



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

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STRENGTHS AND DEVELOPMENT NEEDS

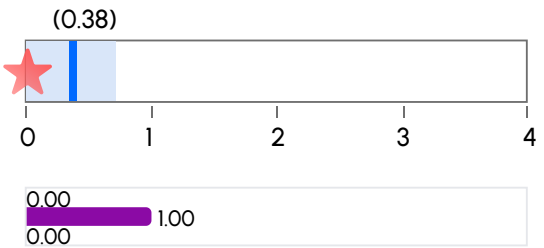
Strengths

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



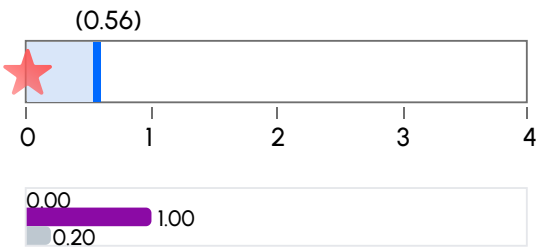
SPEAK UP

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



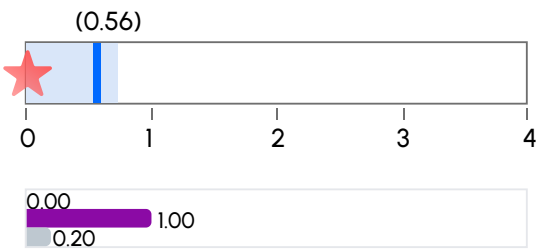
ENGAGE WITH EMPATHY

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



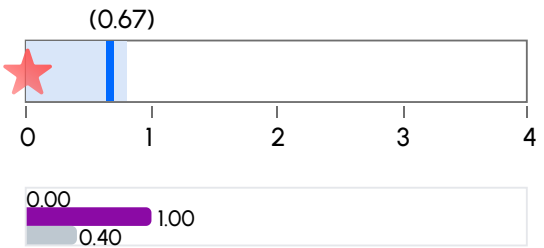
SPEAK UP

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



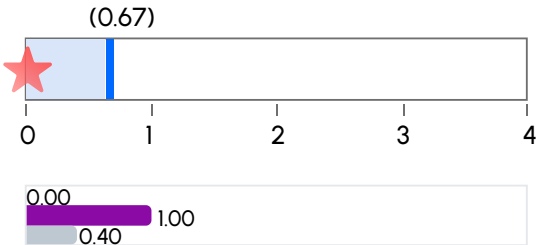
ENGAGE WITH EMPATHY

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



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS

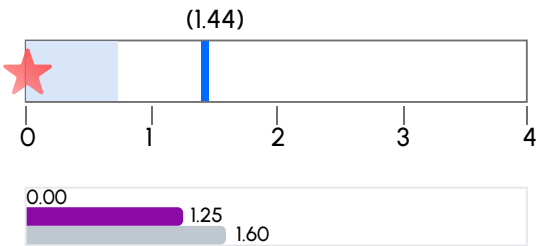
Development Needs

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



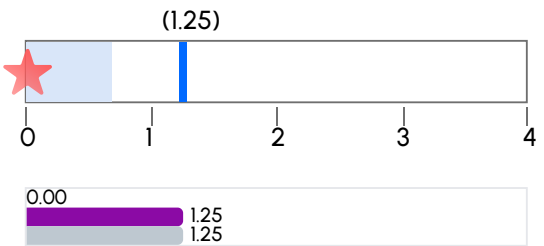
KNOW YOUR CUSTOMER

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



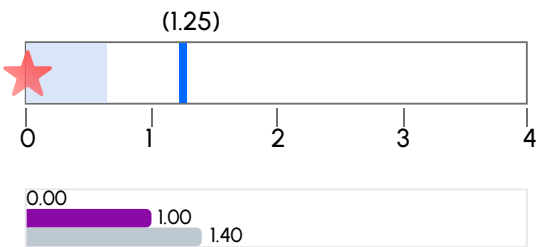
KNOW YOUR CUSTOMER

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



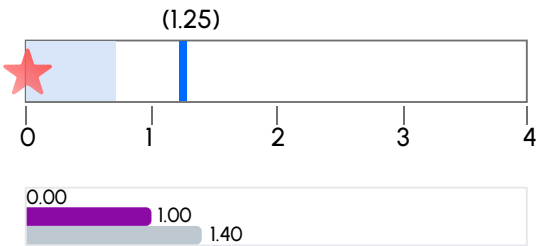
KEEP UP-TO-DATE

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



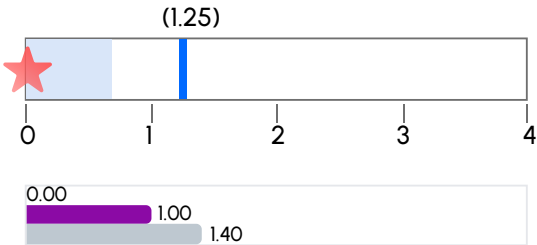
KEEP UP-TO-DATE

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

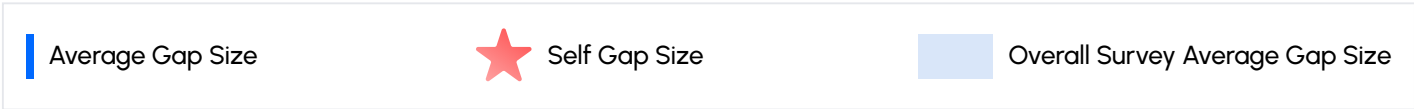


LIFELONG LEARNING

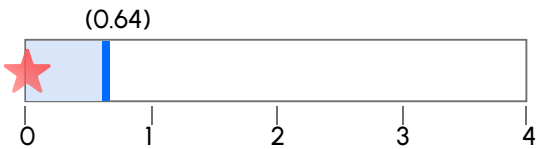
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



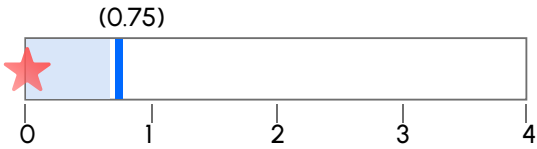
COMPETENCIES REPORT IN ASCENDING ORDER



SPEAK UP



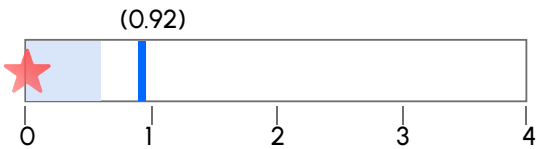
ENGAGE WITH EMPATHY



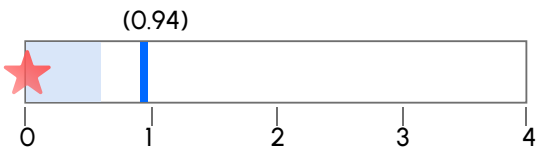
COURAGE TO ACT



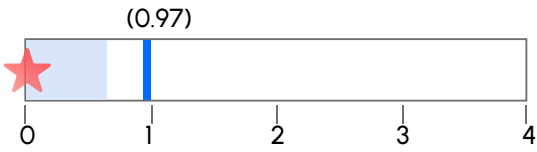
PURPOSEFUL PARTNERSHIP



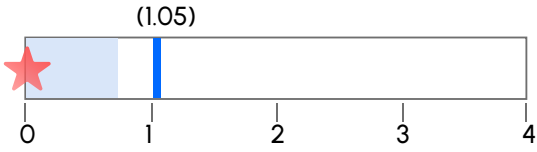
HOLISTIC THINKING



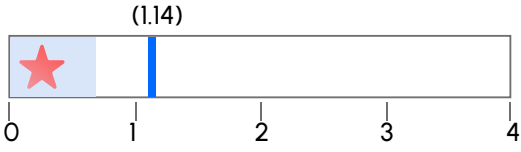
AGILE MINDSET



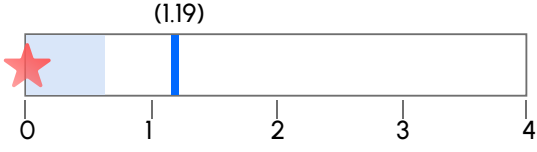
LIFELONG LEARNING



KNOW YOUR CUSTOMER



KEEP UP-TO-DATE



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	1	-	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.60	1	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.60	-	3	1	1	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	1	-	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	1.20	-	2	-	3	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.80	-	3	-	2	-	-

Agile Mindset

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.80	-	3	-	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.60	-	3	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	0.00	-	1	-	-	-	-
Peers	1.75	-	-	1	3	-	-
Subordinates	0.60	-	3	1	1	-	-

Know Your Customer

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	1.60	-	2	-	1	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	1.25	-	2	-	1	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	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	1.00	-	3	-	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	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.80	-	2	2	1	-	-

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.60	-	3	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	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.40	-	4	-	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	-	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.80	-	2	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	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	1.00	-	2	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	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.80	-	3	-	2	-	-

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	0.00	-	1	-	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	1.00	-	2	1	2	-	-

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	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.80	-	3	-	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	-	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.40	-	4	-	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	0.00	1	-	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.20	-	4	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	-	-	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.60	-	3	1	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	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Courage To Act

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

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

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	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.80	-	3	-	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.20	-	4	1	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.80	-	2	2	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	0.00	-	1	-	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	1.40	-	2	-	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	0.00	-	1	-	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	1.40	-	2	-	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	-	-	-	-
	Peers	1.00	-	-	3	-	-	-
	Subordinates	1.20	-	2	1	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	0.00	-	1	-	-	-	-
	Peers	1.00	-	-	3	-	-	-
	Subordinates	1.20	-	2	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	0.00	-	1	-	-	-	-
	Peers	1.00	-	-	3	-	-	-
	Subordinates	1.40	-	2	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	0.00	-	1	-	-	-	-
	Peers	1.33	-	-	2	1	-	-
	Subordinates	1.20	-	2	-	3	-	-

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	-	-	-	-
	Peers	1.25	-	-	3	1	-	-
	Subordinates	1.00	-	2	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	-	-	-	-
	Peers	1.25	-	-	3	1	-	-
	Subordinates	0.40	-	4	-	1	-	-

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	-	-	-	-
	Peers	1.00	-	-	3	-	-	-
	Subordinates	0.80	-	3	-	2	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.38
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.56
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.67
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.67
Q28. Encourage and value innovative ideas and suggestions from others.	0.67
Q29. Maintain focus to deliver the chosen strategy.	0.67
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.78
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.78
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.78
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.78
Q38. Make effort to teach / coach/ mentor team members.	0.78
Q30. Give space for self and team members to take risks and learn from mistakes.	0.88

Q39. Nurture an environment that supports coaching and honest performance feedback.	0.88
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.89
Q4. Manage teams' resources to collate information from multiple sources.	0.89
Q6. Ensure change plans are executed effectively and in a timely manner.	0.89
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.89
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.89
Q16. Empathise whilst balancing the need of individuals and the business.	0.89
Q18. Leverage one's network and connection to gather market data.	0.89
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.89
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.89
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	1.00
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	1.00
Q27. Drive implementation with persistence to deliver results despite obstacles.	1.00
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	1.11
Q8. Provide coaching to help others adapt and be more versatile.	1.11
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.11

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.11
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.13
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	1.13
Q3. Identify new possibilities to address current business issues.	1.22
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	1.25
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.25
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.25
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.25
Q36. Purposefully manage career development and professional growth of team members.	1.25
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	1.44

QUALITATIVE FEEDBACK

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

- Good planner Good teamwork
- Empathy and Goal Driven
- Easy to communicate and to compromised.
- Knowledgeable - share the issue especially on work process Experience - Vast experience on operation (interconnected)
- High Integrity & Sincere
- Cool person Courage to act fast
- effective communication take risk

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

- Skill of Communication Skill in negotiation
- Resource Management, Innovation and New Trends/Tech Upskilling
- Be more empathy with the staff's situations/daily task.
- Technical skill (IT) Marketing strategy/analysis
- Delivered and be in the limelight
- Communication skills Drive n lead the team in effective way
- effort to teach members career development

STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

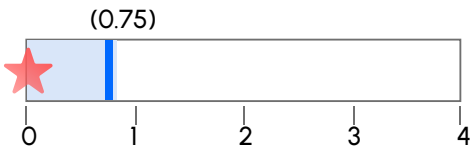
Strengths

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



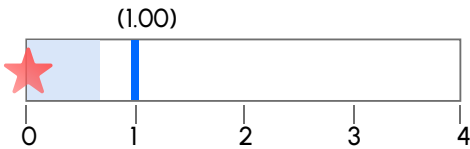
PURPOSEFUL PARTNERSHIP

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



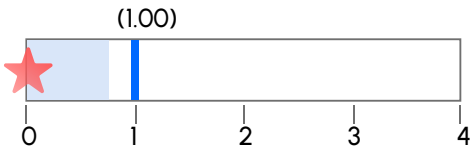
SPEAK UP

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



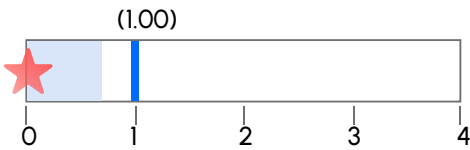
LIFELONG LEARNING

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



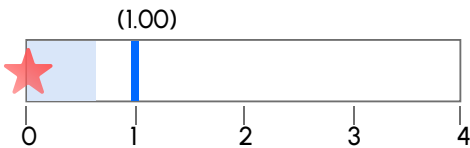
KEEP UP-TO-DATE

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.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

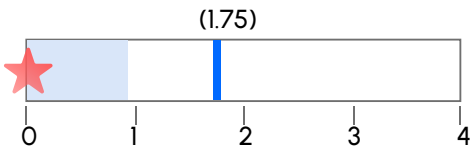
Development Needs

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



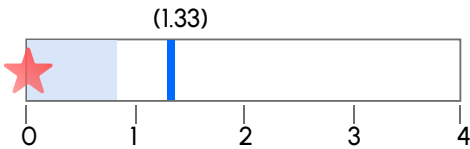
AGILE MINDSET

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



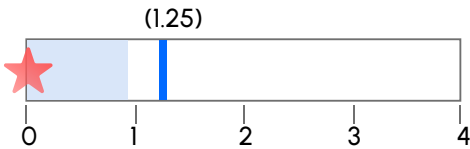
LIFELONG LEARNING

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



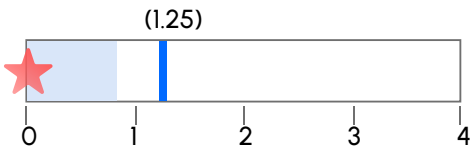
ENGAGE WITH EMPATHY

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



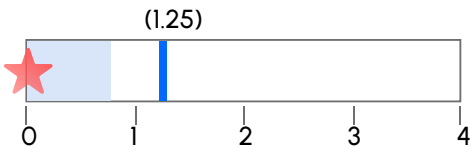
KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

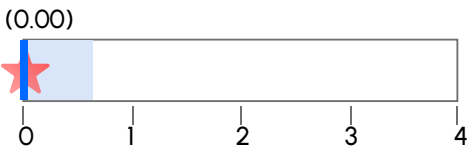
Strengths

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



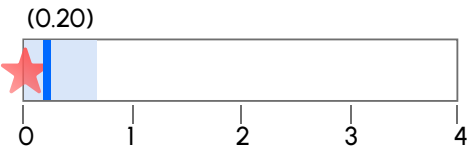
SPEAK UP

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



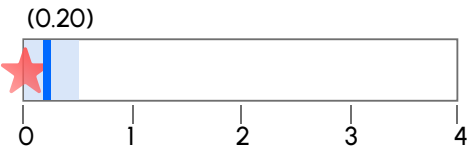
SPEAK UP

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



ENGAGE WITH EMPATHY

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



COURAGE TO ACT

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



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

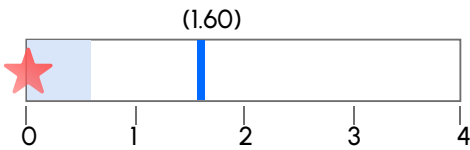
Development Needs

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



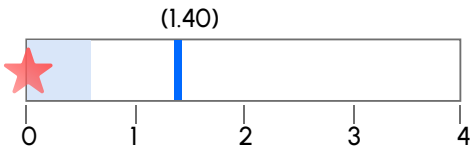
KNOW YOUR CUSTOMER

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



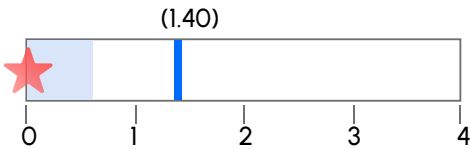
LIFELONG LEARNING

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



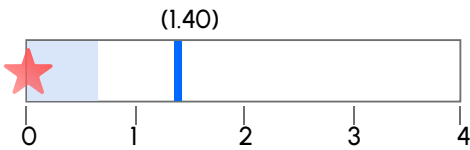
KEEP UP-TO-DATE

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



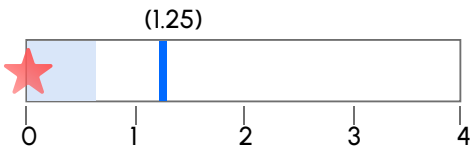
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap SizeAverage Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap SizeAverage Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

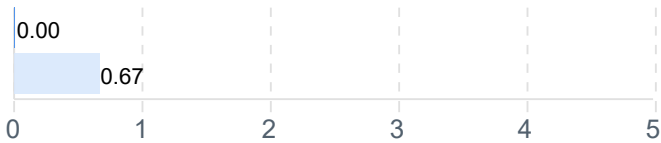
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



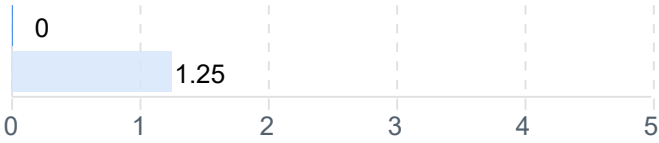
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

KNOW YOUR CUSTOMER

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

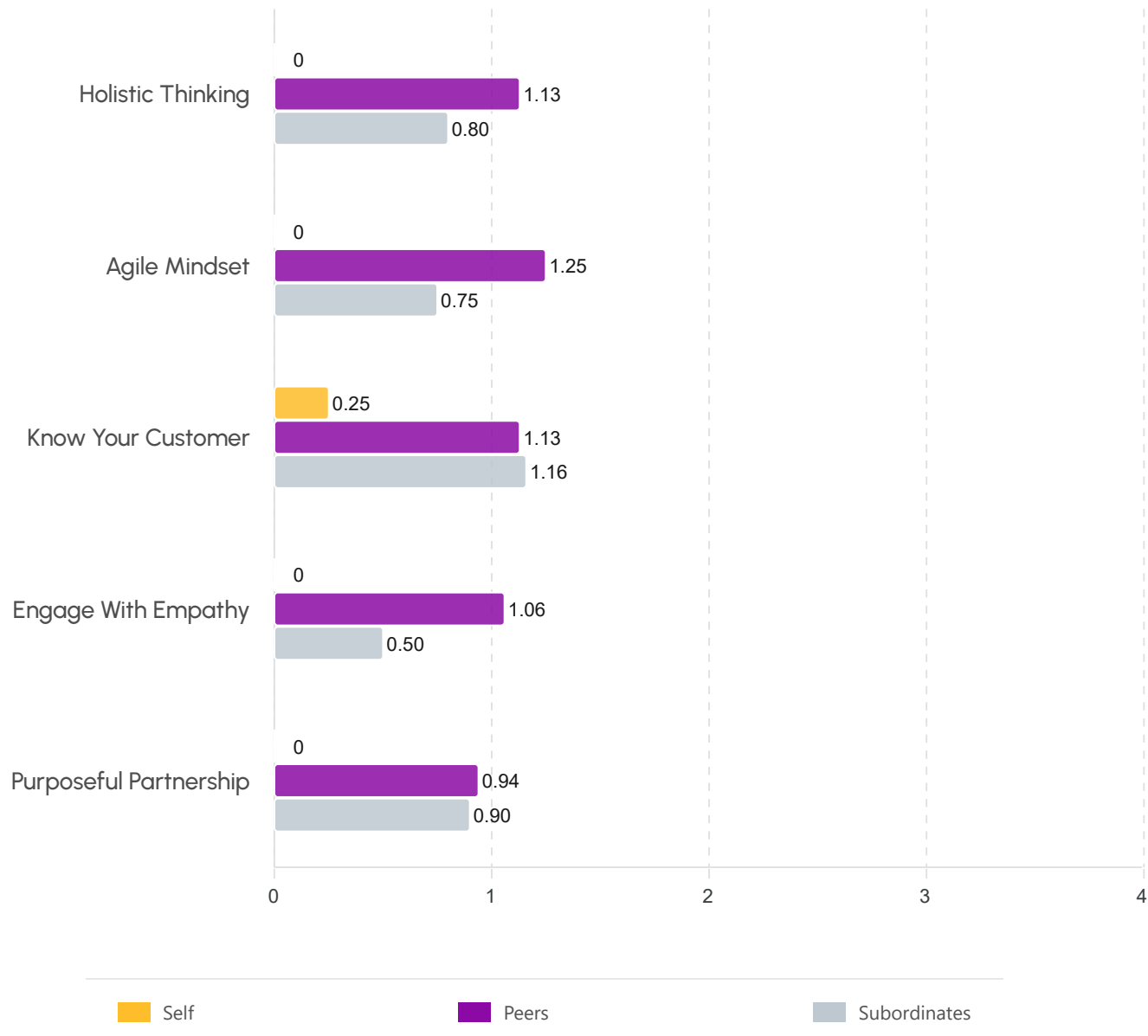


COURAGE TO ACT

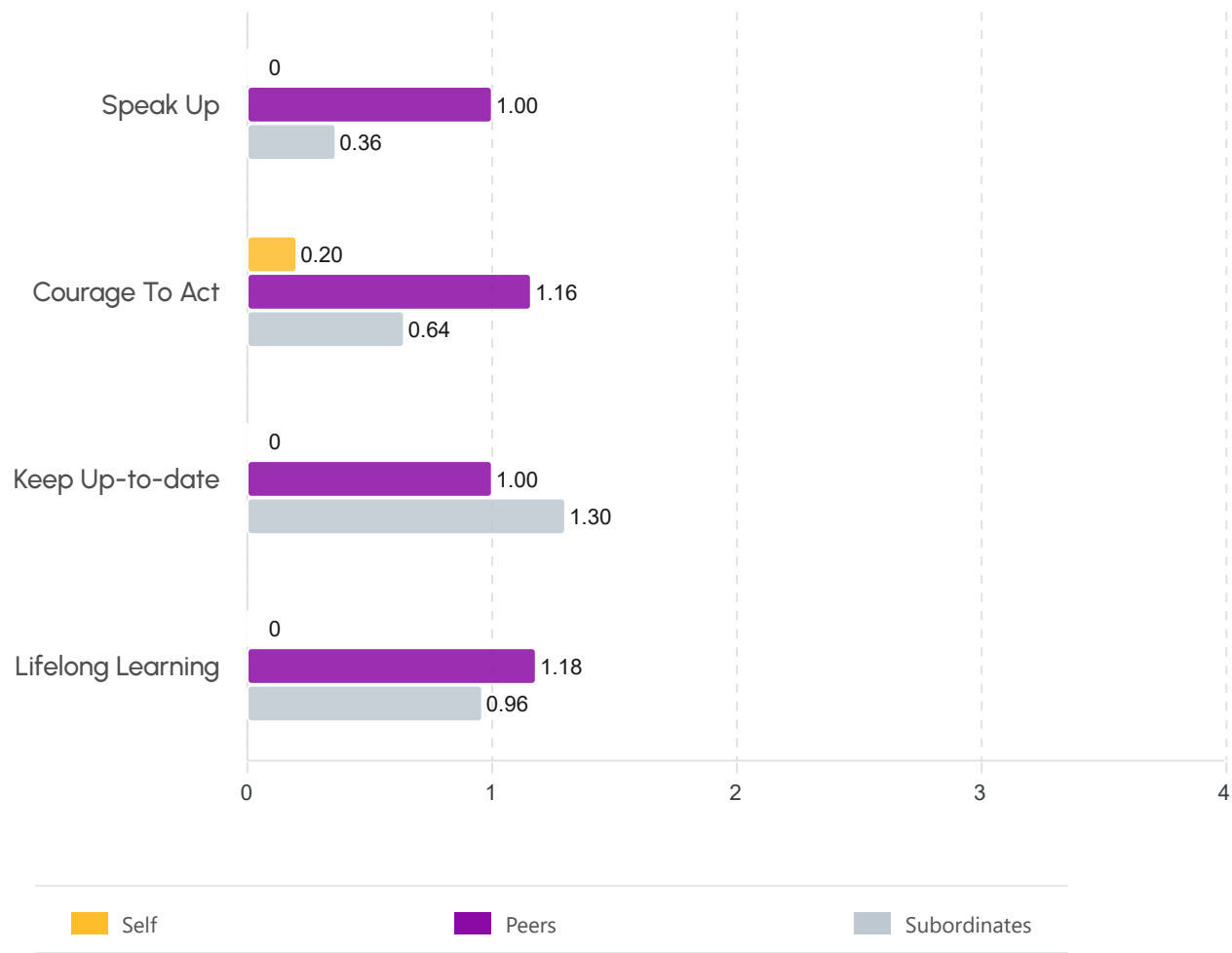
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



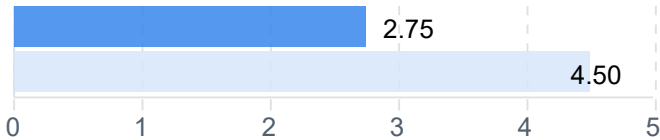
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

CurrentExpected

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.



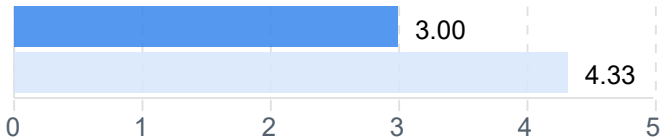
ENGAGE WITH EMPATHY

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



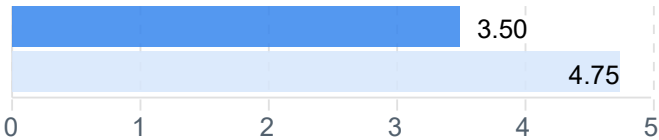
LIFELONG LEARNING

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



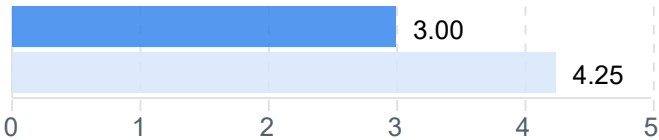
COURAGE TO ACT

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



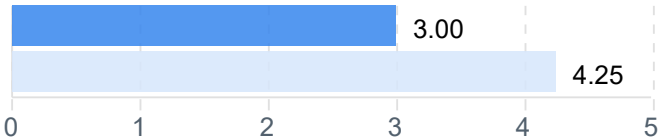
COURAGE TO ACT

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



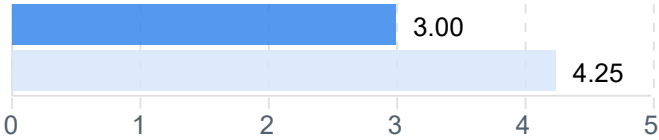
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



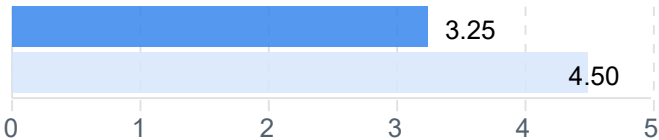
LIFELONG LEARNING

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



COURAGE TO ACT

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



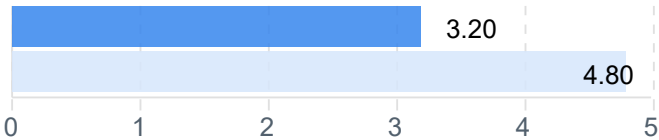
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

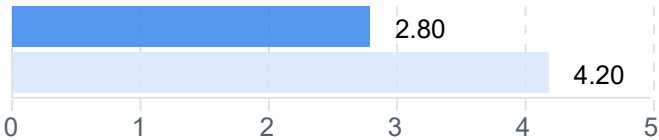
KNOW YOUR CUSTOMER

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



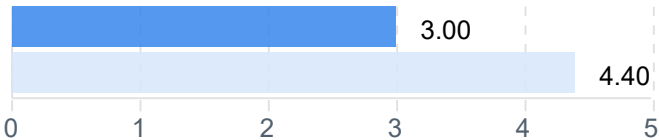
LIFELONG LEARNING

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



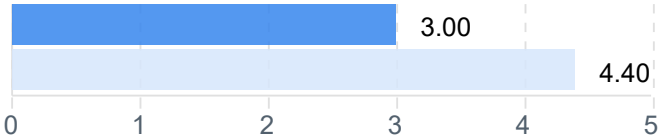
KEEP UP-TO-DATE

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



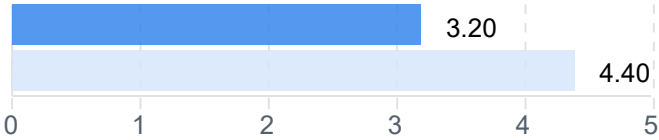
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



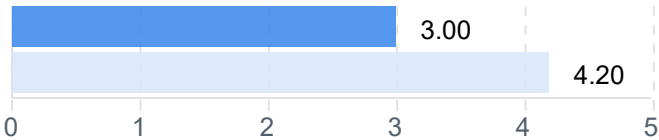
KNOW YOUR CUSTOMER

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



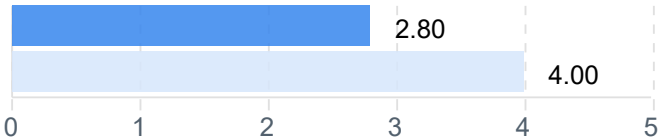
KEEP UP-TO-DATE

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



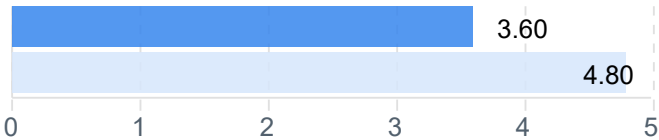
KEEP UP-TO-DATE

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



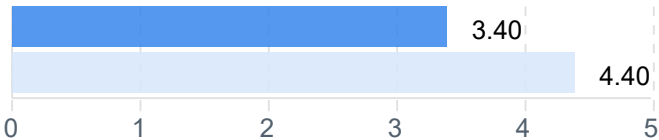
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



PURPOSEFUL PARTNERSHIP

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



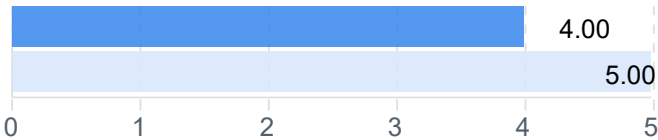
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

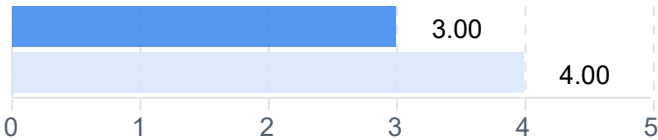
COURAGE TO ACT

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



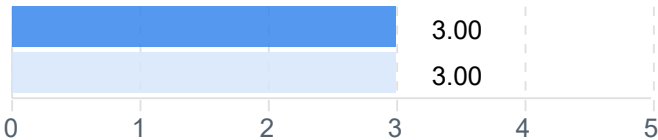
KNOW YOUR CUSTOMER

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



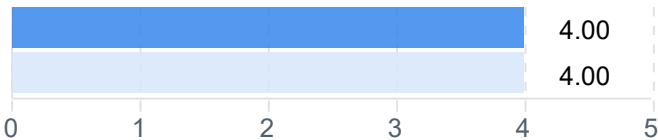
LIFELONG LEARNING

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



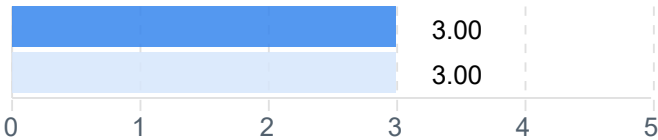
KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



PURPOSEFUL PARTNERSHIP

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



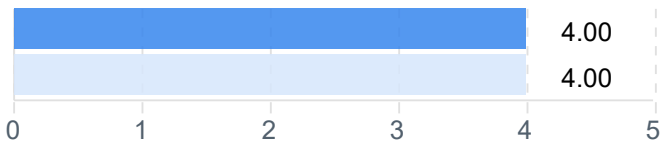
ENGAGE WITH EMPATHY

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



ENGAGE WITH EMPATHY

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



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.



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		Subordinates		Self	
	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	2.5	3.5	3.8	4.2	5.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	2.8	4.0	4.0	4.6	4.0	4.0
Q3. Identify new possibilities to address current business issues.	3.0	4.3	3.6	4.8	5.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	3.3	4.3	3.8	4.6	5.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	4.3	3.6	4.6	5.0	4.0
Q6. Ensure change plans are executed effectively and in a timely manner.	3.3	4.3	4.0	4.8	4.0	4.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.5	4.5	4.2	4.8	5.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	2.8	4.5	4.0	4.6	5.0	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	4.3	3.2	4.8	4.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.3	4.5	3.3	4.5	4.0	4.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.5	4.5	3.6	4.6	3.0	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.5	4.5	4.0	4.8	5.0	5.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.5	4.8	3.8	4.4	4.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self	
	Curr	Exp	Curr	Exp	Curr	Exp
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.0	4.0	4.4	4.8	4.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	3.8	4.8	4.6	4.8	5.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.8	4.8	4.0	4.8	5.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.3	4.3	3.4	4.4	3.0	3.0
Q18. Leverage one's network and connection to gather market data.	3.0	4.0	3.6	4.4	4.0	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.8	4.5	3.6	4.6	5.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.8	4.8	4.0	4.8	5.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.5	4.5	4.4	4.8	5.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.5	4.5	4.4	4.6	5.0	3.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.3	4.3	4.6	4.6	5.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.5	4.5	4.0	4.6	5.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.8	4.8	3.6	4.2	5.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.3	4.5	3.6	4.6	4.0	5.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.5	4.8	3.8	4.6	5.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.0	4.3	4.4	4.6	4.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self	
	Curr	Exp	Curr	Exp	Curr	Exp
Q29. Maintain focus to deliver the chosen strategy.	3.5	4.5	4.2	4.6	5.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.7	4.7	3.4	4.2	4.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.3	4.3	3.0	4.4	3.0	3.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.7	4.7	3.0	4.4	4.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.3	4.3	3.0	4.2	4.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.7	4.7	2.8	4.0	3.0	3.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.7	4.7	2.8	4.2	3.0	3.0
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.3	3.2	4.4	4.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	4.3	3.6	4.6	5.0	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.3	4.5	4.2	4.6	4.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.3	4.3	3.8	4.6	5.0	5.0

* Responses based on Rating scale of 1-5