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## INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

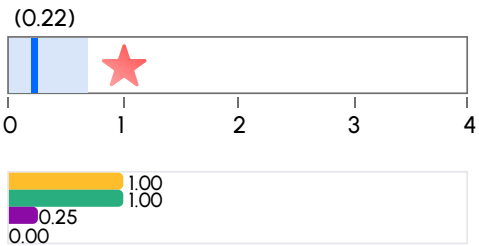
Strengths

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



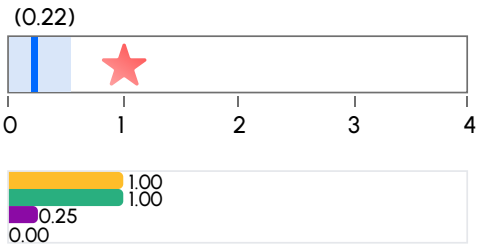
ENGAGE WITH EMPATHY

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



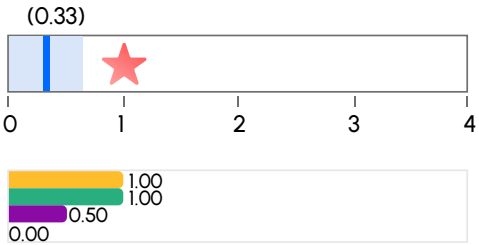
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



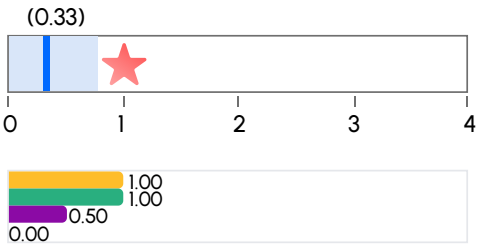
PURPOSEFUL PARTNERSHIP

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



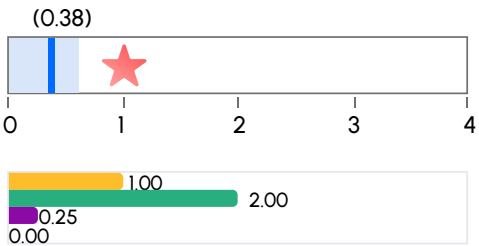
PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS

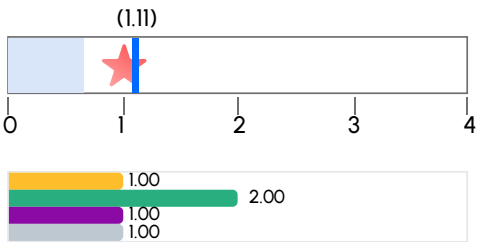
Development Needs

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



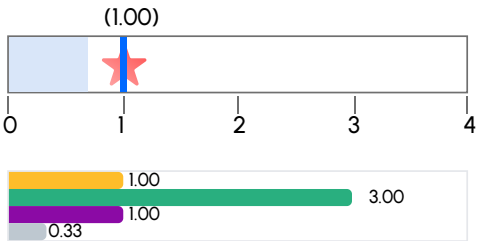
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



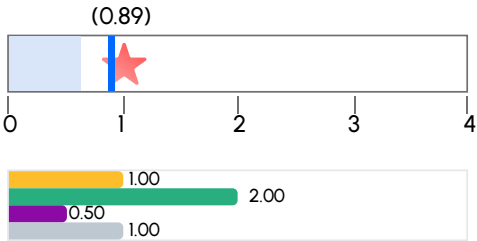
KEEP UP-TO-DATE

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



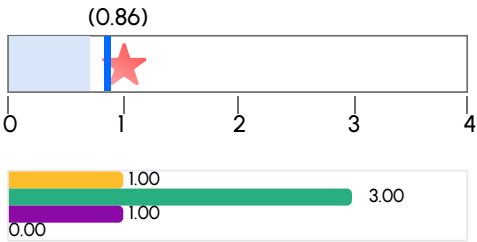
KNOW YOUR CUSTOMER

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



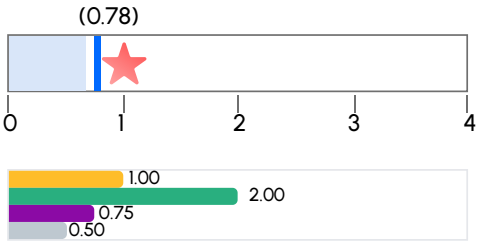
KEEP UP-TO-DATE

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.



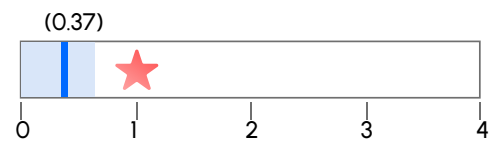
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

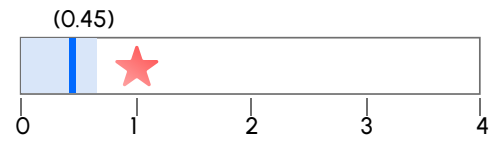
★ Self Gap Size

Overall Survey Average Gap Size

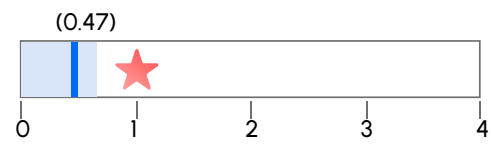
PURPOSEFUL PARTNERSHIP



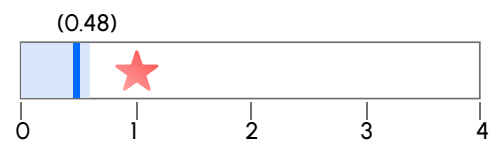
LIFELONG LEARNING



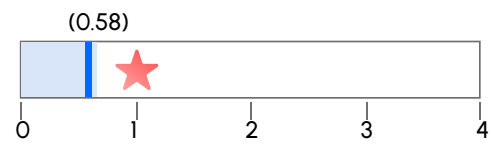
ENGAGE WITH EMPATHY



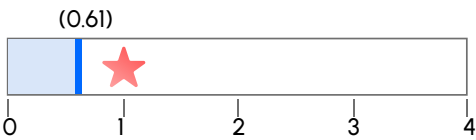
COURAGE TO ACT



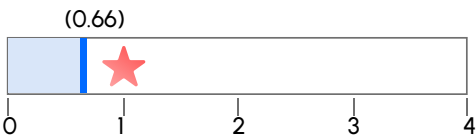
SPEAK UP



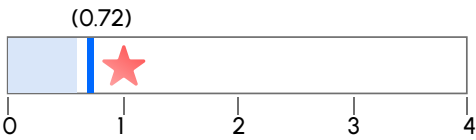
KNOW YOUR CUSTOMER



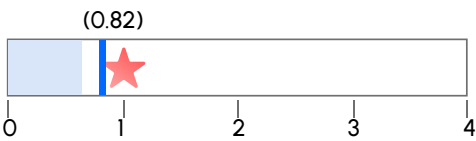
AGILE MINDSET



HOLISTIC THINKING



KEEP UP-TO-DATE



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.00	-	-	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	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
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	2.00	-	-	-	1	-	-
Peers	0.75	-	1	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	0.50	-	2	2	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
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	2.00	-	-	-	1	-	-
Peers	0.75	-	2	1	1	-	-
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	0.50	-	2	2	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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

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

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	-	3	-	1	-	-
Subordinates	0.33	-	2	1	-	-	-



Engage With Empathy

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

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

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	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	0.25	-	3	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	-	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	0.00	-	4	-	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.00	1	3	-	-	-	-

Speak Up

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

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

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

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

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

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

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	-	3	-	1	-	-
Subordinates	0.00	1	2	-	-	-	-

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

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

Courage To Act

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

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

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	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.00	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	3.00	-	-	-	-	1	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.33	-	2	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	3.00	-	-	-	-	1	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.33	1	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	2.00	-	-	-	1	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.00	-	3	-	-	-	-

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	3.00	-	-	-	-	1	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.00	-	3	-	-	-	-

Lifelong Learning

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

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

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

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

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

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

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

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



## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q16. Empathise whilst balancing the need of individuals and the business.	0.22
Q29. Maintain focus to deliver the chosen strategy.	0.22
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.33
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.33
Q18. Leverage one's network and connection to gather market data.	0.38
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.38
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.38
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.44
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.44
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.44
Q28. Encourage and value innovative ideas and suggestions from others.	0.44
Q30. Give space for self and team members to take risks and learn from mistakes.	0.44
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.44
Q38. Make effort to teach / coach/ mentor team members.	0.44
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.44



Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.50
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.50
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.50
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.50
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.56
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.56
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.56
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.56
Q36. Purposefully manage career development and professional growth of team members.	0.56
Q6. Ensure change plans are executed effectively and in a timely manner.	0.63
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.67
Q4. Manage teams' resources to collate information from multiple sources.	0.67
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.67
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.71
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.71
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.75
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.78

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Q8. Provide coaching to help others adapt and be more versatile.	0.78
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.78
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.86
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.89
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.00
Q3. Identify new possibilities to address current business issues.	1.11

## QUALITATIVE FEEDBACK

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

- Detail at work involving data, proactive follow through at project/task
- 1. Very good in collaborating with others in achieving shared goals 2. Very knowledgeable with regards the population that she manages ie FSD
- 1. Comited on whatever task given 2. Got courage to act and firm in decision making
- TOR and consistency of doing things
- 1. She does have an empathy element when she deals with her subordinates. 2. She is the one who will be with her team to resolve some of the job tasks and issues.
- - holistic thinking, taking consideration all the pro cons when making the decision - structure, making sure all the tasks are achieving the objective and management target (planning, managing, organising) -very objective in doing the job/ task given

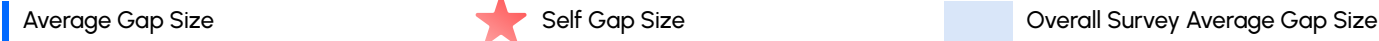
### What are the 2 areas that the participant can develop to make him or her more effective in the organisation?

- drive for life-long learning, coaching skills to develop subordinates
- 1. to be given more exposure on the best practices of HR outside EPF.
- 1. Got talent to be future leader if strengthened on the leadership style (more open and effective dialogue)
- Team collaboration/engagement Leadership skills - understanding the ground levels
- 1. Probably she needs to have more networking with the external stakeholders so that she will stay updated and abreast of the current trends, policies, or guidelines of the technical HR. 2. She possesses the power of command as a good leader, but she might need to polish her command more so that the team will achieve a better result.
- -communication skill & presentation skills & writing skill -need to improve in storytelling skills, it will help a lot in the presentation

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

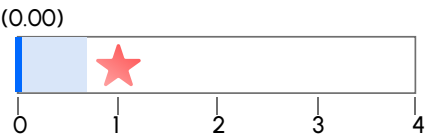
Strengths

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



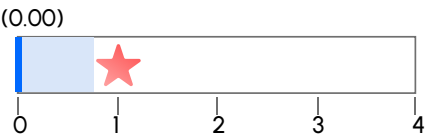
KNOW YOUR CUSTOMER

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



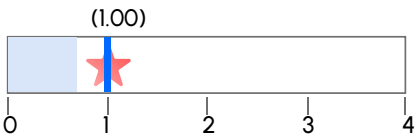
LIFELONG LEARNING

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



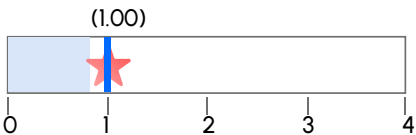
ENGAGE WITH EMPATHY

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



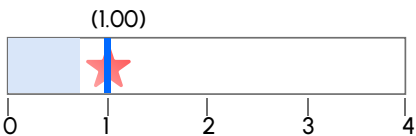
LIFELONG LEARNING

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



HOLISTIC THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

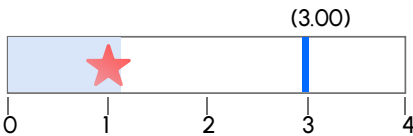
Development Needs

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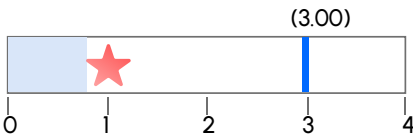
KEEP UP-TO-DATE

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



KEEP UP-TO-DATE

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



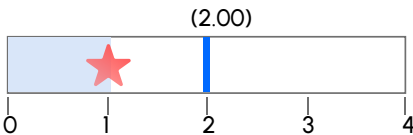
KEEP UP-TO-DATE

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



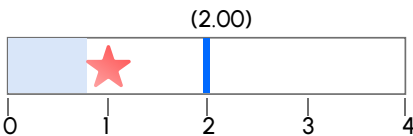
COURAGE TO ACT

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.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

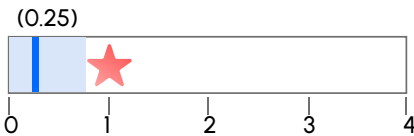
Strengths

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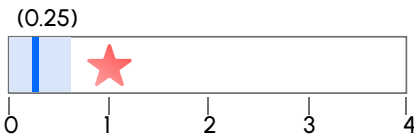
PURPOSEFUL PARTNERSHIP

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



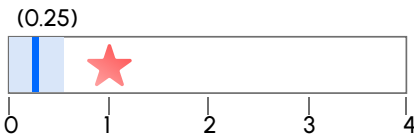
AGILE MINDSET

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



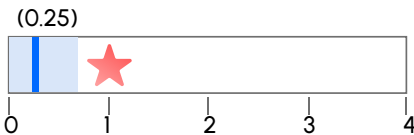
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



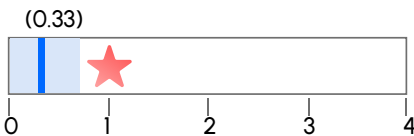
ENGAGE WITH EMPATHY

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



KEEP UP-TO-DATE

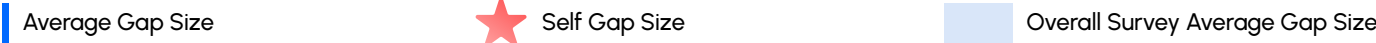
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

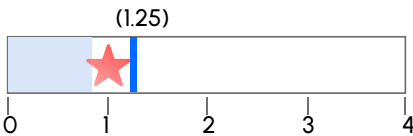
Development Needs

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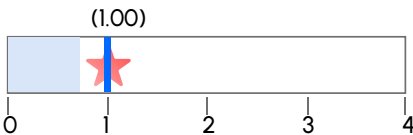
SPEAK UP

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



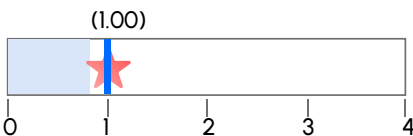
KEEP UP-TO-DATE

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



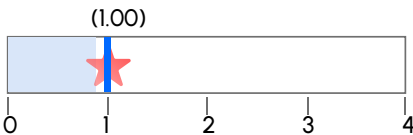
ENGAGE WITH EMPATHY

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



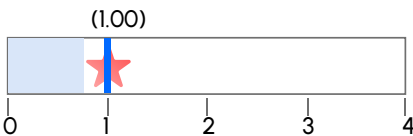
COURAGE TO ACT

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



KEEP UP-TO-DATE

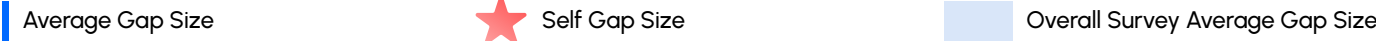
Q33. Create opportunities for the team to be in touch by having external exposure from related industries



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

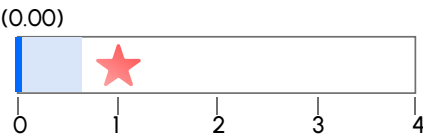
Strengths

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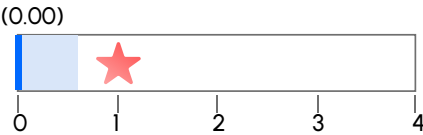
ENGAGE WITH EMPATHY

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



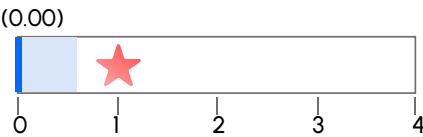
LIFELONG LEARNING

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



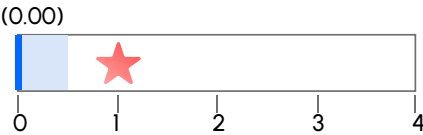
COURAGE TO ACT

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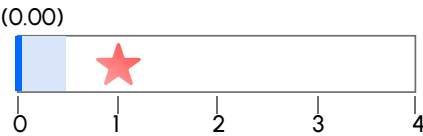
SPEAK UP

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.





STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

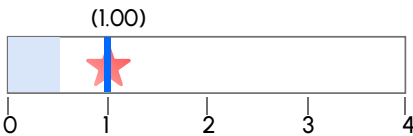
Development Needs

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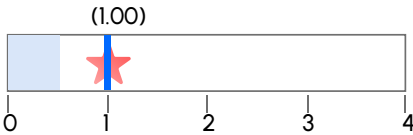
KNOW YOUR CUSTOMER

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



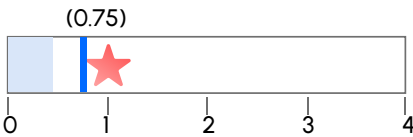
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



HOLISTIC THINKING

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



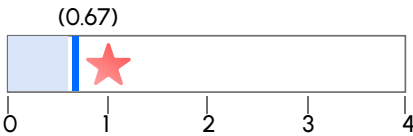
KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap SizeAverage Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap SizeAverage Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size    Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size    Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size    Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size    Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size    Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size    Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size    Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

-- There are no Blind Spots to show --



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

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

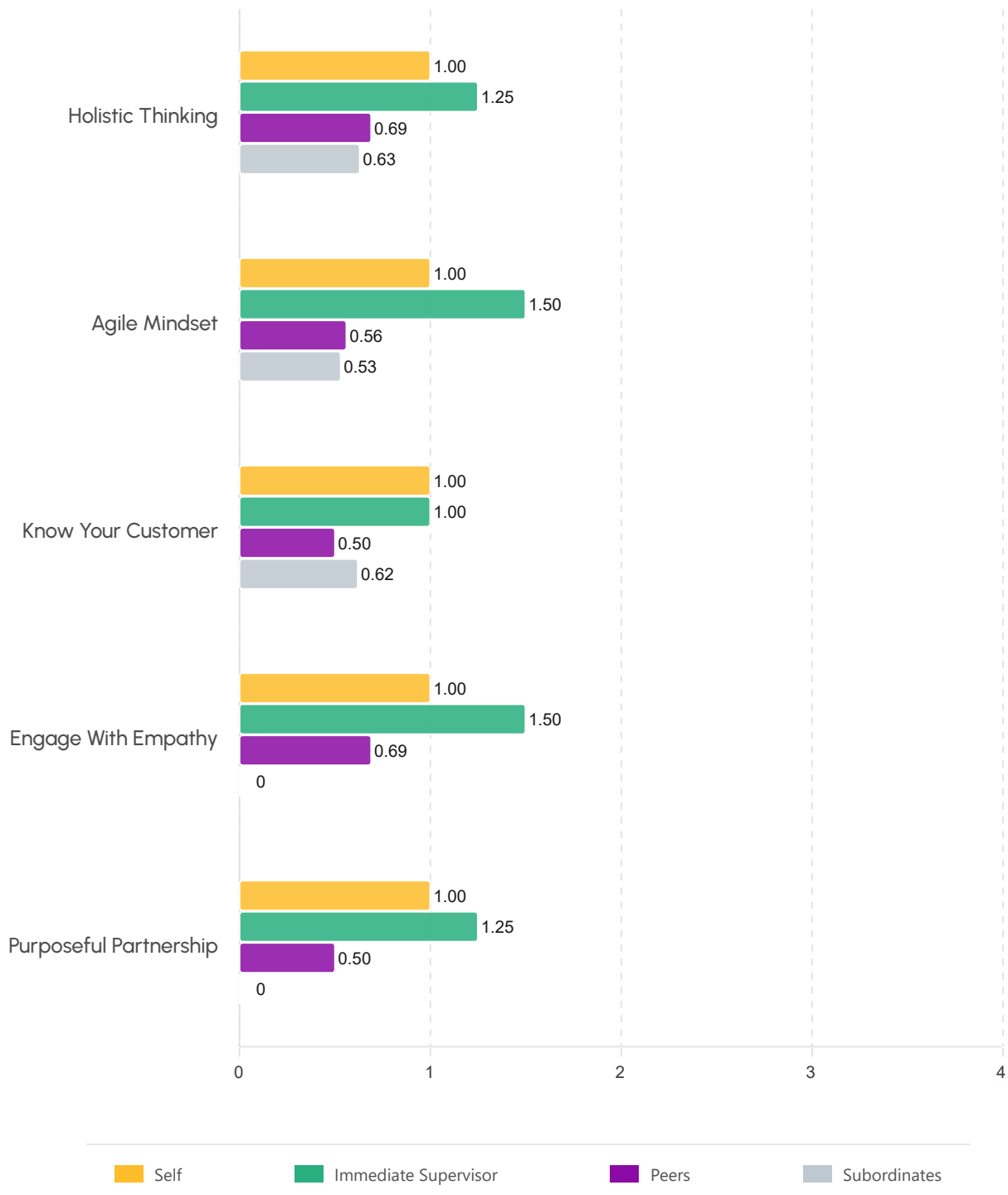


LIFELONG LEARNING

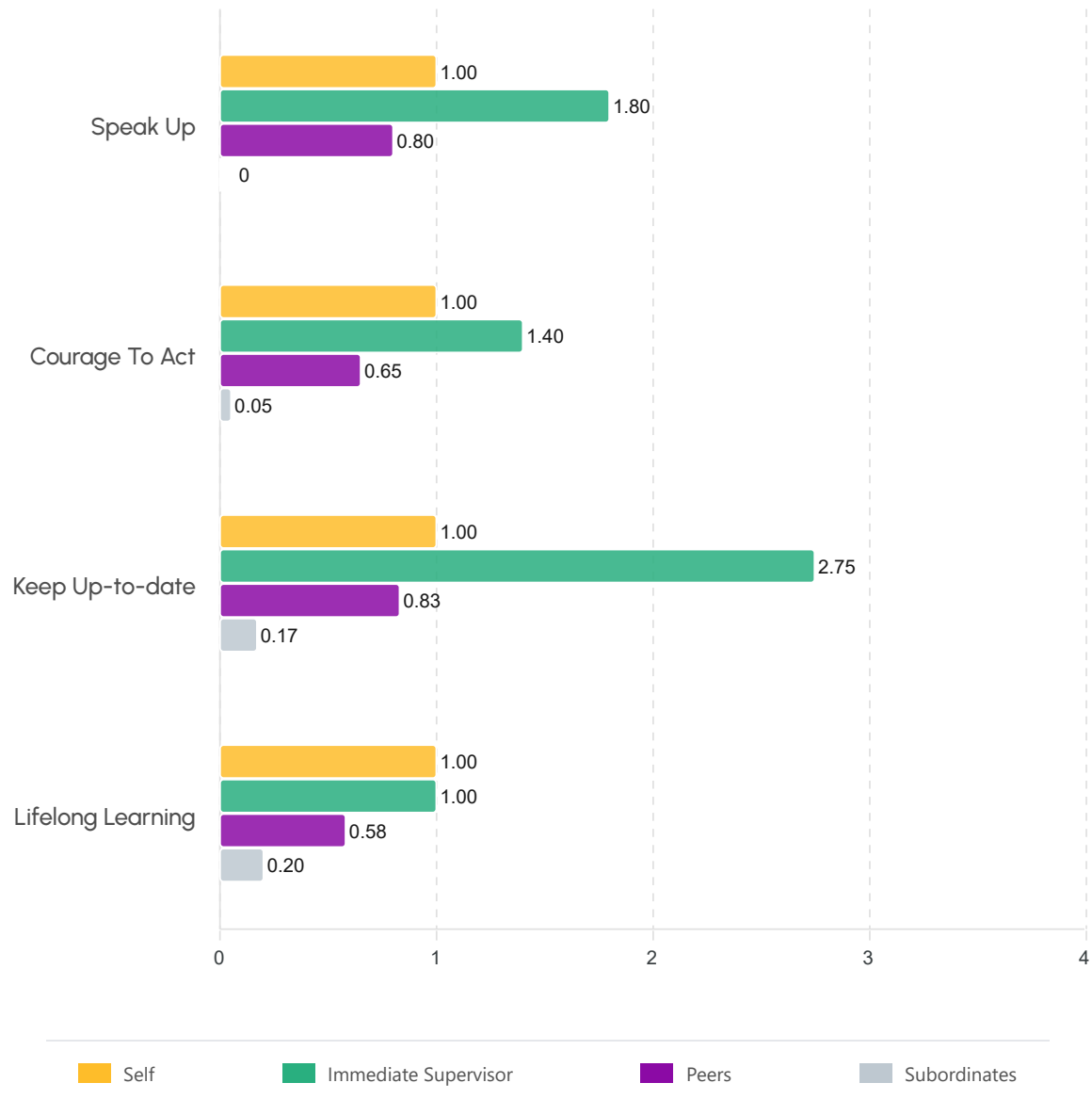
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



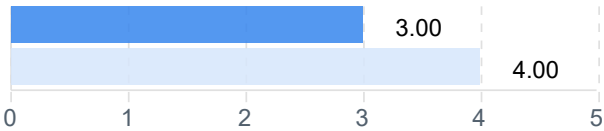
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

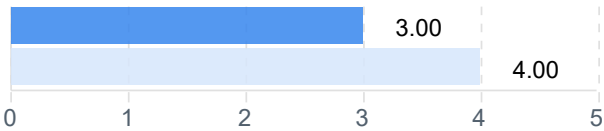
ENGAGE WITH EMPATHY

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



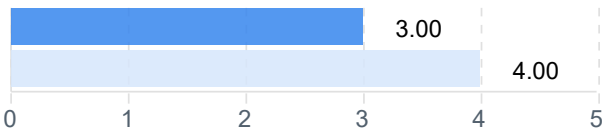
KNOW YOUR CUSTOMER

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



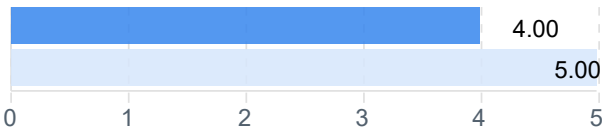
AGILE MINDSET

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



HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



COURAGE TO ACT

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



SPEAK UP

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



LIFELONG LEARNING

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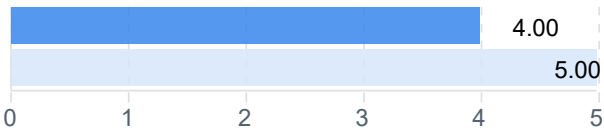
KEEP UP-TO-DATE

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



COURAGE TO ACT

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



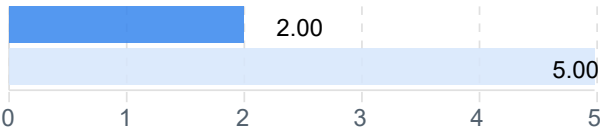
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

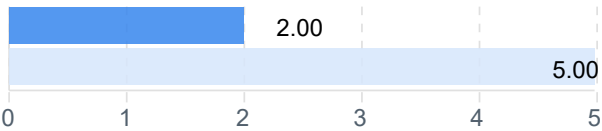
KEEP UP-TO-DATE

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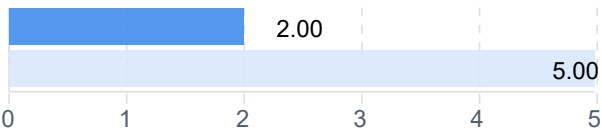
KEEP UP-TO-DATE

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



KEEP UP-TO-DATE

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AGILE MINDSET

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



COURAGE TO ACT

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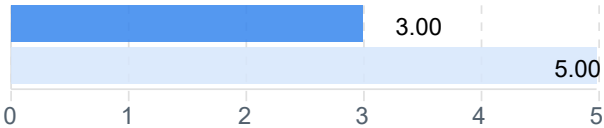
KNOW YOUR CUSTOMER

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



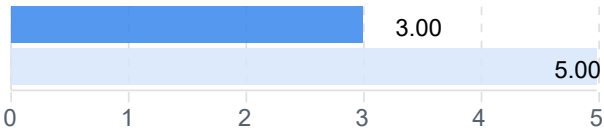
ENGAGE WITH EMPATHY

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



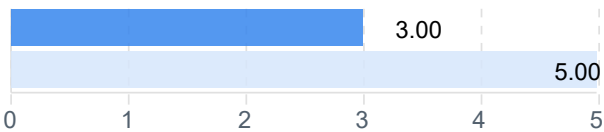
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



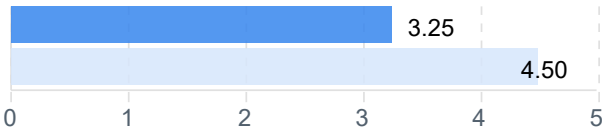
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

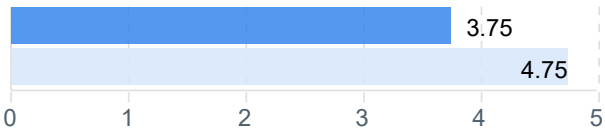
SPEAK UP

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



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



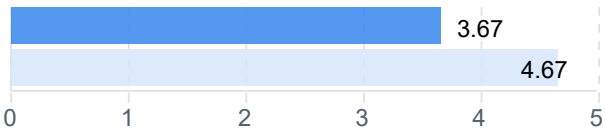
COURAGE TO ACT

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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.



HOLISTIC THINKING

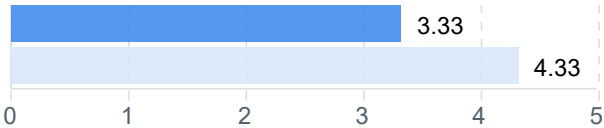
Q3. Identify new possibilities to address current business issues.





KEEP UP-TO-DATE

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



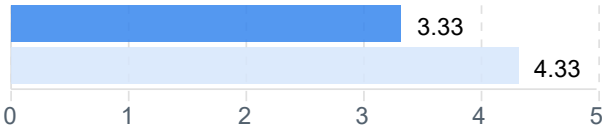
SPEAK UP

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



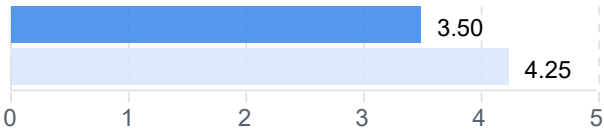
KEEP UP-TO-DATE

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



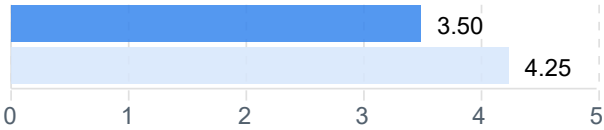
AGILE MINDSET

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



COURAGE TO ACT

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



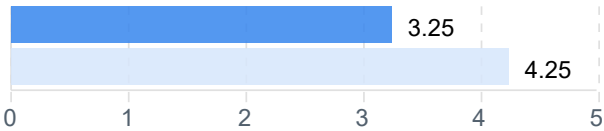
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

KNOW YOUR CUSTOMER

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



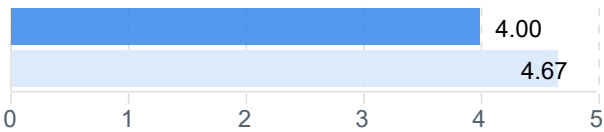
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



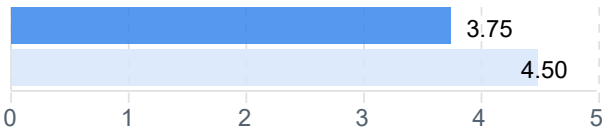
KNOW YOUR CUSTOMER

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



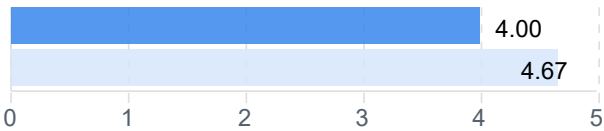
HOLISTIC THINKING

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



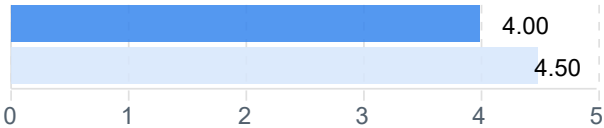
AGILE MINDSET

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



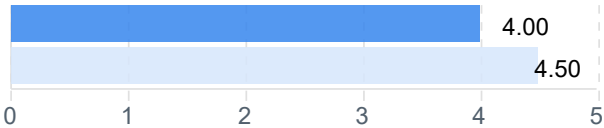
AGILE MINDSET

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



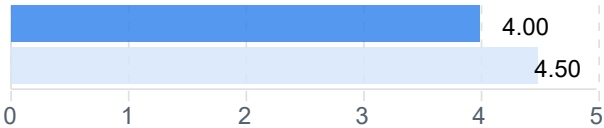
AGILE MINDSET

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



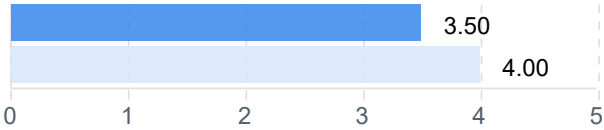
AGILE MINDSET

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



LIFELONG LEARNING

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



HOLISTIC THINKING

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



## TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.0	5.0	4.0	5.0	3.8	4.3	3.8	4.5
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	5.0	4.0	5.0	4.0	4.5	4.5	4.8
Q3. Identify new possibilities to address current business issues.	3.0	4.0	3.0	5.0	3.5	4.5	3.5	4.5
Q4. Manage teams' resources to collate information from multiple sources.	3.0	4.0	4.0	5.0	3.8	4.5	4.0	4.5
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	4.0	3.0	5.0	3.5	4.3	4.0	4.5
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	4.0	5.0	4.3	4.8	4.0	4.7
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	4.3	4.5	4.0	4.5
Q8. Provide coaching to help others adapt and be more versatile.	3.0	4.0	3.0	5.0	4.0	4.8	4.0	4.5
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	4.0	5.0	5.0	4.0	4.5	4.0	4.7
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.0	4.0	3.0	5.0	4.0	4.5	3.3	4.3
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	4.0	4.0	5.0	4.3	4.8	3.7	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	4.0	5.0	4.0	4.5	4.0	4.3
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.0	4.0	4.0	5.0	3.8	4.8	4.3	4.3
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.0	4.0	3.0	5.0	4.0	4.8	4.0	4.0

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	3.0	5.0	3.5	4.3	3.8	3.8
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	4.0	4.0	5.0	3.8	4.0	4.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.0	4.0	4.0	5.0	4.5	5.0	4.0	4.0
Q18. Leverage one's network and connection to gather market data.	3.0	4.0	3.0	5.0	4.0	4.3	4.0	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	5.0	4.0	5.0	4.3	4.8	4.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	4.0	5.0	4.0	4.8	4.0	3.8
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.0	4.0	3.0	5.0	3.3	4.0	3.5	3.3
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	3.0	5.0	3.3	4.5	3.5	3.3
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	5.0	3.0	5.0	3.3	4.3	3.8	3.8
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	4.0	5.0	3.5	4.0	3.7	3.3
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	5.0	3.0	5.0	3.5	4.0	3.3	3.3
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.0	4.0	3.0	5.0	3.0	4.0	3.7	3.7
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	4.0	5.0	3.5	4.3	3.3	3.5
Q28. Encourage and value innovative ideas and suggestions from others.	3.0	4.0	3.0	5.0	3.5	4.0	3.5	3.5
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	4.0	5.0	3.5	3.8	3.8	3.8
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	5.0	4.0	5.0	3.3	4.0	4.0	3.8

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.0	4.0	2.0	5.0	3.7	4.7	3.3	3.7
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	4.0	2.0	5.0	3.7	4.0	3.7	3.7
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	4.0	3.0	5.0	3.3	4.3	3.3	3.3
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	2.0	5.0	3.3	4.3	3.7	3.7
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	4.0	4.0	5.0	3.3	4.0	3.5	3.5
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.0	4.0	5.0	3.3	4.0	3.3	3.5
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	3.0	5.0	3.5	4.0	3.8	3.5
Q38. Make effort to teach / coach/ mentor team members.	4.0	5.0	5.0	5.0	3.5	4.0	3.5	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	5.0	4.0	5.0	3.8	4.3	3.5	3.8

\* Responses based on Rating scale of 1-5