4.5	5.0	4.5	4.8
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	4.0	4.0	4.5	5.0	3.8	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	5.0	4.0	4.0	4.3	5.0	4.3	5.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	4.0	5.0	4.0	4.8	4.0	4.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	5.0	4.0	5.0	4.3	4.8	4.0	4.8
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	5.0	4.0	4.0	4.0	4.8	4.0	4.5
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.0	5.0	4.0	5.0	4.0	4.5	3.8	4.8
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	5.0	3.0	5.0	4.3	4.7	4.0	4.8
Q36. Purposefully manage career development and professional growth of team members.	3.0	5.0	4.0	5.0	4.0	4.5	4.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	3.0	5.0	4.0	4.8	4.0	4.8
Q38. Make effort to teach / coach/ mentor team members.	4.0	5.0	3.0	5.0	4.0	4.8	4.3	4.8
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	5.0	4.0	5.0	4.0	4.8	4.3	4.8

* Responses based on Rating scale of 1-5