



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Wan Abdul Hadi Bin Wan Salleh

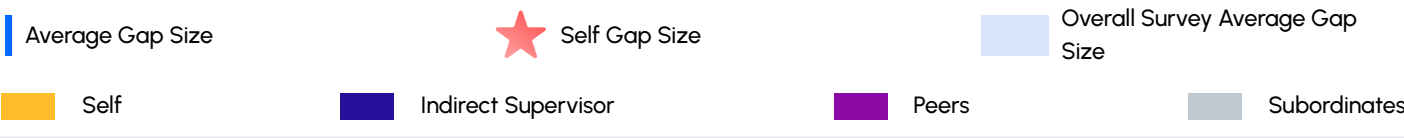
Date: 19/07/2023

All rights reserved. This is a confidential and proprietary information of NBO Leadership Sdn. Bhd. Duplication in any form is strictly prohibited without written consent from NBO Leadership Sdn. Bhd.

STRENGTHS AND DEVELOPMENT NEEDS

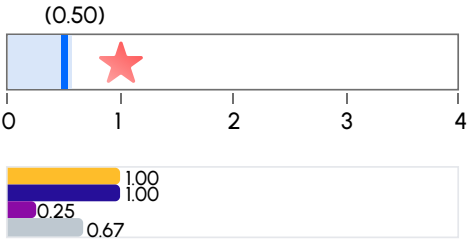
Strengths

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



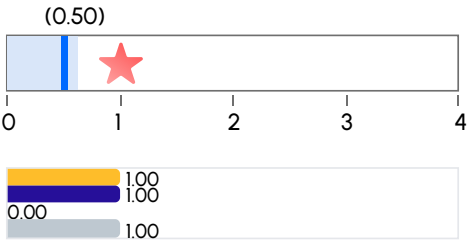
PURPOSEFUL PARTNERSHIP

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



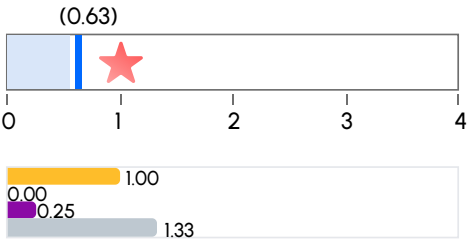
KEEP UP-TO-DATE

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



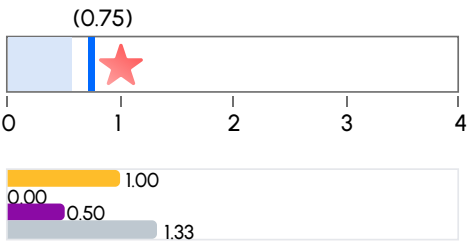
ENGAGE WITH EMPATHY

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



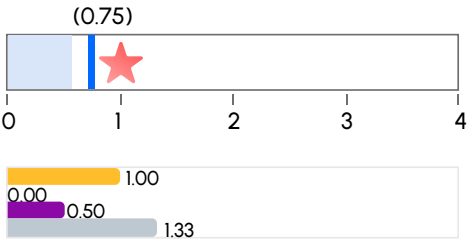
PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

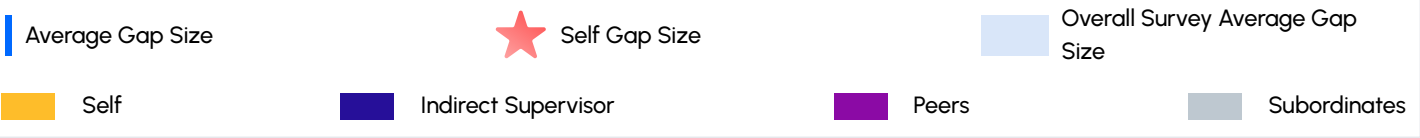
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



STRENGTHS AND DEVELOPMENT NEEDS

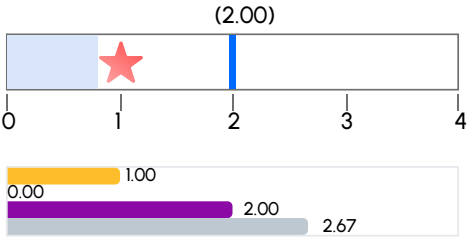
Development Needs

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



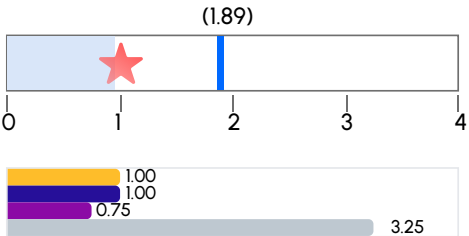
ENGAGE WITH EMPATHY

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



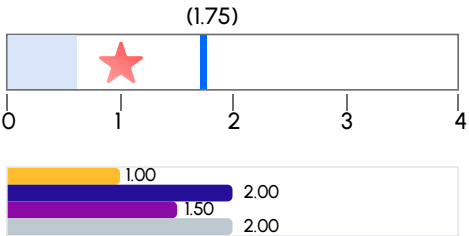
LIFELONG LEARNING

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



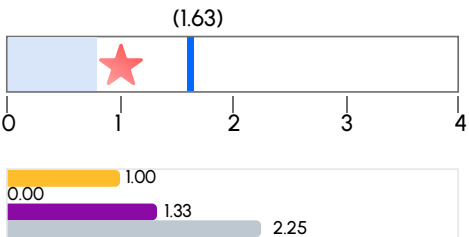
AGILE MINDSET

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



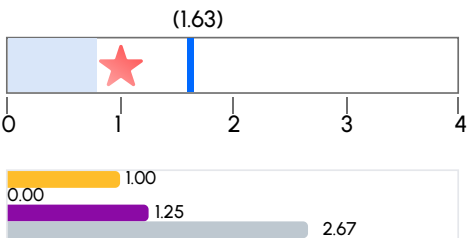
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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

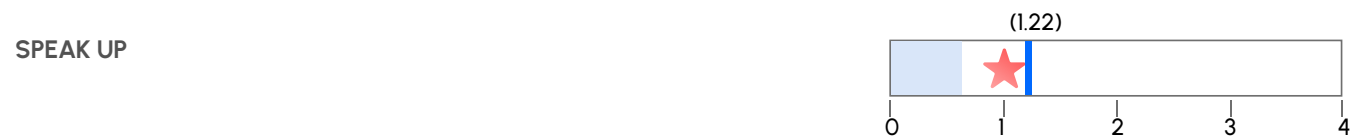


COMPETENCIES REPORT IN ASCENDING ORDER

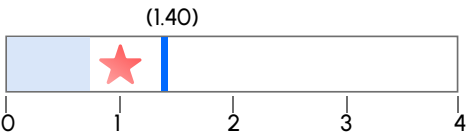
Average Gap Size

★ Self Gap Size

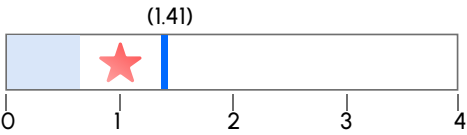
Overall Survey Average Gap Size



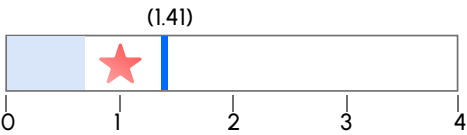
LIFELONG LEARNING



AGILE MINDSET



KNOW YOUR CUSTOMER



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 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 1.00 | - | 1 | 2 | 1 | - | - |
| Subordinates | 1.00 | - | 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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.25 | - | - | 3 | 1 | - | - |
| Subordinates | 1.67 | - | 1 | - | 1 | 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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.00 | - | 1 | 2 | 1 | - | - |
| Subordinates | 1.67 | - | - | 1 | 2 | - | - |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 1.25 | - | - | 3 | 1 | - | - |
| Subordinates | 1.33 | - | - | 2 | 1 | - | - |

Agile Mindset

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

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

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 | - | - | - |
| Indirect Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.50 | - | - | 2 | 2 | - | - |
| Subordinates | 2.00 | - | - | 1 | 1 | 1 | - |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.00 | - | - | 4 | - | - | - |
| Subordinates | 1.50 | - | 2 | - | 1 | - | 1 |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 1.33 | - | - | 2 | 1 | - | - |
| Subordinates | 2.25 | - | - | 1 | 1 | 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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.25 | - | - | 3 | 1 | - | - |
| Subordinates | 1.33 | - | 1 | 1 | - | 1 | - |

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 | - | - | - |
| Indirect Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.00 | - | 1 | 2 | 1 | - | - |
| Subordinates | 1.67 | - | - | 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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.25 | - | 1 | 1 | 2 | - | - |
| Subordinates | 2.00 | - | - | 1 | 1 | 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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.25 | - | 1 | 1 | 2 | - | - |
| Subordinates | 2.00 | - | - | 1 | 1 | 1 | - |

Engage With Empathy

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 1.25 | - | - | 3 | 1 | - | - |
| Subordinates | 1.75 | - | - | 2 | 1 | 1 | - |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 2.00 | - | - | 1 | 1 | 1 | - |
| Subordinates | 2.67 | - | - | - | 2 | - | 1 |

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

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

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 0.50 | - | 3 | - | 1 | - | - |
| Subordinates | 2.67 | - | - | - | 2 | - | 1 |

Purposeful Partnership

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

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

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

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

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 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 1.25 | - | 2 | - | 1 | 1 | - |
| Subordinates | 2.67 | - | - | 1 | - | 1 | 1 |

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

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

Speak Up

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

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

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

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

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.00 | - | 2 | 1 | - | 1 | - |
| Subordinates | 1.75 | - | - | 3 | - | - | 1 |

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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.50 | - | 3 | - | 1 | - | - |
| Subordinates | 2.67 | - | - | - | 2 | - | 1 |

Courage To Act

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.50 | - | 2 | 2 | - | - | - |
| Subordinates | 2.33 | - | - | 1 | - | 2 | - |

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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.50 | - | 2 | 2 | - | - | - |
| Subordinates | 1.67 | - | 1 | - | 1 | 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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.50 | - | 2 | 2 | - | - | - |
| Subordinates | 2.00 | - | - | 1 | 1 | 1 | - |

Q29. Maintain focus to deliver the chosen strategy.

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 2 | 1 | 1 | - | - |
| Subordinates | 2.33 | - | - | 1 | 1 | - | 1 |

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 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 0.75 | - | 2 | 1 | 1 | - | - |
| Subordinates | 1.75 | - | 1 | 1 | 1 | - | 1 |

Keep Up-to-date

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 0.50 | - | 2 | 2 | - | - | - |
| Subordinates | 1.67 | - | 1 | - | 1 | 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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 2.67 | - | - | - | 2 | - | 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 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.50 | - | 2 | 2 | - | - | - |
| Subordinates | 1.67 | - | - | 1 | 2 | - | - |

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

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

Lifelong Learning

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.67 | - | 1 | 2 | - | - | - |
| Subordinates | 1.67 | - | - | 1 | 2 | - | - |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 2 | 1 | 1 | - | - |
| Subordinates | 3.25 | - | - | - | 1 | 1 | 2 |

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

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

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 1.00 | - | 2 | - | 2 | - | - |
| Subordinates | 2.50 | - | - | - | 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 | - | - | - |
| Indirect Supervisor | 0.00 | - | 1 | - | - | - | - |
| Peers | 1.25 | - | 1 | 1 | 2 | - | - |
| Subordinates | 2.00 | - | - | 1 | 1 | 1 | - |

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

| | |
|--|------|
| Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise. | 0.50 |
| Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business. | 0.50 |
| Q15. Share similar experiences that may be adapted to their work circumstances. | 0.63 |
| Q18. Leverage one's network and connection to gather market data. | 0.75 |
| Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration. | 0.75 |
| Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest. | 0.75 |
| Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan. | 0.88 |
| Q1. Leverage on own and others' relevant experience and insights to make decisions. | 0.89 |
| Q27. Drive implementation with persistence to deliver results despite obstacles. | 1.00 |
| Q33. Create opportunities for the team to be in touch by having external exposure from related industries | 1.00 |
| Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills. | 1.00 |
| Q5. Assess the effectiveness and constantly update plans to adapt to different situations. | 1.11 |
| Q30. Give space for self and team members to take risks and learn from mistakes. | 1.11 |
| Q4. Manage teams' resources to collate information from multiple sources. | 1.13 |
| Q28. Encourage and value innovative ideas and suggestions from others. | 1.13 |

| | |
|--|------|
| Q35. Invest resources to continuously enhance skillsets that can be applied to one's function. | 1.14 |
| Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation. | 1.22 |
| Q3. Identify new possibilities to address current business issues. | 1.25 |
| Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience. | 1.25 |
| Q16. Empathise whilst balancing the need of individuals and the business. | 1.25 |
| Q23. Encourage constructive feedback and be objective in addressing disagreements. | 1.25 |
| Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure. | 1.25 |
| Q13. Empathise in a way that motivates one to take action to help others in the work environment. | 1.33 |
| Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences. | 1.33 |
| Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making. | 1.38 |
| Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management. | 1.38 |
| Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints. | 1.38 |
| Q25. Facilitate discussions with various views to converge and achieve a common objective. | 1.38 |
| Q29. Maintain focus to deliver the chosen strategy. | 1.38 |
| Q39. Nurture an environment that supports coaching and honest performance feedback. | 1.38 |
| Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants. | 1.50 |
| Q12. Promote a Customer-centric culture by role modeling the behavior. | 1.50 |

| | |
|---|------|
| Q32. Offer guidance to others on how to understand relevant trends and industry advancements. | 1.50 |
| Q38. Make effort to teach / coach/ mentor team members. | 1.56 |
| Q8. Provide coaching to help others adapt and be more versatile. | 1.63 |
| Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes. | 1.63 |
| Q6. Ensure change plans are executed effectively and in a timely manner. | 1.75 |
| Q36. Purposefully manage career development and professional growth of team members. | 1.89 |
| Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space. | 2.00 |

QUALITATIVE FEEDBACK

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

- 1. Communication skill 2. Presentation skill
- 1. Can communicate well with higher management. 2. Presentation skills
- 1. More hanging out with employees and not favoritism 2. Need to be quicker to make decisions
- 1. Engagement to all sort of staff 2. Planning and execution on event & project
- Ability to penetrate the tough union environment by building personal relationship./ network to gather needed intelligence
- He knew how to stand out in the eyes of Management He is good in making his subordinates feel uncomfortable.
- 1. Strong engagement with stakeholder and Top Management. Good negotiator 2. Keep up to date or stay current with evolution of technology and environment
- Willingness to help REsilience
- 1) Success oriented - Focused on task given, complete the task with desired goal in mind and responsible to task given. 2) Problem-solver - Good at evaluating a situation and providing solutions.
- Agile Adaptable

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

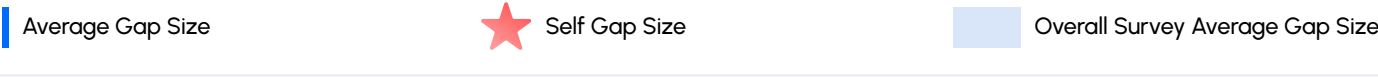
- 1. Need to improve leadership skill on managing team - planning, monitoring, organizing 2. Need to improve on problem solving & decision making
- 1. Improve respond time in communication. As engagement team, need to response fast because other parties need feedback urgently or at least acknowledge (noted) that the matters were in action. 2. Open communication and transparent with team members.
- No komen
- 1. Due to limitation of time, less time can be spent with team members for coaching. 2. Team career development
- Developing next generation of leaders as Hadi is spread super thin
- He should use appropriate communication in delivering remarks, views, comments and so on. He should use an appropriate approach to deal with various people, things and issues.

- 1. Enhance collaboration with peers to ensure PMD can provide the best service to the employees 2. Balance priorities on the task given
- Organisation and prioritisation of tasks Pushing back when already overwhelmed
- 1) Consider weaknesses - identify own weakness and highlighting the area for improvement 2) Working in a team environment and communicating effectively
- Improving communication style to be more consistent Ability to say No for any assignment to give more space in prioritize the workload.

STRENGTHS AND DEVELOPMENT NEEDS FROM INDIRECT SUPERVISOR

Strengths

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



ENGAGE WITH EMPATHY

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



SPEAK UP

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



KEEP UP-TO-DATE

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



HOLISTIC THINKING

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



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 INDIRECT SUPERVISOR

Development Needs

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

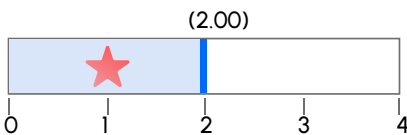
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

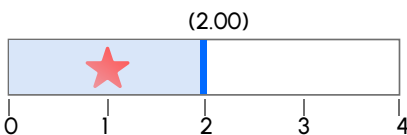
AGILE MINDSET

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



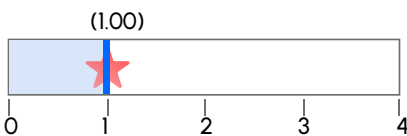
KNOW YOUR CUSTOMER

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



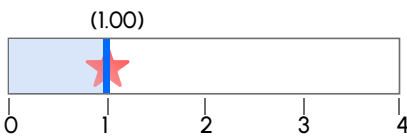
KNOW YOUR CUSTOMER

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



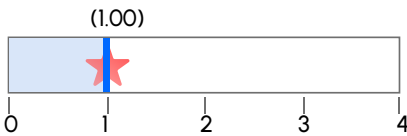
LIFELONG LEARNING

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



PURPOSEFUL PARTNERSHIP

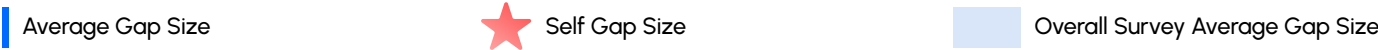
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



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.



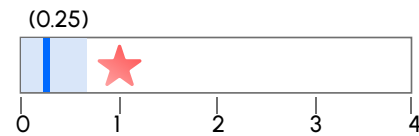
KEEP UP-TO-DATE

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



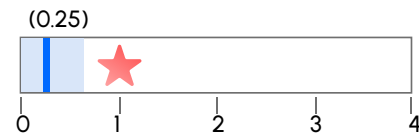
SPEAK UP

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



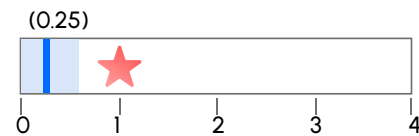
PURPOSEFUL PARTNERSHIP

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



ENGAGE WITH EMPATHY

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



KEEP UP-TO-DATE

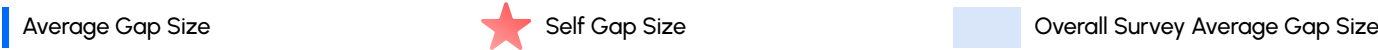
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

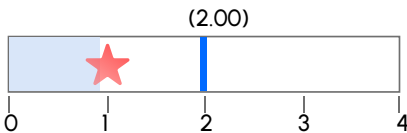
Development Needs

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



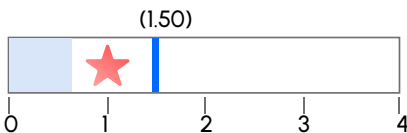
ENGAGE WITH EMPATHY

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



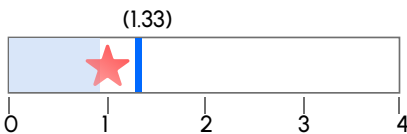
AGILE MINDSET

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



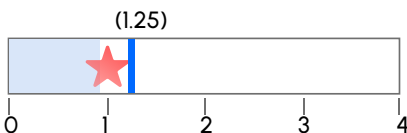
AGILE MINDSET

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



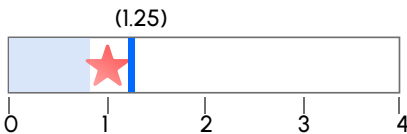
ENGAGE WITH EMPATHY

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.



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

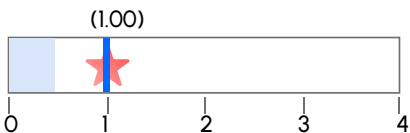
PURPOSEFUL PARTNERSHIP

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



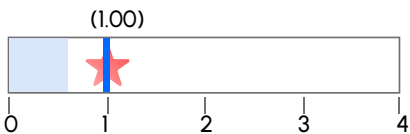
HOLISTIC THINKING

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



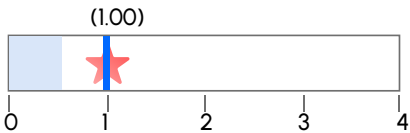
AGILE MINDSET

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



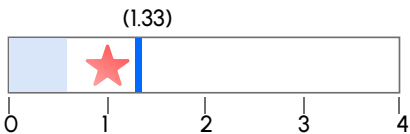
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



STRENGTHS AND DEVELOPMENT NEEDS FROM 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.

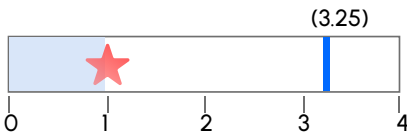
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

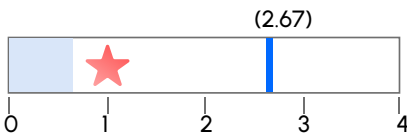
LIFELONG LEARNING

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



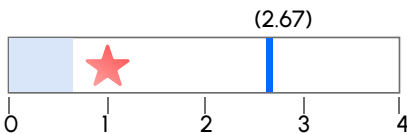
KEEP UP-TO-DATE

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



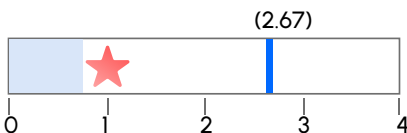
ENGAGE WITH EMPATHY

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



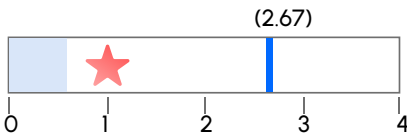
PURPOSEFUL PARTNERSHIP

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



ENGAGE WITH EMPATHY

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size Average Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

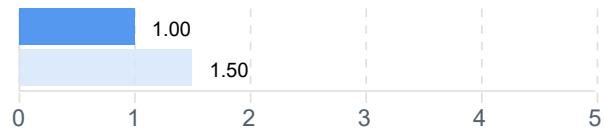
Q9. Analyse trends and Customers’ needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



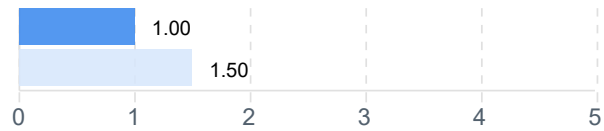
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.



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



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



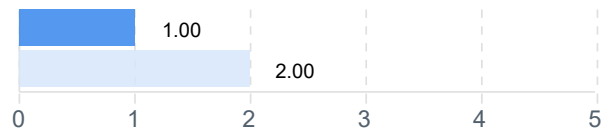
ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

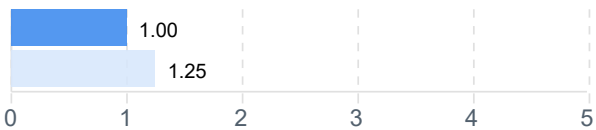
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



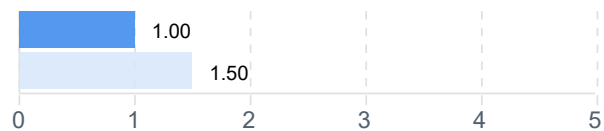
KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



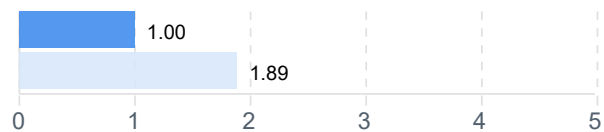
LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

-- There are no Blind Spots to show --

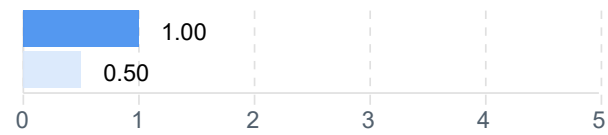
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

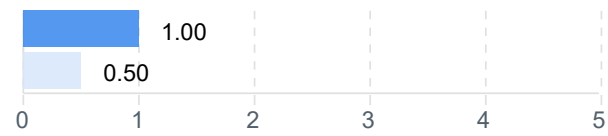
PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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



ENGAGE WITH EMPATHY

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



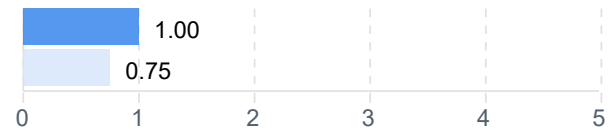
SPEAK UP

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

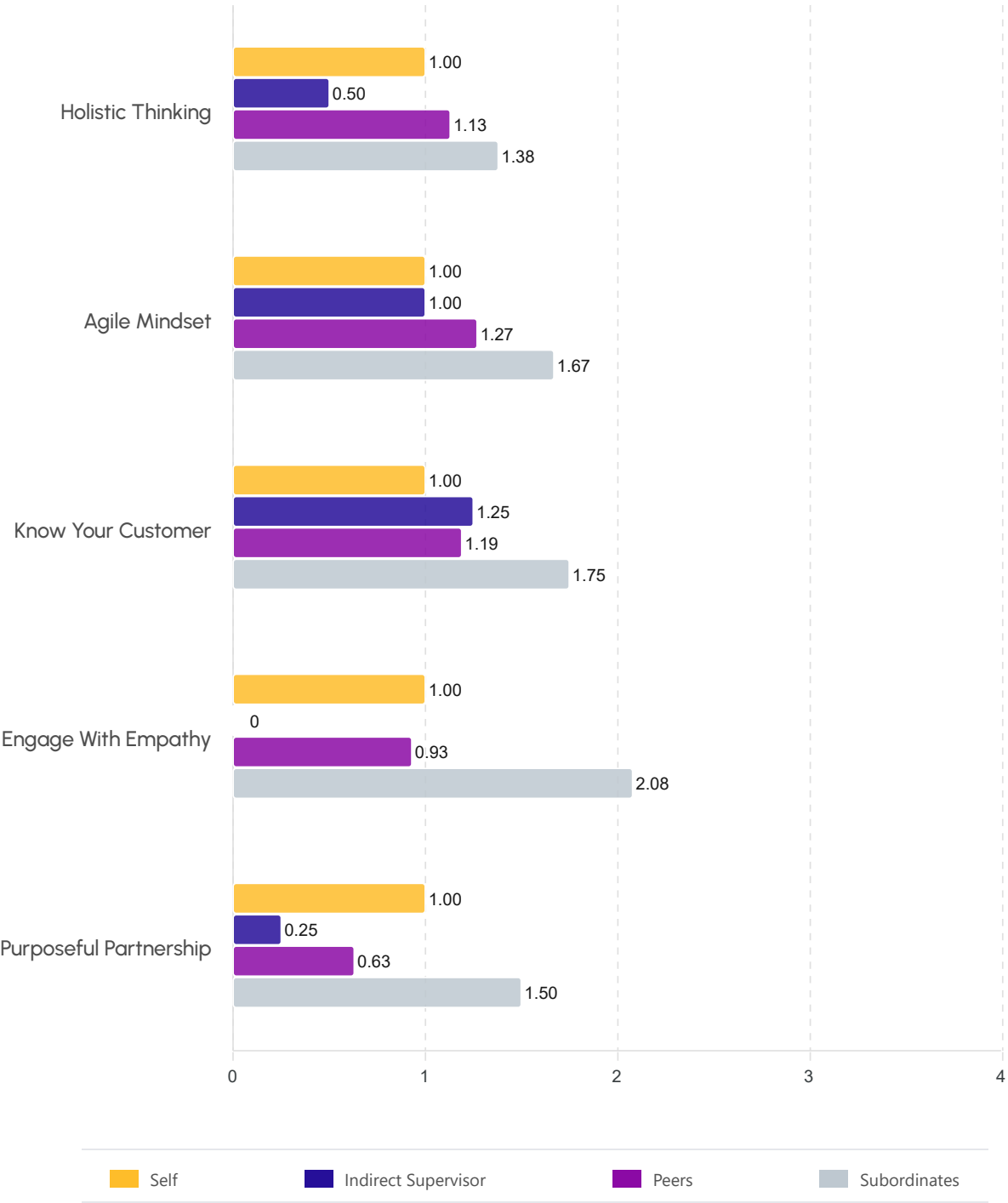


PURPOSEFUL PARTNERSHIP

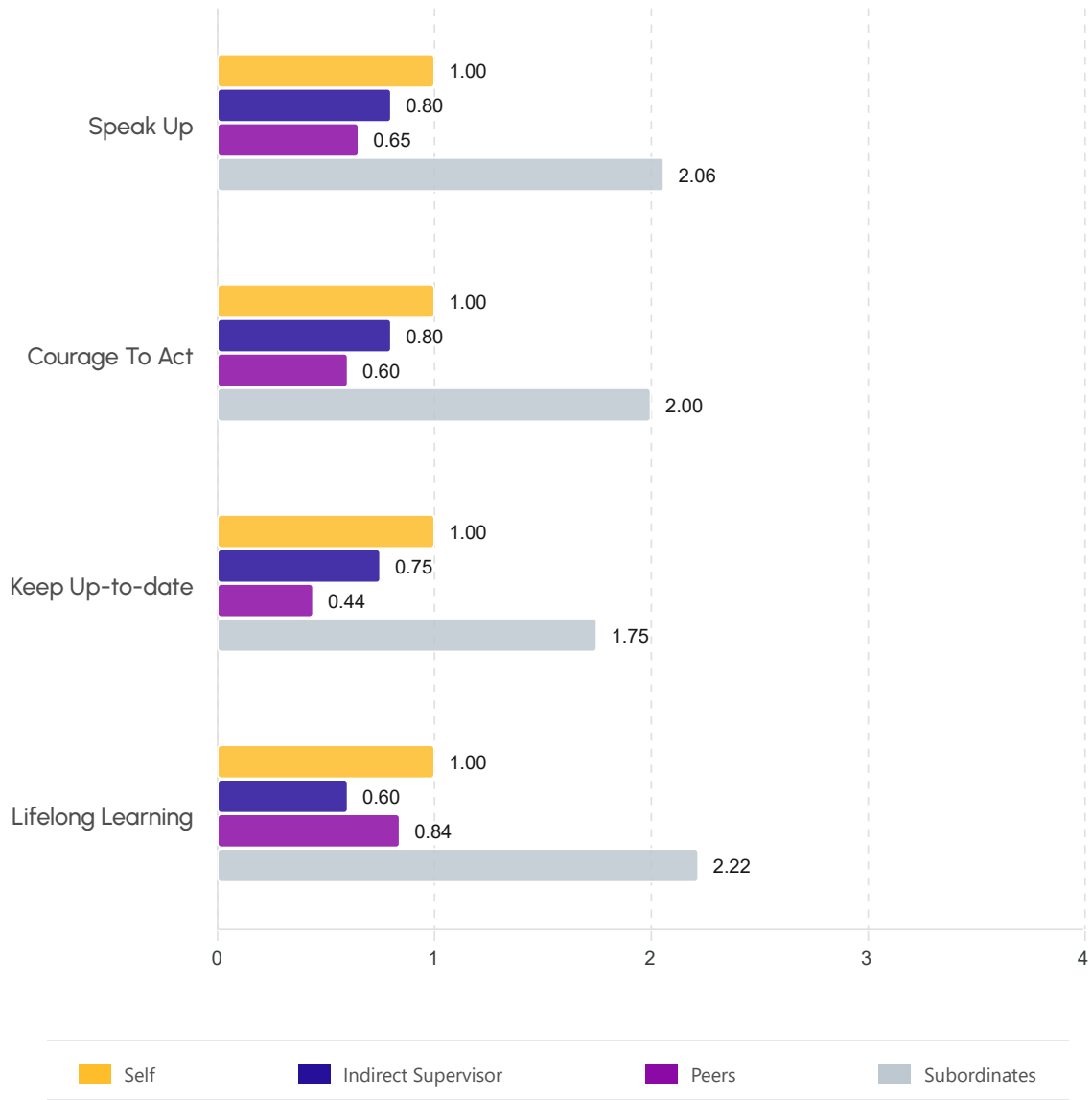
Q18. Leverage one's network and connection to gather market data.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



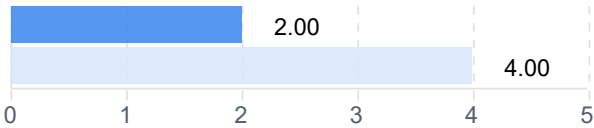
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

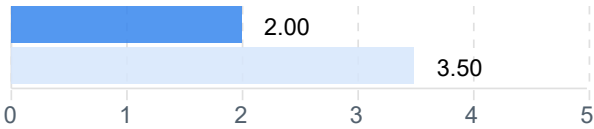
ENGAGE WITH EMPATHY

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



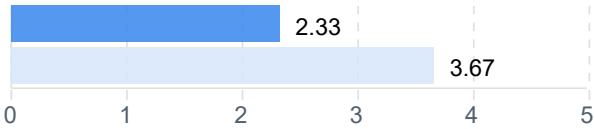
AGILE MINDSET

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



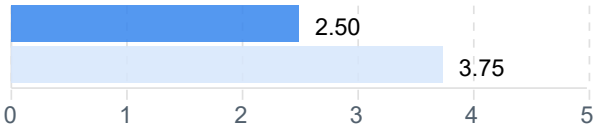
AGILE MINDSET

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



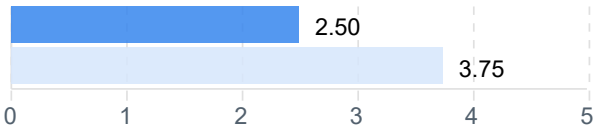
AGILE MINDSET

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



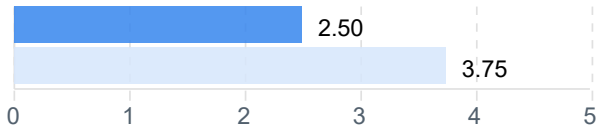
KNOW YOUR CUSTOMER

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



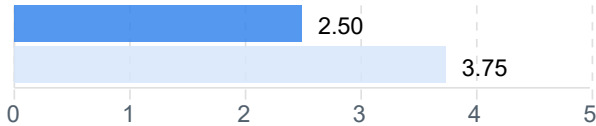
HOLISTIC THINKING

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



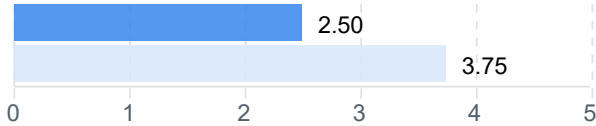
KNOW YOUR CUSTOMER

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



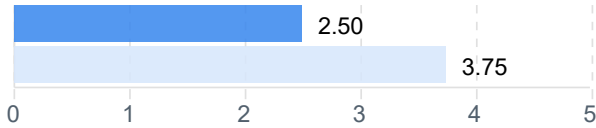
KNOW YOUR CUSTOMER

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



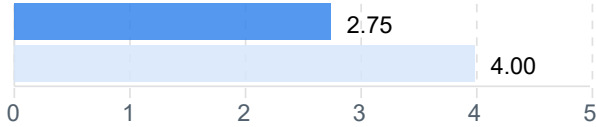
LIFELONG LEARNING

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



ENGAGE WITH EMPATHY

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



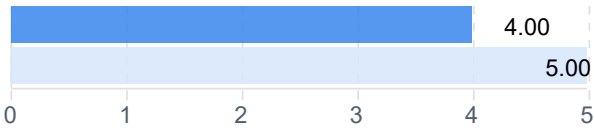
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

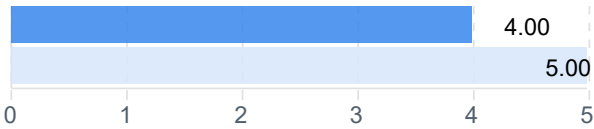
COURAGE TO ACT

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



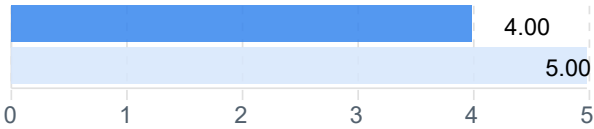
AGILE MINDSET

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



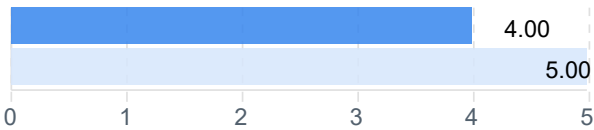
KEEP UP-TO-DATE

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



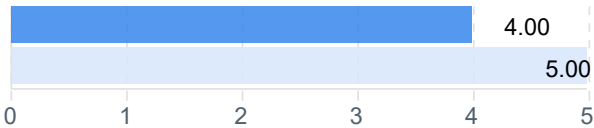
KNOW YOUR CUSTOMER

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



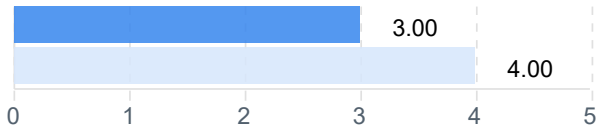
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



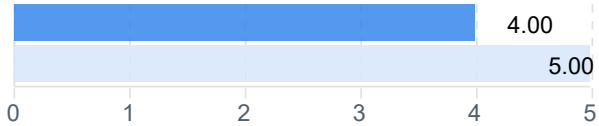
HOLISTIC THINKING

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



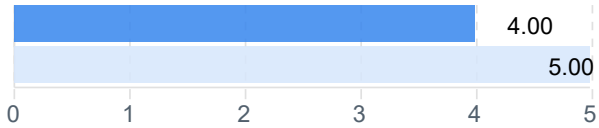
ENGAGE WITH EMPATHY

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



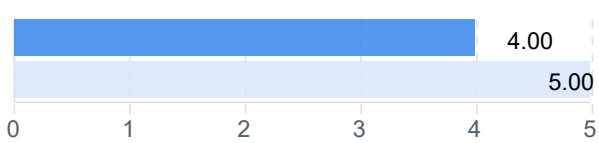
LIFELONG LEARNING

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



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.



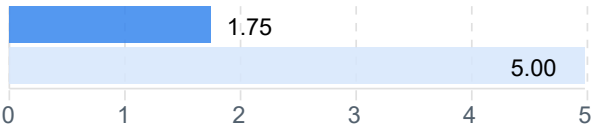
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

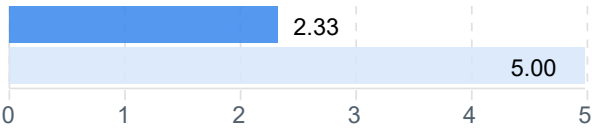
LIFELONG LEARNING

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



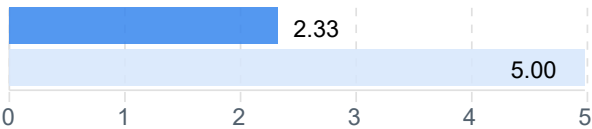
ENGAGE WITH EMPATHY

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



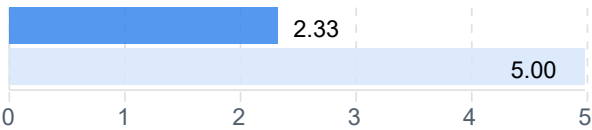
KEEP UP-TO-DATE

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



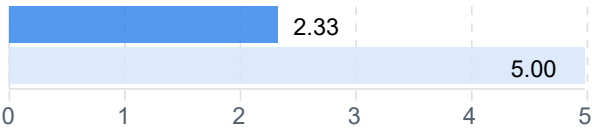
PURPOSEFUL PARTNERSHIP

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



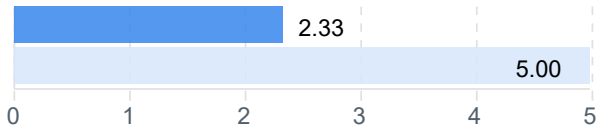
ENGAGE WITH EMPATHY

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



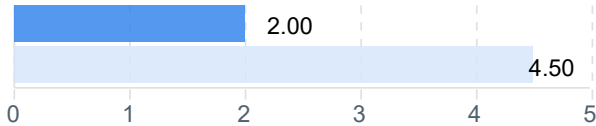
SPEAK UP

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



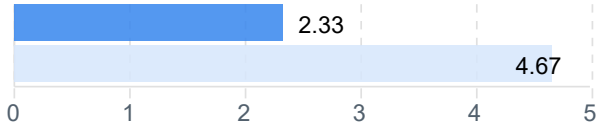
LIFELONG LEARNING

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



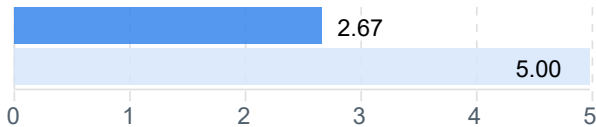
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



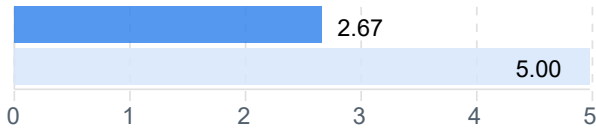
COURAGE TO ACT

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



SPEAK UP

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



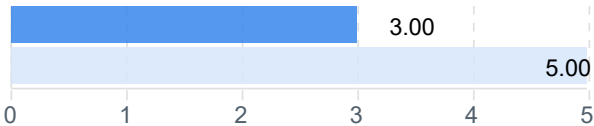
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM INDIRECT SUPERVISOR

Current Expected

KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



COURAGE TO ACT

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



AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



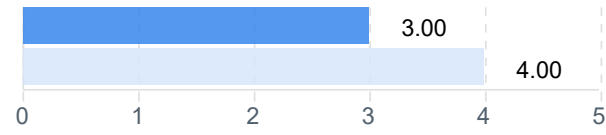
PURPOSEFUL PARTNERSHIP

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



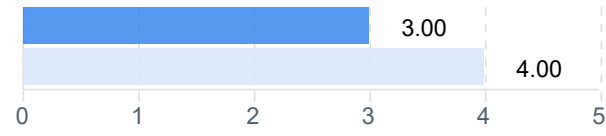
LIFELONG LEARNING

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



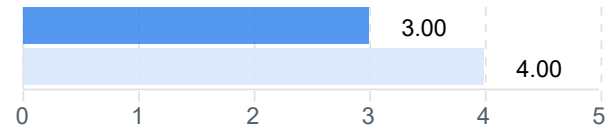
SPEAK UP

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



COURAGE TO ACT

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



LIFELONG LEARNING

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

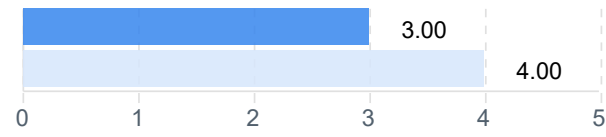


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

| How often does this person demonstrate the following - | Peers | | Self | | Subordinates | | Indirect Supervisor | |
|--|-------|-----|------|-----|--------------|-----|---------------------|-----|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q1. Leverage on own and others' relevant experience and insights to make decisions. | 2.5 | 3.5 | 4.0 | 5.0 | 3.8 | 4.8 | 5.0 | 5.0 |
| Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making. | 2.5 | 3.8 | 4.0 | 5.0 | 3.3 | 5.0 | 4.0 | 5.0 |
| Q3. Identify new possibilities to address current business issues. | 2.5 | 3.5 | 4.0 | 5.0 | 3.3 | 5.0 | 3.0 | 4.0 |
| Q4. Manage teams' resources to collate information from multiple sources. | 2.8 | 4.0 | 4.0 | 5.0 | 3.7 | 5.0 | 4.0 | 4.0 |
| Q5. Assess the effectiveness and constantly update plans to adapt to different situations. | 2.5 | 3.8 | 4.0 | 5.0 | 3.3 | 4.3 | 3.0 | 4.0 |
| Q6. Ensure change plans are executed effectively and in a timely manner. | 2.0 | 3.5 | 4.0 | 5.0 | 2.7 | 4.7 | 3.0 | 5.0 |
| Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation. | 2.8 | 3.8 | 4.0 | 5.0 | 3.0 | 4.5 | 4.0 | 5.0 |
| Q8. Provide coaching to help others adapt and be more versatile. | 2.3 | 3.7 | 4.0 | 5.0 | 2.3 | 4.5 | 4.0 | 4.0 |
| Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience. | 2.5 | 3.8 | 4.0 | 5.0 | 3.7 | 5.0 | 4.0 | 5.0 |
| Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management. | 3.0 | 4.0 | 4.0 | 5.0 | 3.3 | 5.0 | 3.0 | 5.0 |
| Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants. | 2.5 | 3.8 | 4.0 | 5.0 | 3.0 | 5.0 | 3.0 | 4.0 |
| Q12. Promote a Customer-centric culture by role modeling the behavior. | 2.5 | 3.8 | 4.0 | 5.0 | 3.0 | 5.0 | 3.0 | 4.0 |
| Q13. Empathise in a way that motivates one to take action to help others in the work environment. | 2.8 | 4.0 | 4.0 | 5.0 | 2.8 | 4.5 | 4.0 | 4.0 |
| Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space. | 2.0 | 4.0 | 4.0 | 5.0 | 2.3 | 5.0 | 4.0 | 4.0 |

| How often does this person demonstrate the following - | Peers | | Self | | Subordinates | | Indirect Supervisor | |
|--|-------|-----|------|-----|--------------|-----|---------------------|-----|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q15. Share similar experiences that may be adapted to their work circumstances. | 3.0 | 3.3 | 4.0 | 5.0 | 3.3 | 4.7 | 4.0 | 4.0 |
| Q16. Empathise whilst balancing the need of individuals and the business. | 3.0 | 3.5 | 4.0 | 5.0 | 2.3 | 5.0 | 4.0 | 4.0 |
| Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise. | 3.3 | 3.5 | 4.0 | 5.0 | 4.0 | 4.7 | 4.0 | 5.0 |
| Q18. Leverage one's network and connection to gather market data. | 3.0 | 3.5 | 4.0 | 5.0 | 3.3 | 4.7 | 4.0 | 4.0 |
| Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes. | 2.3 | 3.5 | 4.0 | 5.0 | 2.3 | 5.0 | 4.0 | 4.0 |
| Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration. | 3.0 | 3.5 | 4.0 | 5.0 | 3.3 | 4.7 | 4.0 | 4.0 |
| Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest. | 3.0 | 3.3 | 3.0 | 4.0 | 3.0 | 4.7 | 4.0 | 4.0 |
| Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints. | 2.5 | 3.3 | 3.0 | 4.0 | 2.7 | 5.0 | 3.0 | 4.0 |
| Q23. Encourage constructive feedback and be objective in addressing disagreements. | 2.8 | 3.5 | 4.0 | 5.0 | 3.0 | 5.0 | 3.0 | 4.0 |
| Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences. | 3.0 | 4.0 | 3.0 | 4.0 | 3.0 | 4.8 | 3.0 | 4.0 |
| Q25. Facilitate discussions with various views to converge and achieve a common objective. | 2.8 | 3.3 | 4.0 | 5.0 | 2.3 | 5.0 | 4.0 | 5.0 |
| Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure. | 2.8 | 3.3 | 4.0 | 5.0 | 2.7 | 5.0 | 3.0 | 4.0 |
| Q27. Drive implementation with persistence to deliver results despite obstacles. | 2.8 | 3.3 | 4.0 | 5.0 | 3.3 | 5.0 | 3.0 | 4.0 |
| Q28. Encourage and value innovative ideas and suggestions from others. | 2.8 | 3.3 | 4.0 | 5.0 | 2.7 | 4.7 | 3.0 | 4.0 |
| Q29. Maintain focus to deliver the chosen strategy. | 2.5 | 3.3 | 4.0 | 5.0 | 2.3 | 4.7 | 3.0 | 4.0 |
| Q30. Give space for self and team members to take risks and learn from mistakes. | 2.5 | 3.3 | 4.0 | 5.0 | 2.8 | 4.5 | 4.0 | 4.0 |

| How often does this person demonstrate the following - | Peers | | Self | | Subordinates | | Indirect Supervisor | |
|--|-------|-----|------|-----|--------------|-----|---------------------|-----|
| | 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 | 3.5 | 4.0 | 5.0 | 3.3 | 5.0 | 4.0 | 4.0 |
| Q32. Offer guidance to others on how to understand relevant trends and industry advancements. | 2.8 | 3.5 | 4.0 | 5.0 | 2.3 | 5.0 | 3.0 | 4.0 |
| Q33. Create opportunities for the team to be in touch by having external exposure from related industries | 2.8 | 3.3 | 4.0 | 5.0 | 3.0 | 4.7 | 3.0 | 4.0 |
| Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business. | 3.3 | 3.3 | 4.0 | 5.0 | 3.7 | 4.7 | 3.0 | 4.0 |
| Q35. Invest resources to continuously enhance skillsets that can be applied to one's function. | 2.7 | 3.3 | 4.0 | 5.0 | 3.3 | 5.0 | 3.0 | 4.0 |
| Q36. Purposefully manage career development and professional growth of team members. | 2.5 | 3.3 | 4.0 | 5.0 | 1.8 | 5.0 | 3.0 | 4.0 |
| Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills. | 2.8 | 3.3 | 4.0 | 5.0 | 2.8 | 4.3 | 3.0 | 4.0 |
| Q38. Make effort to teach / coach/ mentor team members. | 2.5 | 3.5 | 4.0 | 5.0 | 2.0 | 4.5 | 4.0 | 4.0 |
| Q39. Nurture an environment that supports coaching and honest performance feedback. | 2.5 | 3.8 | 4.0 | 5.0 | 2.3 | 4.3 | 4.0 | 4.0 |

* Responses based on Rating scale of 1-5