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## INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

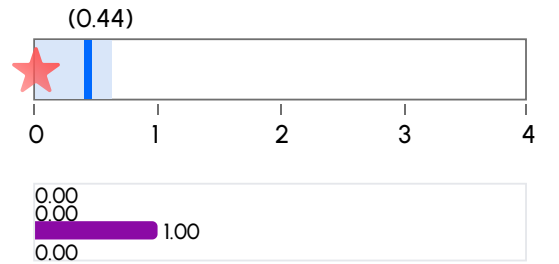
Strengths

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



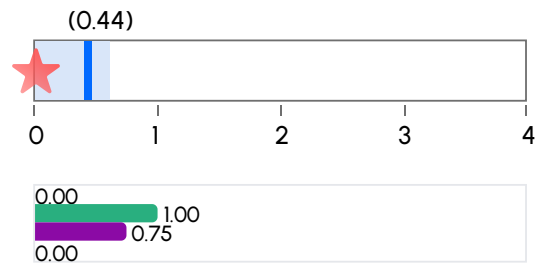
SPEAK UP

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



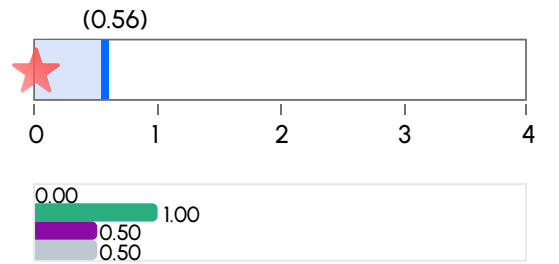
SPEAK UP

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



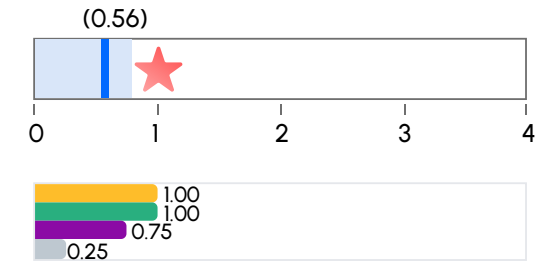
ENGAGE WITH EMPATHY

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



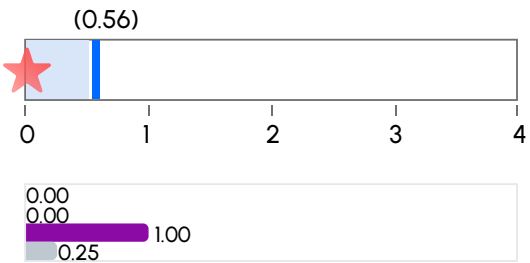
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS

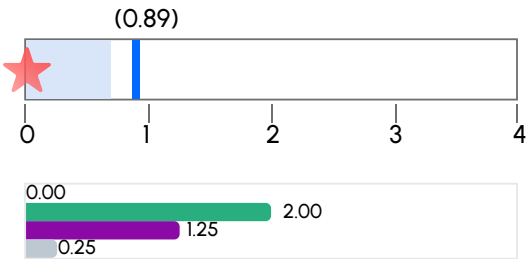
Development Needs

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



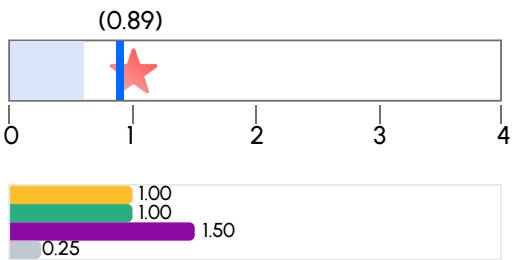
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



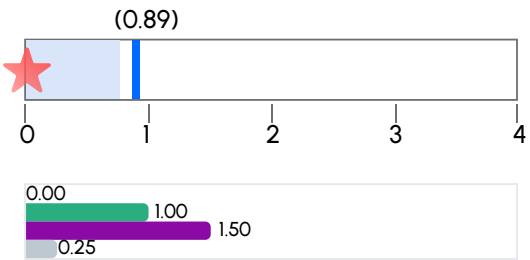
HOLISTIC THINKING

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



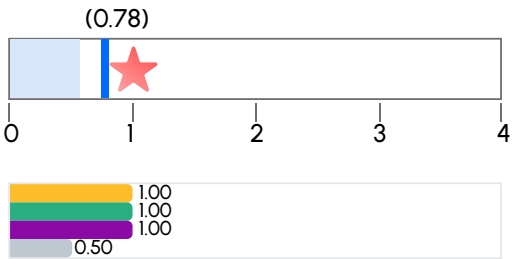
ENGAGE WITH EMPATHY

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



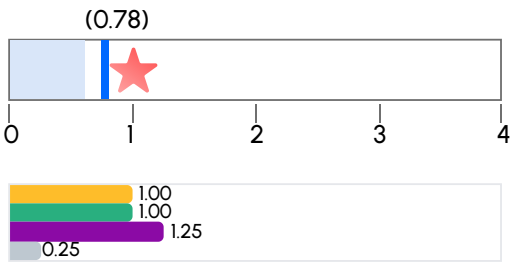
HOLISTIC THINKING

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

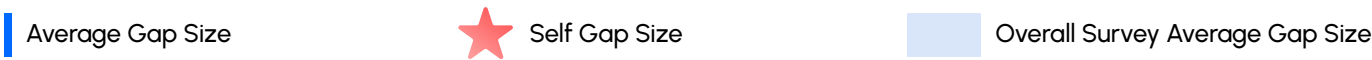


AGILE MINDSET

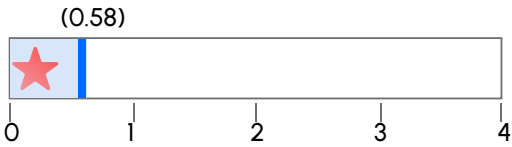
Q6. Ensure change plans are executed effectively and in a timely manner.



COMPETENCIES REPORT IN ASCENDING ORDER



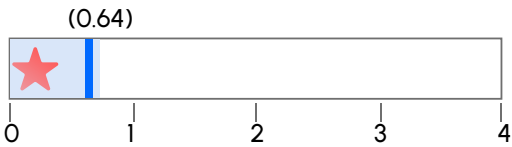
SPEAK UP



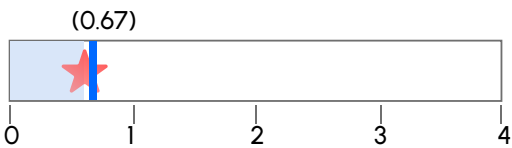
PURPOSEFUL PARTNERSHIP



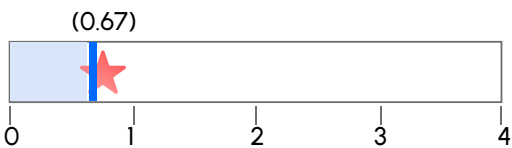
LIFELONG LEARNING



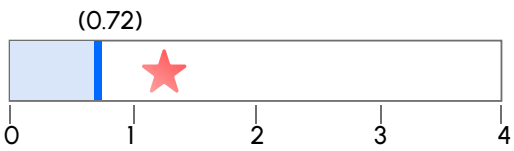
COURAGE TO ACT



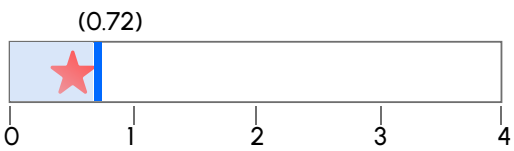
KEEP UP-TO-DATE



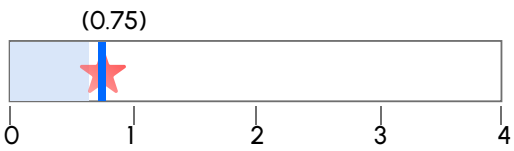
KNOW YOUR CUSTOMER



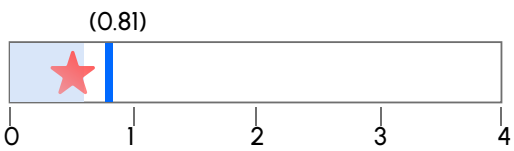
ENGAGE WITH EMPATHY



AGILE MINDSET



HOLISTIC THINKING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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

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

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.25	1	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	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.00	1	3	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.25	1	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	1	2	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	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	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	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	1	2	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.25	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	1.25	-	-	3	1	-	-
Subordinates	0.25	1	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	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.25	1	2	1	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	1	2	1	-	-	-

Purposeful Partnership

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

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

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

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

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

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

Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	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	0.00	-	1	-	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.25	1	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	1	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.00	1	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	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	1	2	1	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	1	2	1	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.50	1	1	2	-	-	-

Keep Up-to-date

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

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

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

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

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.50	1	1	2	-	-	-

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.44
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.44
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.56
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.56
Q29. Maintain focus to deliver the chosen strategy.	0.56
Q36. Purposefully manage career development and professional growth of team members.	0.56
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.56
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.67
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.67
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.67
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.67
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.67

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.67
Q18. Leverage one's network and connection to gather market data.	0.67
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.67
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.67
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.67
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.67
Q28. Encourage and value innovative ideas and suggestions from others.	0.67
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.67
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.67
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.67
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.67
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.67
Q38. Make effort to teach / coach/ mentor team members.	0.67
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.78
Q6. Ensure change plans are executed effectively and in a timely manner.	0.78

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Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.78
Q8. Provide coaching to help others adapt and be more versatile.	0.78
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.78
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.78
Q16. Empathise whilst balancing the need of individuals and the business.	0.78
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.78
Q30. Give space for self and team members to take risks and learn from mistakes.	0.78
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.78
Q3. Identify new possibilities to address current business issues.	0.89
Q4. Manage teams' resources to collate information from multiple sources.	0.89
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.89

## QUALITATIVE FEEDBACK

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

- 1. subject matter expert 2. stand firm
- 1) Likes to provide comments or opinions. 2) Able to conduct training
- 1) Willing to share knowledge and learn. 2) Dare to speak up.
- 1. Excellent communication and deliverability especially conveying messages, ideas, and information to others. 2. Exceptional work ethic and consistent dedication above and beyond in her work
- Courage to act - Encouraging others to express their viewpoints Speak up - Encourage constructive feedback and be objective in addressing disagreements.

- Strength: 1. Inspire and encourage internal staffs and external to embrace and increase the literacy in the field of Social Protection and Financial Literacy; and 2. Engage and do more collaborative efforts with stakeholders pertaining to the mentioned areas of specialization.

- As one of her subordinates, I would like to express my appreciation for her exceptional leadership style and the positive impact it has on our team and workplace. I want to take this opportunity to highlight two of her key strengths, which I believe greatly contribute to our success: her passion for the area of Social Protection and her empathy towards the staff. Passionate about Social Protection: Her unwavering passion for the topic of Social Protection is truly inspiring. It is evident that she genuinely believes in the importance of our work, and this passion resonates with each team member. Her enthusiasm and dedication have a contagious effect, motivating us to give our best and make a meaningful impact in this field. Empathy towards staff: Her empathetic nature and genuine concern for the well-being of the staff have created a supportive work environment that truly sets her apart as a leader. Her approachability and willingness to listen without judgment make us feel valued and respected. Her empathy helps foster open communication and allows us to bring our whole selves to work, resulting in increased trust and productivity. Overall, her passion for Social Protection and her empathetic nature towards the staff have had a profound impact on our team's dynamics and our ability to achieve exceptional results. Her leadership has created a culture of collaboration, dedication, and personal growth, which has made our work environment both fulfilling and rewarding.

- 1) She has the knowledge and skills required for her position 2) She understands her tasks/responsibilities very well so she can guide the team effectively
- 1. Knowledgeable and very good speaker person on social Social security 2. dedicated on her job and subordinate

- The participant is knowledgeable and structured in her field of expertise, able to coach and deliver the subject quite effectively. the participant will always share her views in meeting and occasionally will be able to guide team on implementation. ie being the advisor for the K-Fair ( Knowledge Fair 2022)

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

- 1. ability to manage project/ task within cross function 2. project management skills

- Listening more to subordinates & supervisor's ideas/direction/advice

- 1) Holistic thinking. 2) Know Your Customer.

- 1. Increase the role and responsibility in delegating tasks to subordinates through fostering a sense of ownership and accountability among subordinates. 2. Encourage professional growth of team members and offer mentorship when needed.

- Nil

- Room for improvement: 1. To keep the immediate leader(s) understand the department's direction that aligned with the management aspirations; 2. Work together with parties involve in making decision, and open for any disagreement for the benefit of the organization.

- 1. Delegation and Empowerment: To become even more effective in the organization, she could focus on developing her skills in delegation and empowerment. By effectively delegating tasks and responsibilities to team members, she can leverage their abilities and create opportunities for their growth. 2. Strategic Communication: Another area for development is strategic communication. Clear and effective communication is vital for aligning goals, fostering collaboration, and driving organizational success. She can work on articulating strategic visions, setting clear expectations, and providing regular feedback to the team. Adapting communication styles to different stakeholders will ensure that messages are tailored and convey the importance and impact of the organization's work in the field of Social Protection.

- 1) An opportunity to lead some of the big project or task. 2) Making big decision together with higher level.

- 1. Think & communicate strategically 2. Human resources

- well, participant as mentioned is very experience officer, two areas that she could develop might be to 1.2. accept the decision by management, participant do demonstrate frustration when ideas or initiatives are shoot down by management after working on the project. (need to redho). 2. The participant also need to develop a stricter leadership style as currently she demonstrated a motherly and understand kind of leader, which is good for certain situation but must be balanced. There were time especially when dealing with staff on the Work From Home.

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

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

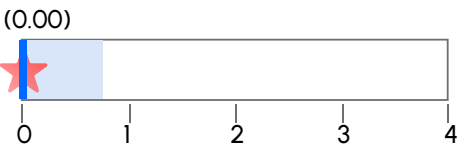
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

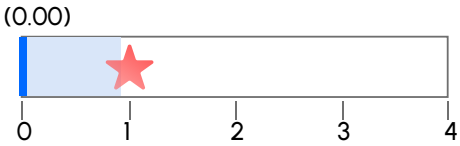
SPEAK UP

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



LIFELONG LEARNING

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



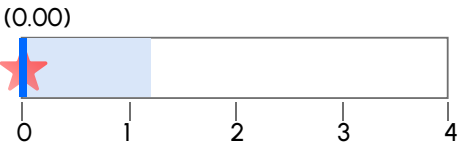
SPEAK UP

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



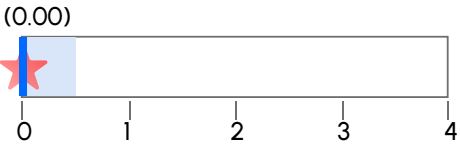
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

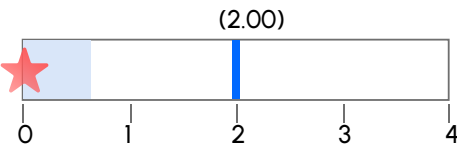
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

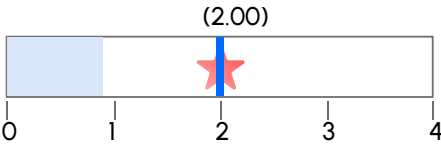
HOLISTIC THINKING

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



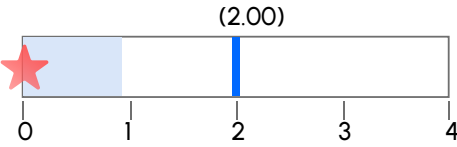
KNOW YOUR CUSTOMER

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



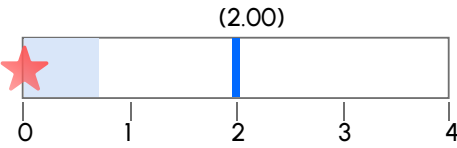
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



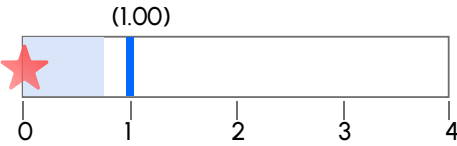
SPEAK UP

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



ENGAGE WITH EMPATHY

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





STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

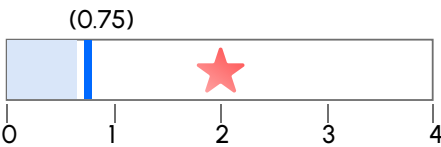
ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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



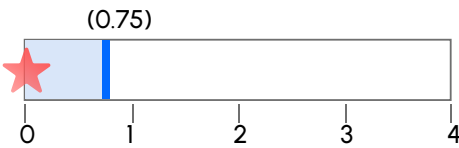
KEEP UP-TO-DATE

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



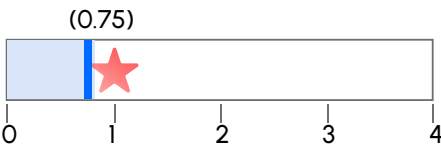
LIFELONG LEARNING

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



PURPOSEFUL PARTNERSHIP

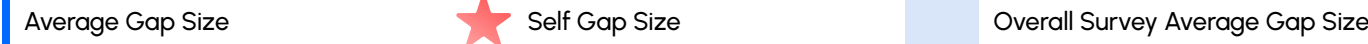
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

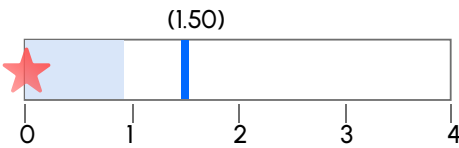
Development Needs

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



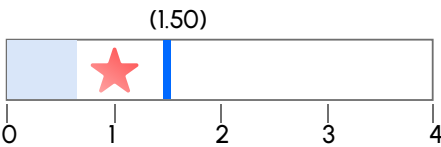
ENGAGE WITH EMPATHY

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



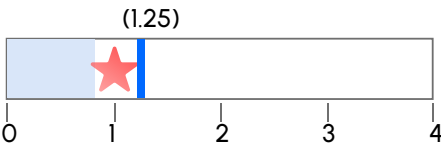
HOLISTIC THINKING

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



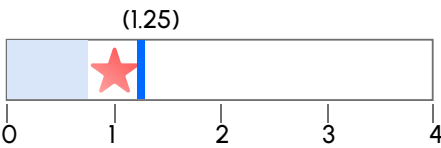
KNOW YOUR CUSTOMER

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



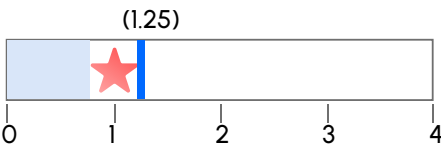
LIFELONG LEARNING

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



AGILE MINDSET

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



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.

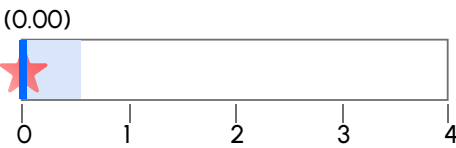
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

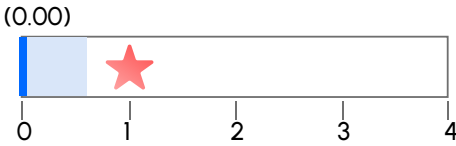
SPEAK UP

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



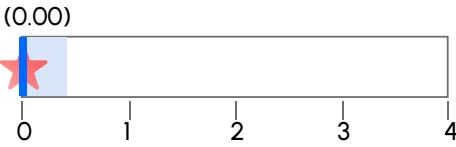
AGILE MINDSET

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



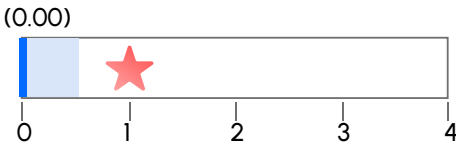
HOLISTIC THINKING

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



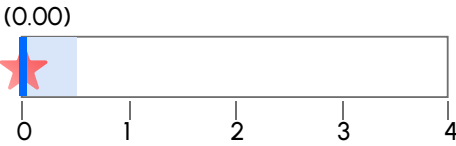
KEEP UP-TO-DATE

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



SPEAK UP

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



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.

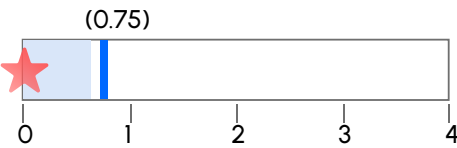
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

KEEP UP-TO-DATE

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



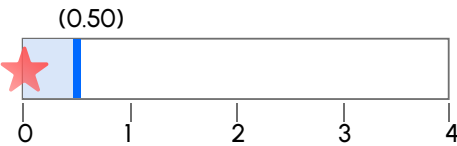
HOLISTIC THINKING

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



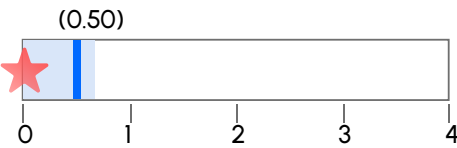
ENGAGE WITH EMPATHY

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



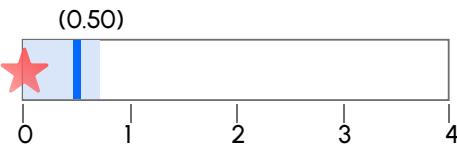
LIFELONG LEARNING

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



LIFELONG LEARNING

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



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 SizeAverage 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

ENGAGE WITH EMPATHY

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



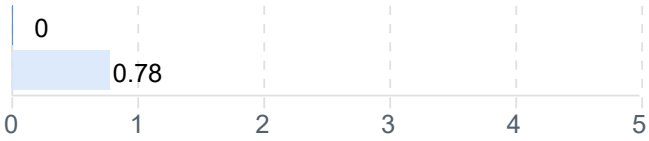
SPEAK UP

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



AGILE MINDSET

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



COURAGE TO ACT

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



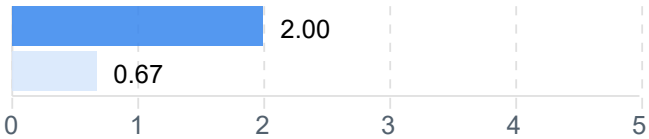
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



AGILE MINDSET

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

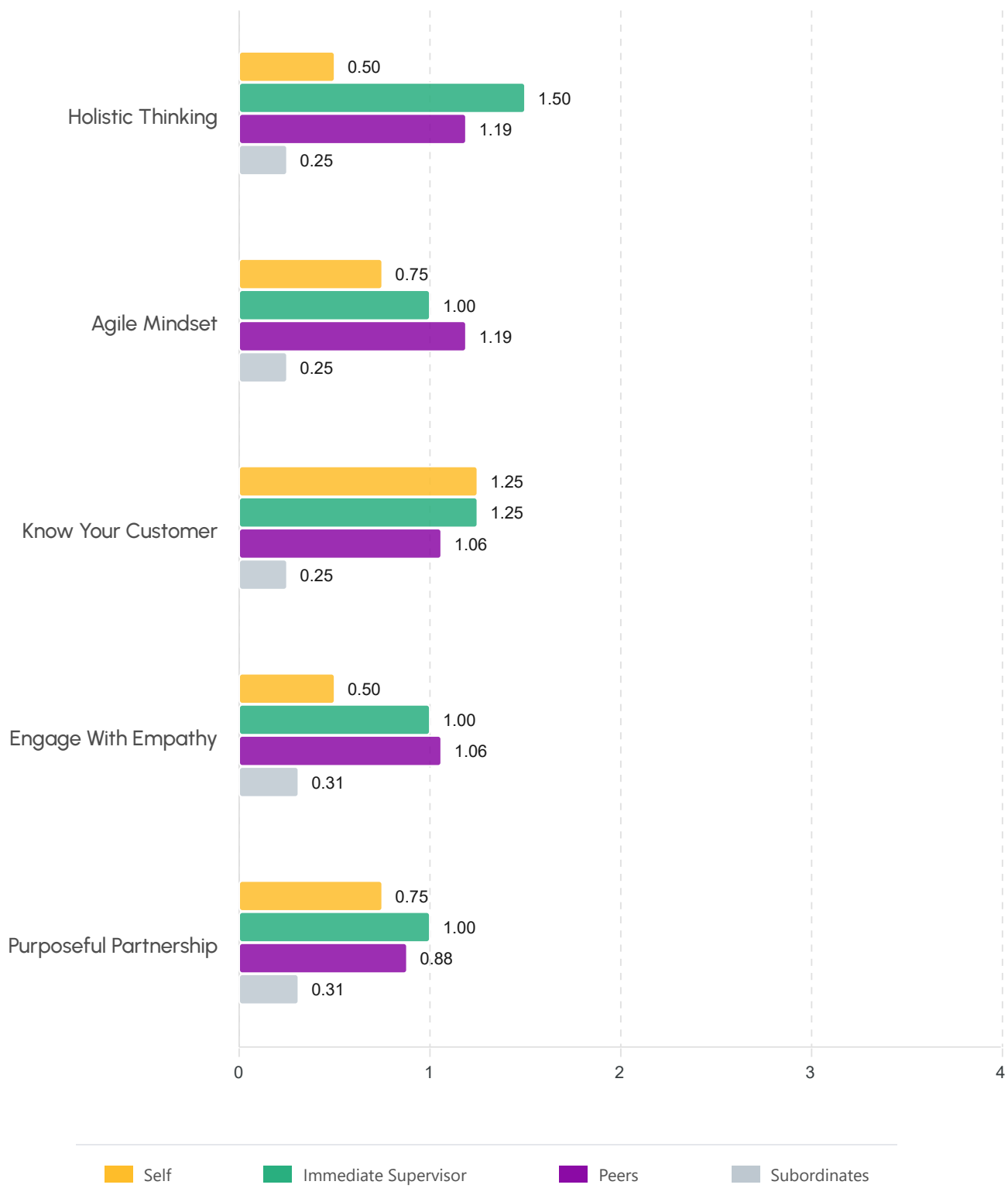


PURPOSEFUL PARTNERSHIP

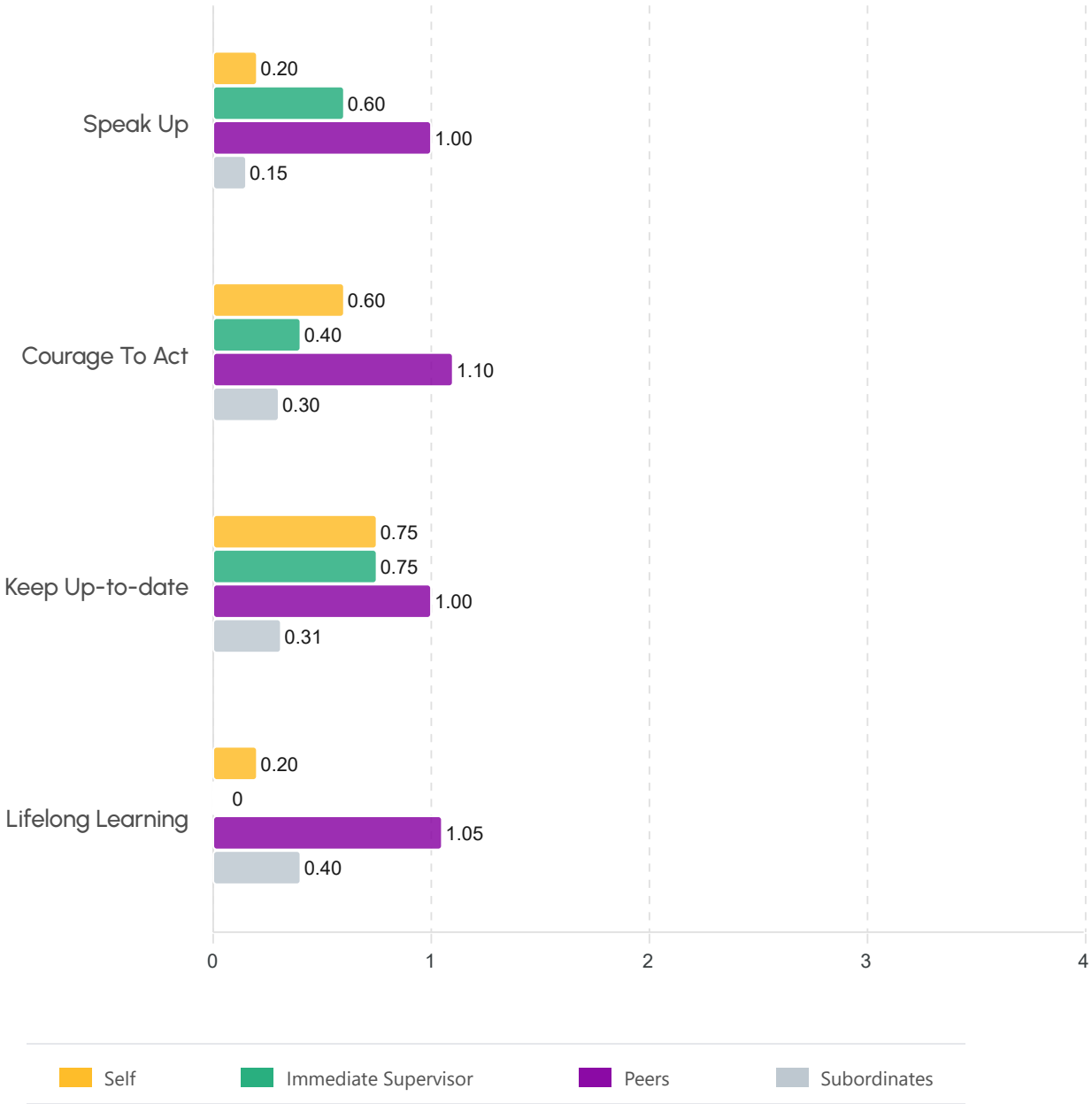
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



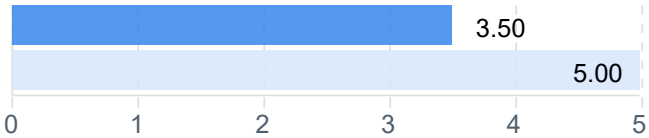
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

CurrentExpected

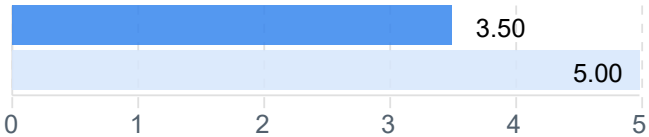
ENGAGE WITH EMPATHY

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



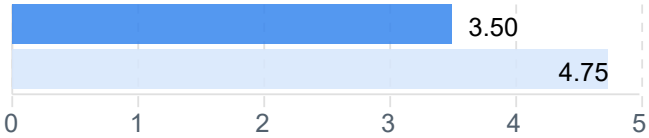
HOLISTIC THINKING

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



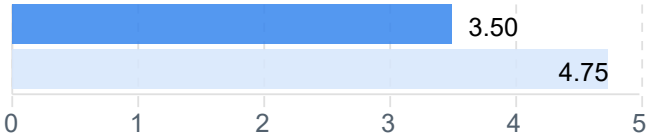
KNOW YOUR CUSTOMER

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



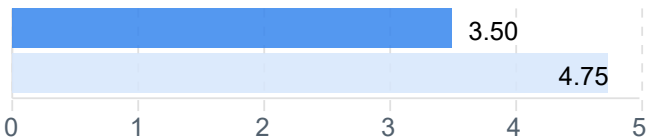
SPEAK UP

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



COURAGE TO ACT

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



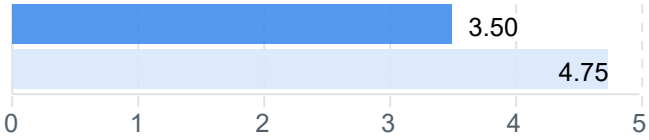
KNOW YOUR CUSTOMER

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



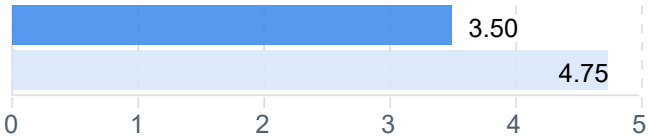
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



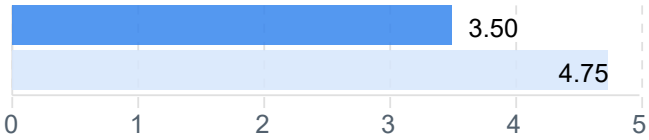
ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

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



AGILE MINDSET

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





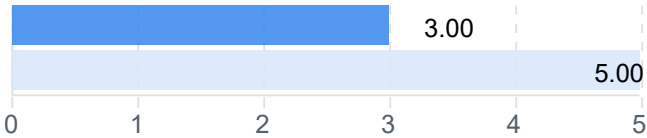
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

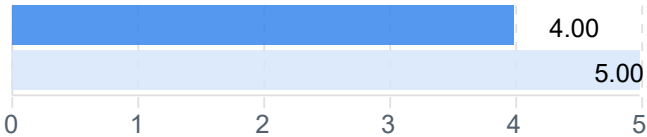
KNOW YOUR CUSTOMER

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



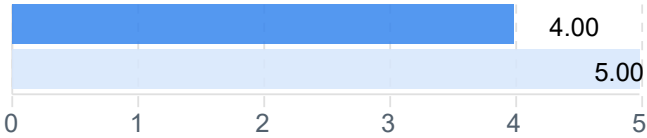
COURAGE TO ACT

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



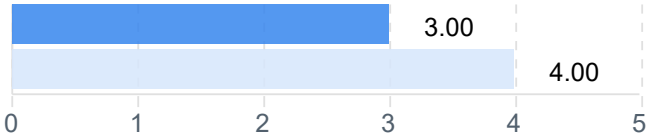
AGILE MINDSET

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



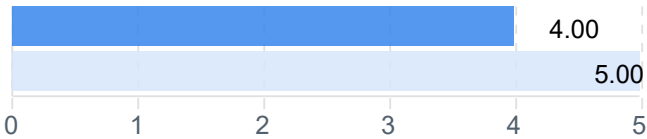
LIFELONG LEARNING

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



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.



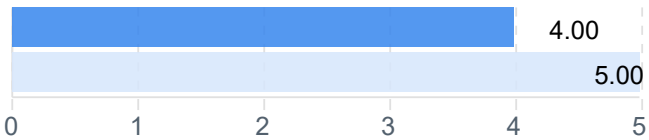
PURPOSEFUL PARTNERSHIP

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



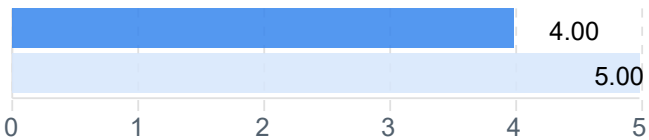
HOLISTIC THINKING

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



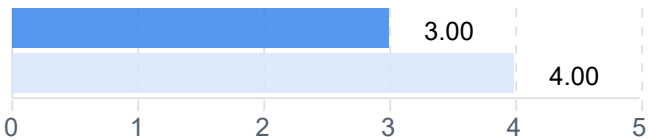
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



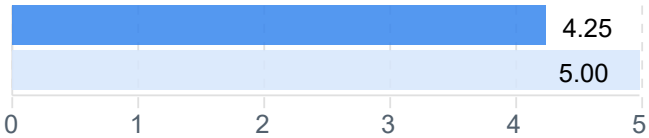
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

KEEP UP-TO-DATE

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



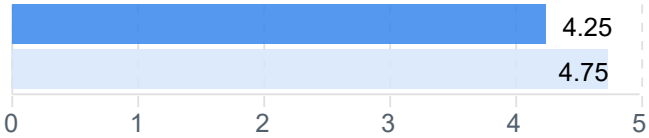
HOLISTIC THINKING

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



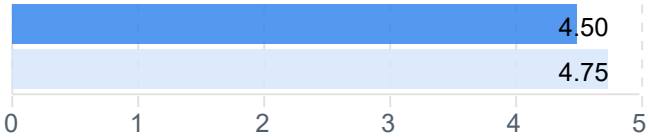
PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



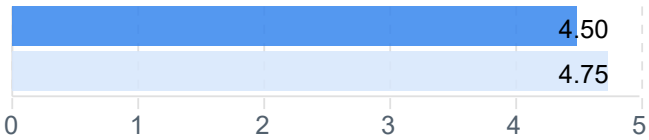
ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



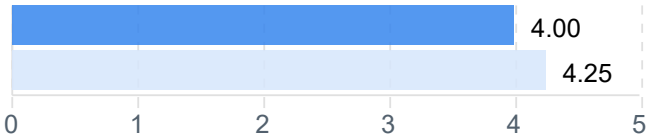
LIFELONG LEARNING

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



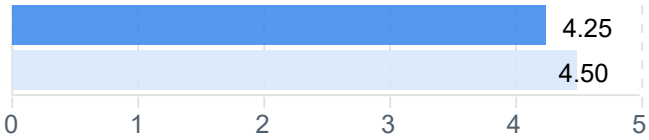
COURAGE TO ACT

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



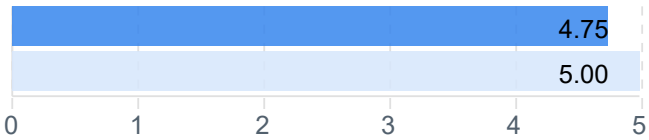
LIFELONG LEARNING

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



PURPOSEFUL PARTNERSHIP

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



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

RATING FROM IMMEDIATE SUPERVISOR

CurrentExpected

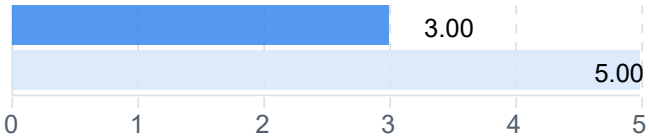
KNOW YOUR CUSTOMER

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



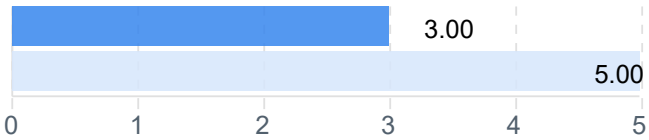
HOLISTIC THINKING

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



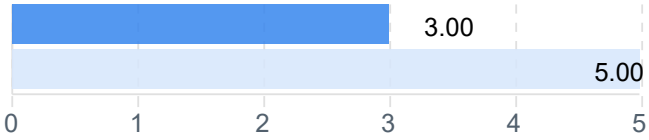
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



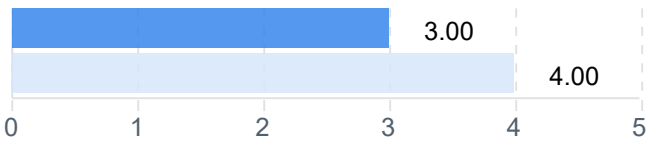
SPEAK UP

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



COURAGE TO ACT

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



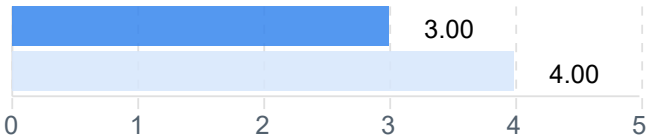
AGILE MINDSET

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.



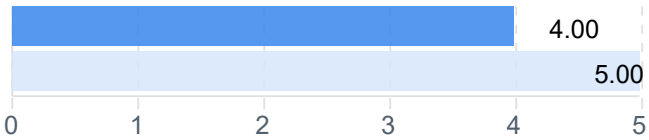
PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

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



## 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		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.8	4.8	4.0	5.0	4.3	4.8	4.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	3.8	4.8	5.0	5.0	4.5	4.5	3.0	5.0
Q3. Identify new possibilities to address current business issues.	3.5	4.8	5.0	5.0	4.5	4.8	3.0	5.0
Q4. Manage teams' resources to collate information from multiple sources.	3.5	5.0	4.0	5.0	4.5	4.5	4.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.8	5.0	4.0	5.0	4.8	4.5	4.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	3.8	5.0	4.0	5.0	4.5	4.5	4.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.8	5.0	5.0	5.0	4.5	4.5	4.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	4.0	5.0	4.5	4.8	4.0	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.5	4.8	4.0	5.0	4.5	4.5	3.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.3	5.0	3.0	5.0	4.5	4.5	3.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.5	4.8	4.0	5.0	4.5	4.5	4.0	5.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.8	4.8	4.0	5.0	4.3	4.5	4.0	5.0

How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.5	5.0	5.0	5.0	4.5	4.5	4.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.8	4.8	4.0	5.0	4.5	4.5	3.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.3	4.8	5.0	5.0	4.5	4.8	3.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.5	4.8	4.0	5.0	4.5	4.5	3.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.8	4.8	4.0	5.0	4.8	4.8	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	3.8	4.8	3.0	4.0	4.5	4.5	4.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	4.8	4.0	5.0	4.8	5.0	3.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	4.8	5.0	5.0	4.3	4.8	4.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.8	4.8	5.0	5.0	4.8	4.5	4.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.5	4.8	4.0	5.0	4.5	4.3	4.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	5.0	5.0	5.0	4.5	4.5	3.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	5.0	5.0	4.5	4.5	5.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	4.8	5.0	5.0	4.5	4.3	3.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.8	4.8	4.0	5.0	4.5	4.5	3.0	4.0



How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.8	4.8	5.0	5.0	4.5	4.5	4.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.5	4.8	4.0	5.0	4.5	4.5	4.0	4.0
Q29. Maintain focus to deliver the chosen strategy.	3.8	4.8	4.0	5.0	4.3	4.5	4.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.8	5.0	5.0	5.0	4.0	4.3	4.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.8	4.8	4.0	5.0	4.5	4.5	3.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	5.0	4.0	5.0	4.5	4.5	3.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.3	5.0	5.0	5.0	4.3	5.0	4.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.8	5.0	3.0	4.0	4.3	4.3	3.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.8	5.0	3.0	4.0	4.3	4.5	4.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	4.0	5.0	5.0	5.0	4.3	4.3	4.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	4.8	5.0	5.0	4.3	4.5	4.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	4.0	5.0	5.0	5.0	4.0	4.3	4.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.5	4.8	5.0	5.0	4.3	4.5	4.0	4.0

\* Responses based on Rating scale of 1-5