INSIGHT 360 FEEDBACK FOR LEADERS

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Date: 02/08/2023

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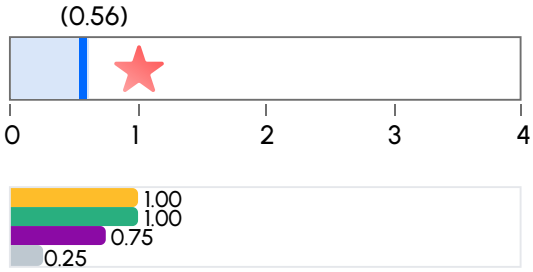
STRENGTHS AND DEVELOPMENT NEEDS

Strengths

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

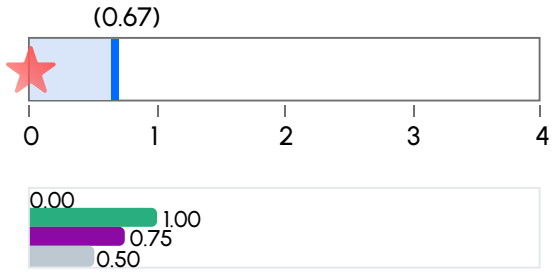
COURAGE TO ACT

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



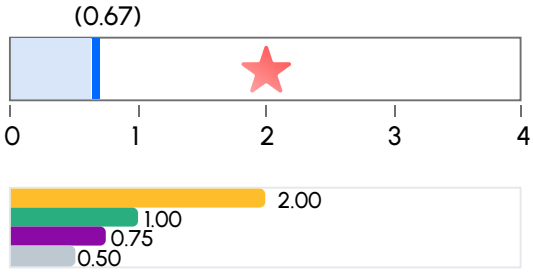
HOLISTIC THINKING

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



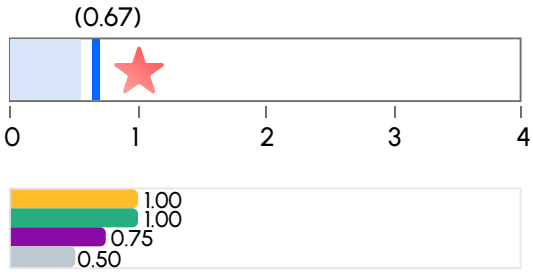
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



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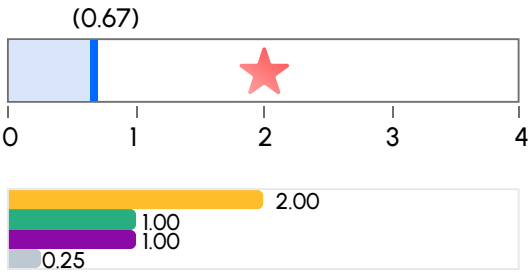
PURPOSEFUL PARTNERSHIP

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



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STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

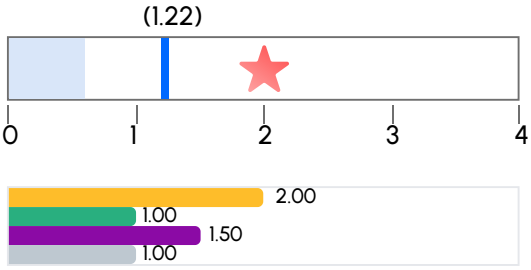
These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

Self | Immediate Supervisor | Peers | Subordinates

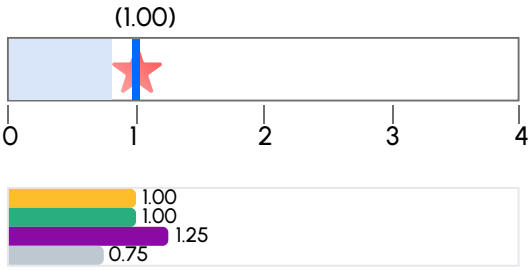
KNOW YOUR CUSTOMER

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



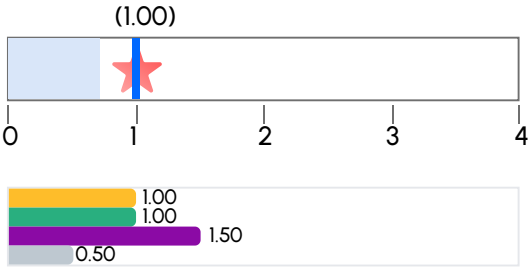
AGILE MINDSET

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



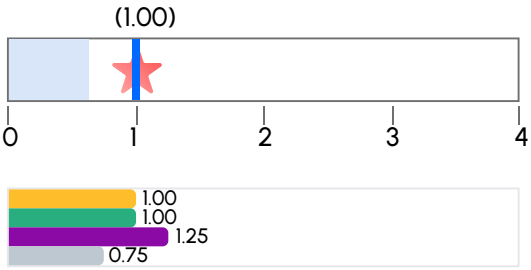
ENGAGE WITH EMPATHY

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



SPEAK UP

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



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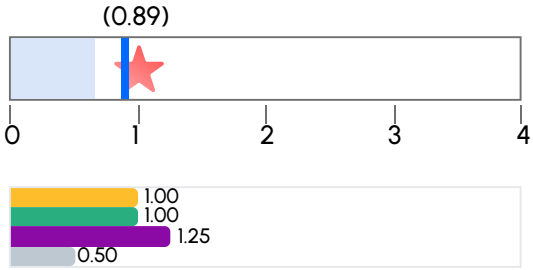
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



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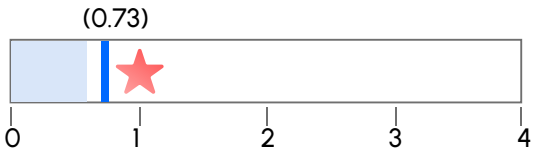
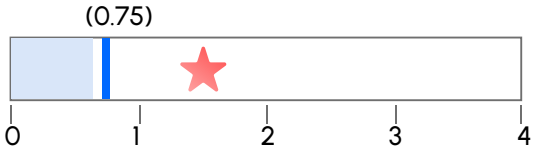
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

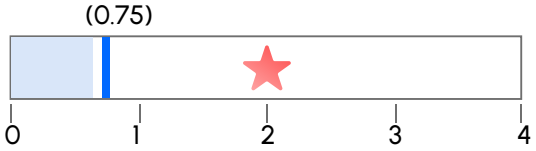
COURAGE TO ACT



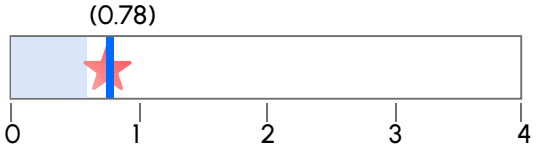
PURPOSEFUL PARTNERSHIP



KEEP UP-TO-DATE



HOLISTIC THINKING



ENGAGE WITH EMPATHY

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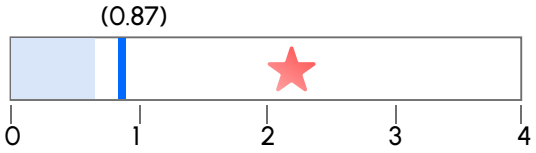
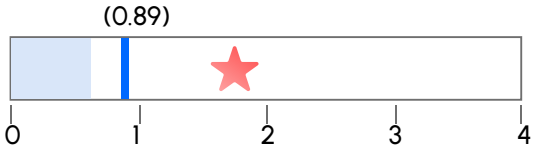
SPEAK UP

AGILE MINDSET

LIFELONG LEARNING



KNOW YOUR CUSTOMER



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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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	2	2	-	-	-

Q3. Identify new possibilities to address current business issues.

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

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	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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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	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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	1.25	-	1	1	2	-	-
Subordinates	0.75	-	1	3	-	-	-

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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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	1.00	-	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	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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

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

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Engage With Empathy

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

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

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	0.50	-	2	2	-	-	-

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

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

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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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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Speak Up

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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Q29. Maintain focus to deliver the chosen strategy.

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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

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

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.75	-	1	3	-	-	-

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

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

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

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

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INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q27. Drive implementation with persistence to deliver results despite obstacles.	0.56
Q4. Manage teams' resources to collate information from multiple sources.	0.67
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.67
Q15. Share similar experiences that may be adapted to their work circumstances.	0.67
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.67
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.67
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.67
Q29. Maintain focus to deliver the chosen strategy.	0.67
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.67
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.78
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.78
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	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
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.78
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.78
Q16. Empathise whilst balancing the need of individuals and the business.	0.78
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.78
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.78
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.78
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.78
Q28. Encourage and value innovative ideas and suggestions from others.	0.78
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.78
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.78
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.78
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.78
Q3. Identify new possibilities to address current business issues.	0.89
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.89

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Q18. Leverage one’s network and connection to gather market data.	0.89
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.89
Q30. Give space for self and team members to take risks and learn from mistakes.	0.89
Q36. Purposefully manage career development and professional growth of team members.	0.89
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.89
Q38. Make effort to teach / coach/ mentor team members.	0.89
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.89
Q8. Provide coaching to help others adapt and be more versatile.	1.00
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.00
Q25. Facilitate discussions with various views to converge and achieve a common objective.	1.00
Q9. Analyse trends and Customers’ needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	1.22

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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. Outcome oriented. Always help the team to achieve the targets set by the management. 2. Always plan dan think fast. Ensuring the team is always ready to accept all changes and challenges. Time management is important.
- 1.Learning agility- Able to plan accordingly and can perform good results. 2.Passion-Passionate about servant who definately can give a good resuts.
- No comment
- 1. Good listener 2. Problem solver
- High Commitment & willing to learn.. Commit to achieve target and adapt new challenges (task)
- 1. Strong in command 2. Workaholic
- - Boleh mempengaruhi semua anggota di bawah penyeliaan dengan komunikasi berkesan - sentiasa agile da mempunyai positif mindset. Boleh membuat team sentiasa mempunyai sikap teamwork yang kuat dan sentiasa bersemangat dan sama-sama berusaha mencapai matlamat sebenar. -Boleh dan berani membuat keputusan - terbukti semua anggota di bawah penyeliaan memerlukan seorang ketua yang boleh membuat keputusan dan sentiasa bersama team dalam memastikan semua sasaran yang ditetapkan dicapai dan dalam keadaan yang harmoni.
- Highly Committed Strategic thinking

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

- 1. More communication skills.
- 1.Communication skills-Upgrade more tools and skills to face different group of people. 2.Adaptivity - Adapt new changes for betterment of orga
- No comment
- Presentation skill and strategic thinking

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- 1. Be a good motivator to the team. 2. Ballance up between command and do it together
- - Time man
- Empathy in giving instructions. Mentoring, coaching and inspire others.

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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

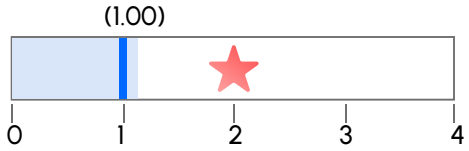
Strengths

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

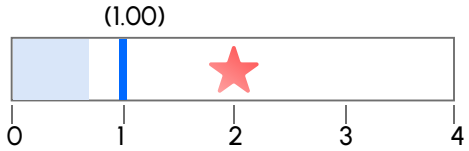
KEEP UP-TO-DATE

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.

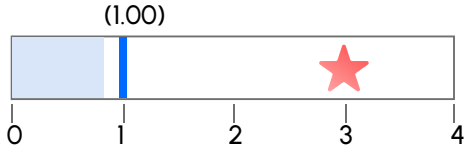


ENGAGE WITH EMPATHY

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

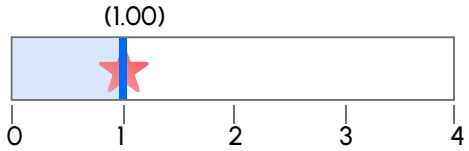
LIFELONG LEARNING

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



COURAGE TO ACT

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

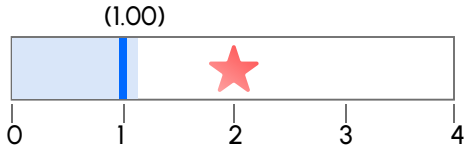
Development Needs

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

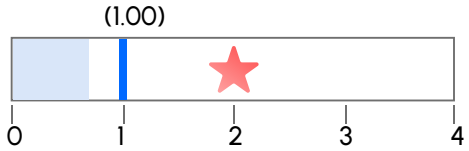
KEEP UP-TO-DATE

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.



ENGAGE WITH EMPATHY

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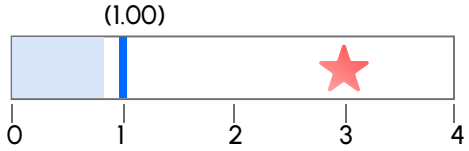
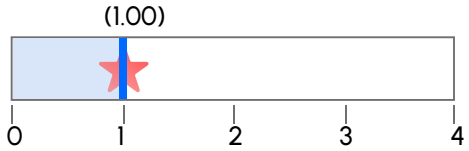
LIFELONG LEARNING

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



COURAGE TO ACT

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

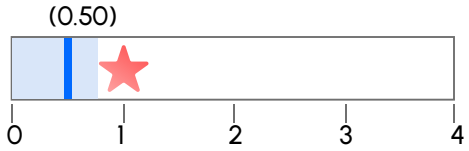
Strengths

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

PURPOSEFUL PARTNERSHIP

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



COURAGE TO ACT

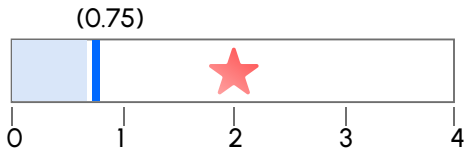
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.

COURAGE TO ACT

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

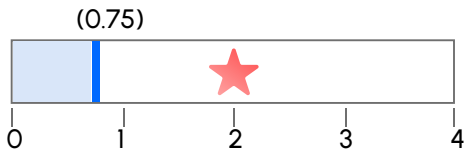
KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

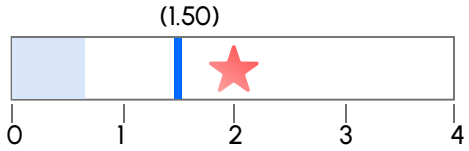
Development Needs

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

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

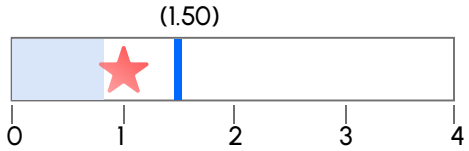
KNOW YOUR CUSTOMER

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



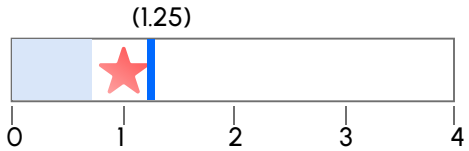
ENGAGE WITH EMPATHY

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



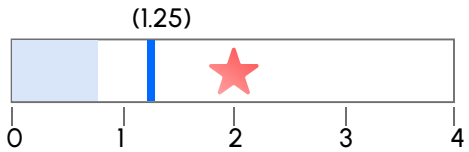
SPEAK UP

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



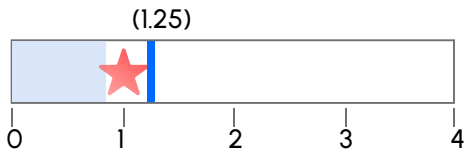
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

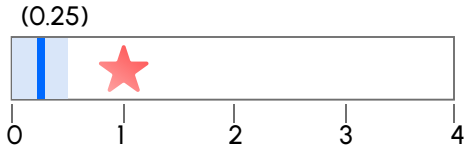
Strengths

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

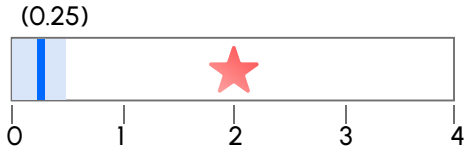
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



COURAGE TO ACT

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

SPEAK UP

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

SPEAK UP

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

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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

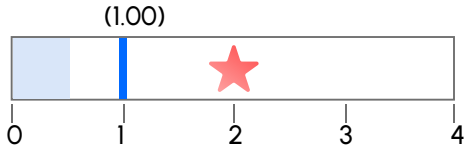
Development Needs

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

KNOW YOUR CUSTOMER

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

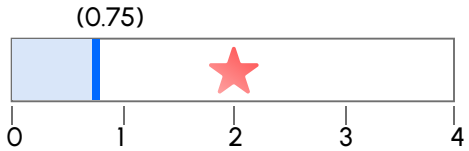


COURAGE TO ACT

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

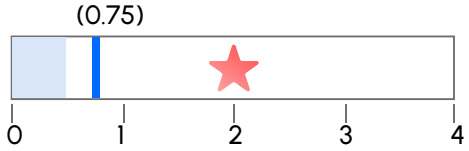
LIFELONG LEARNING

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



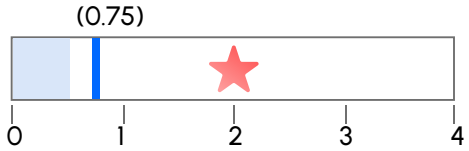
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



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AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

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

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.

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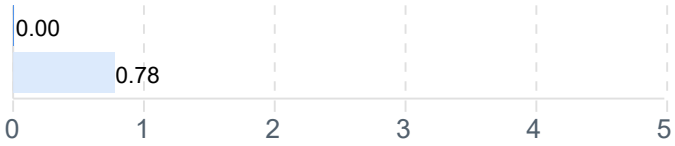
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.

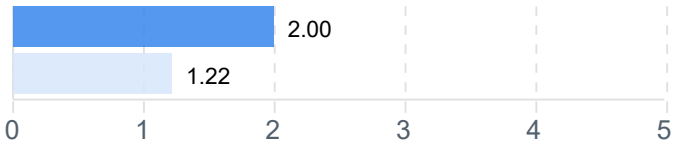


Q8. Provide coaching to help others adapt and be more versatile.

KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

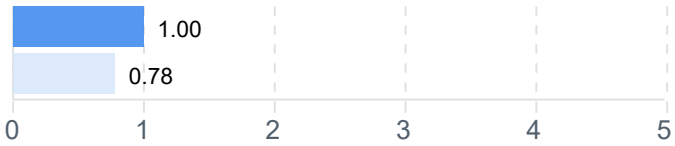
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



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

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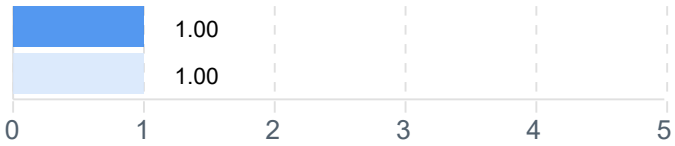
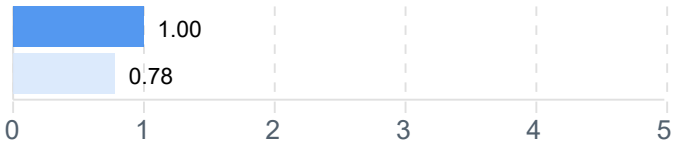
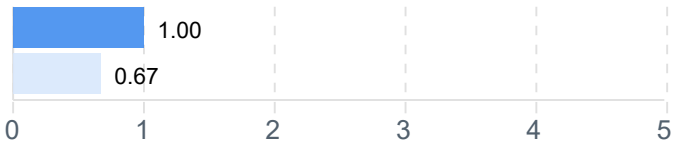
Q13. Empathise in a way that motivates one to take action to help others in the work environment.



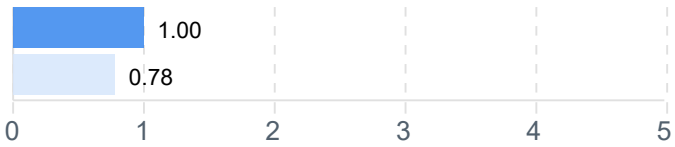
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.



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



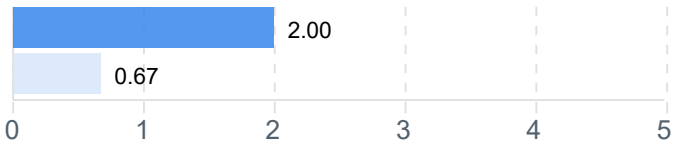
Q16. Empathise whilst balancing the need of individuals and the business.



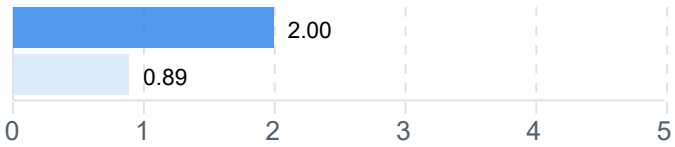
PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

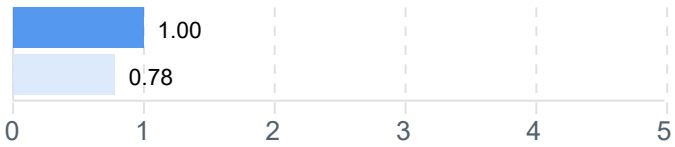
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



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.



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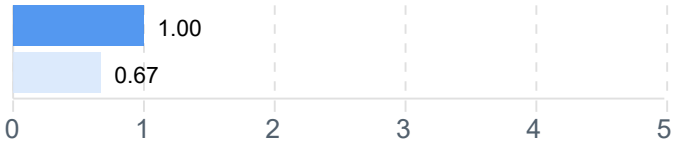
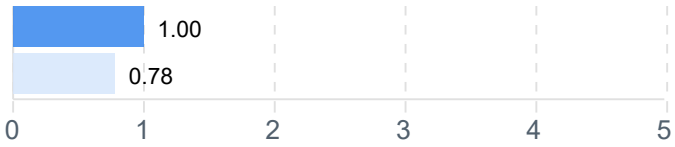
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



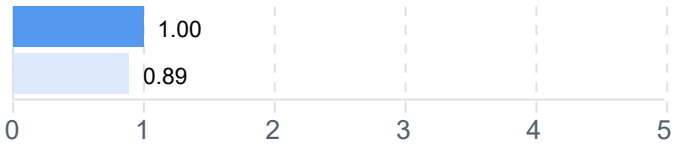
SPEAK UP

Self Gap Size Average Gap Size

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

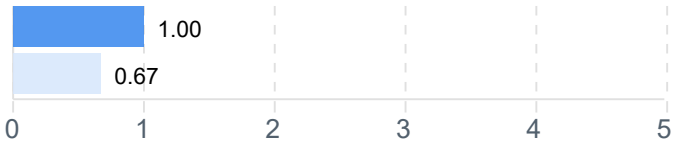


Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.

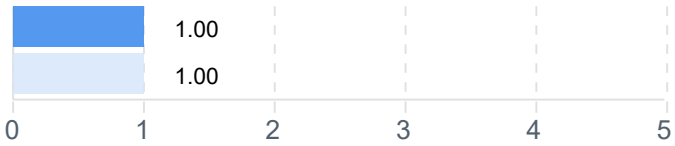


Q23. Encourage constructive feedback and be objective in addressing disagreements.

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

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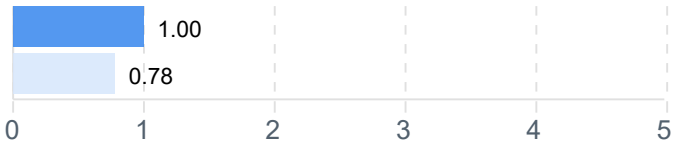
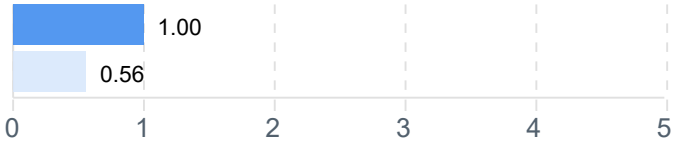
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.

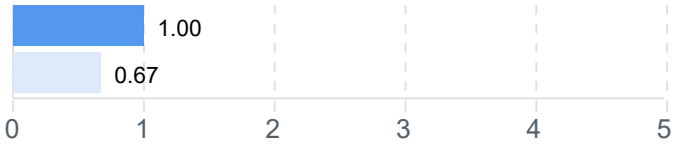


Q27. Drive implementation with persistence to deliver results despite obstacles.

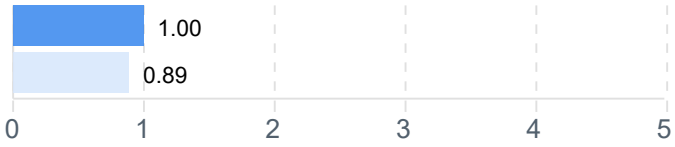


Q28. Encourage and value innovative ideas and suggestions from others.

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.

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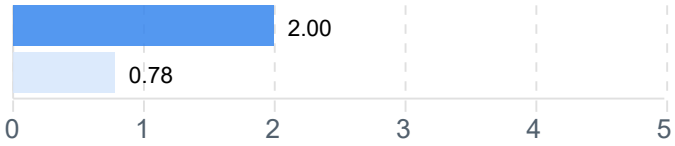
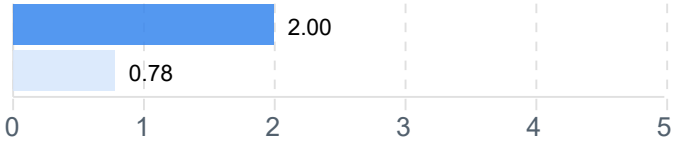
Q33. Create opportunities for the team to be in touch by having external exposure from related industries



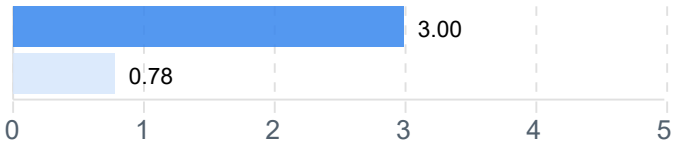
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



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.

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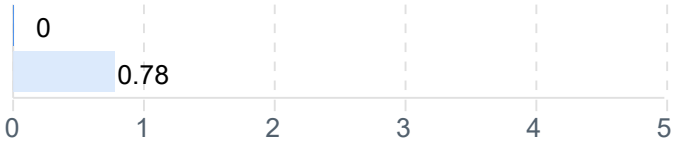
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

AGILE MINDSET

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



AGILE MINDSET

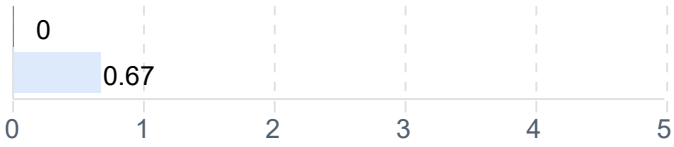
Q6. Ensure change plans are executed effectively and in a timely manner.

AGILE MINDSET

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

HOLISTIC THINKING

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



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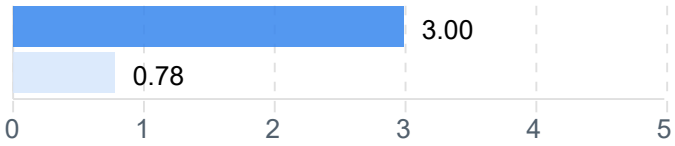
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

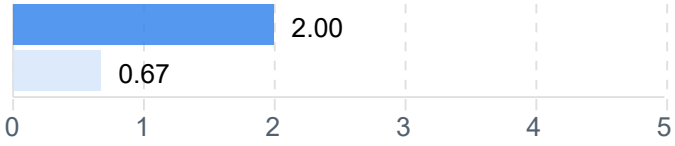
LIFELONG LEARNING

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



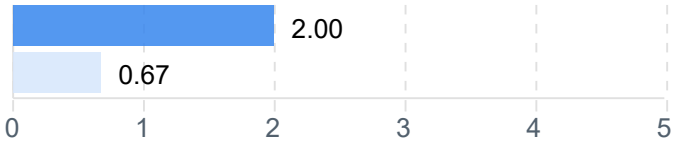
PURPOSEFUL PARTNERSHIP

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



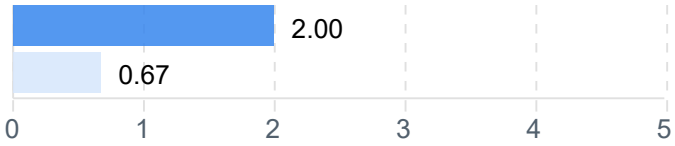
KNOW YOUR CUSTOMER

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



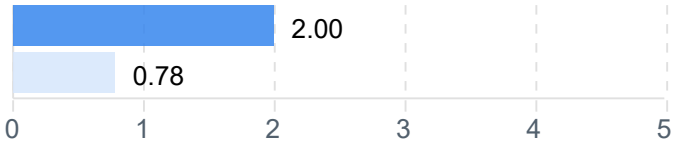
KEEP UP-TO-DATE

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



KEEP UP-TO-DATE

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



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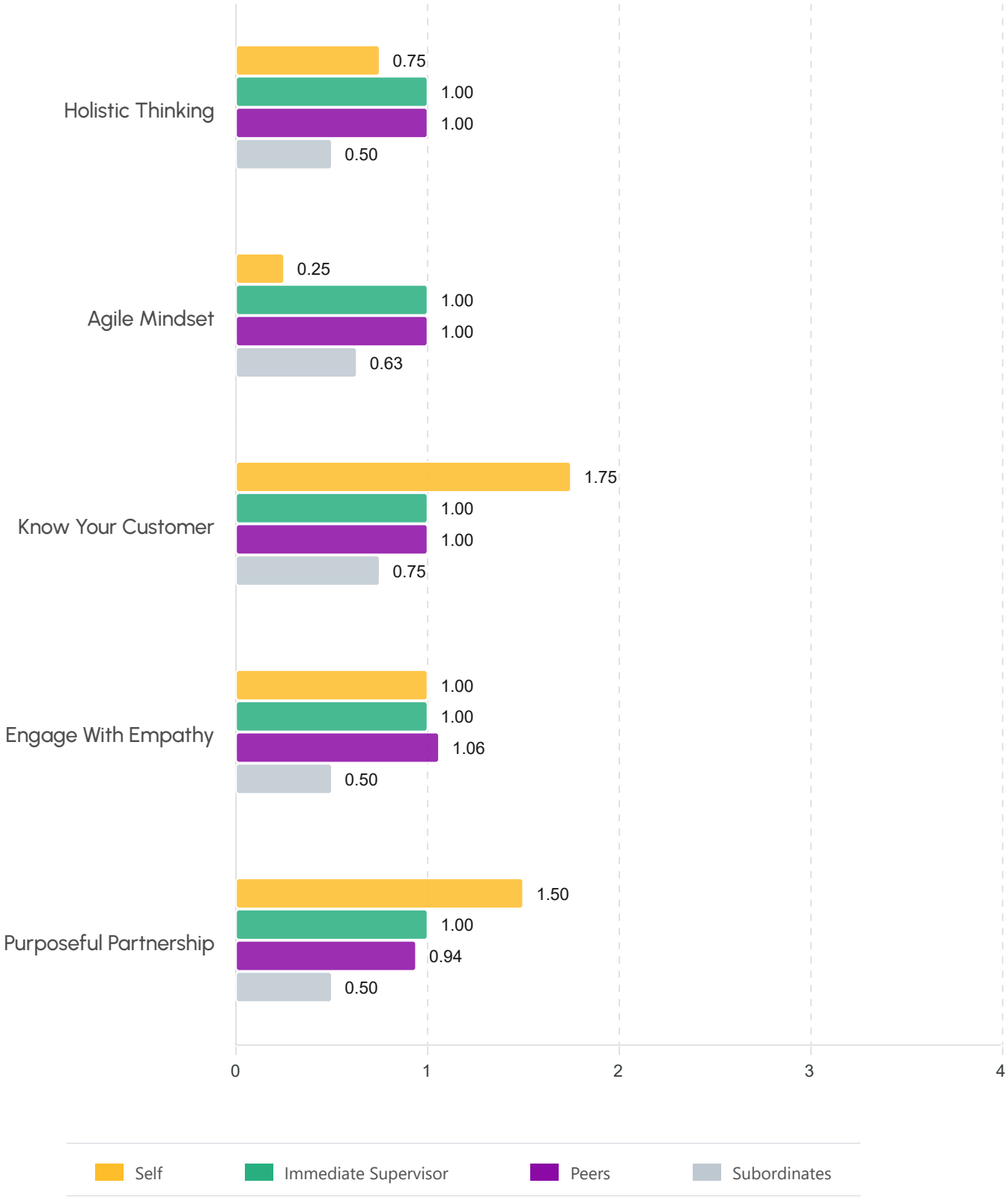
AVG GAP PER ROLE BY COMPETENCY



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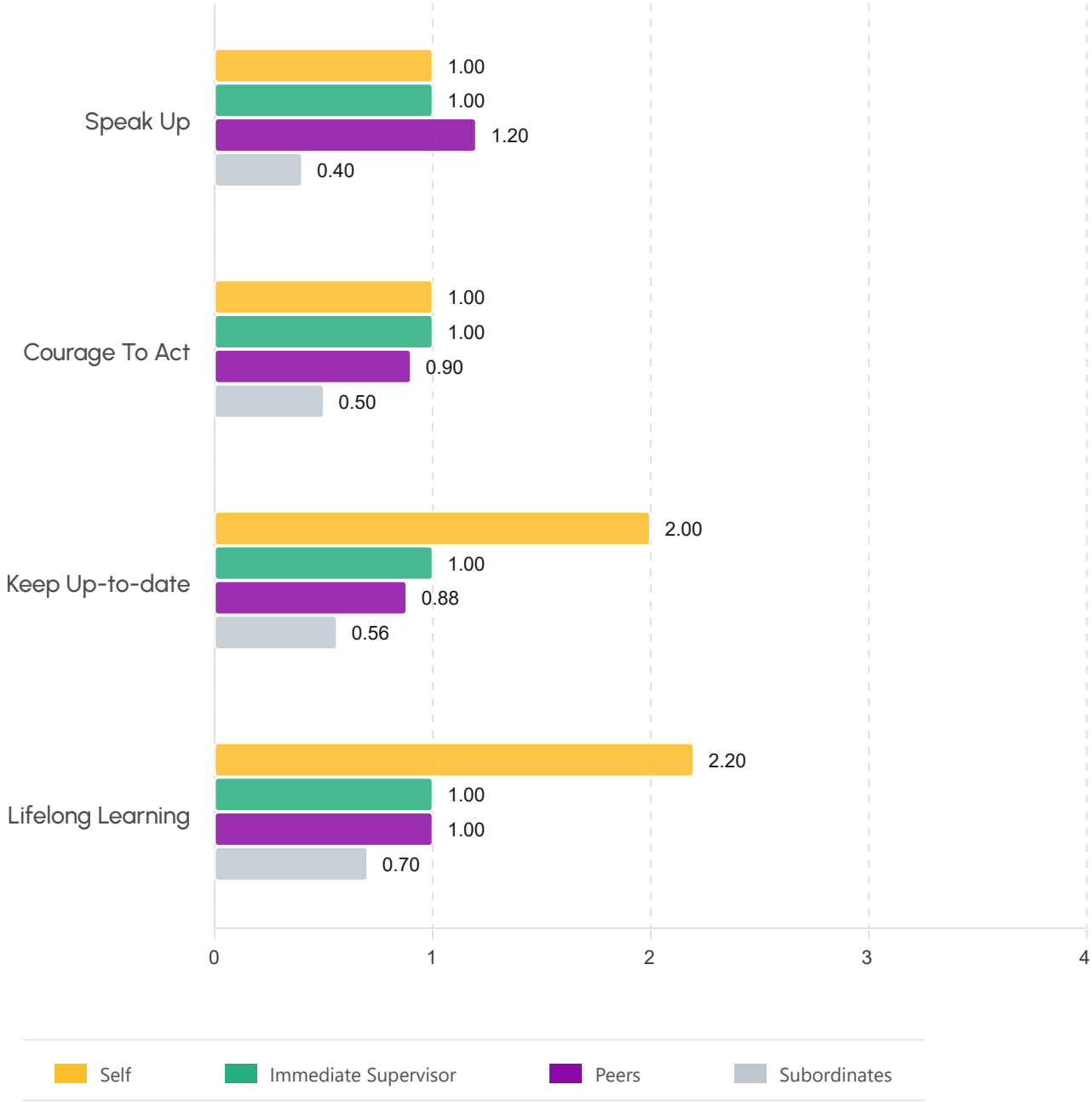
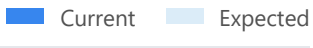

Speak Up
1.00
1.00
1.20
0.40
Courage To Act
1.00
1.00
0.90
0.50
Keep Up-to-date
2.00
1.00
0.88
0.56
Lifelong Learning
2.20
1.00
1.00
0.70
0
1
2
3
4
Self
Immediate Supervisor
Peers
Subordinates

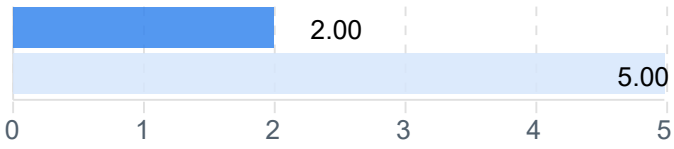
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF



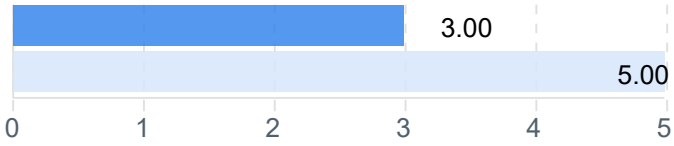
LIFELONG LEARNING

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



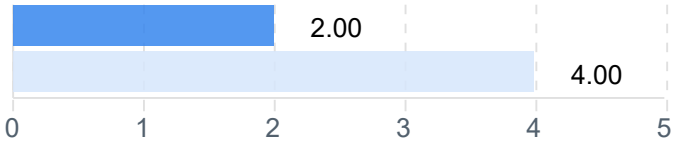
KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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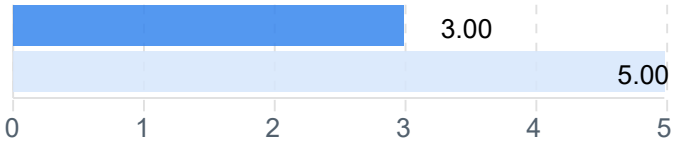

KEEP UP-TO-DATE

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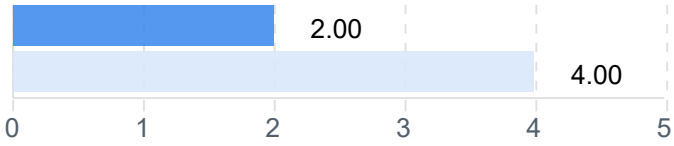

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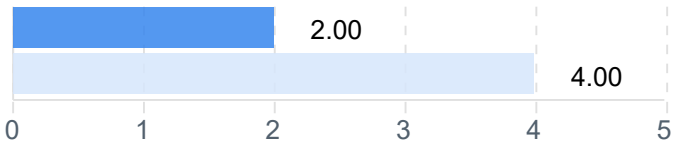
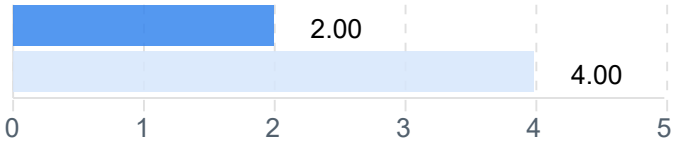
KNOW YOUR CUSTOMER

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



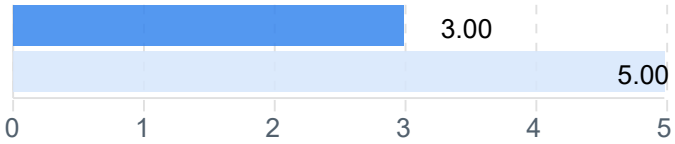
PURPOSEFUL PARTNERSHIP

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



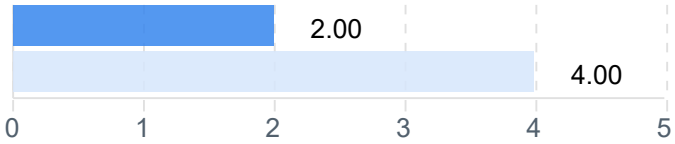
LIFELONG LEARNING

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



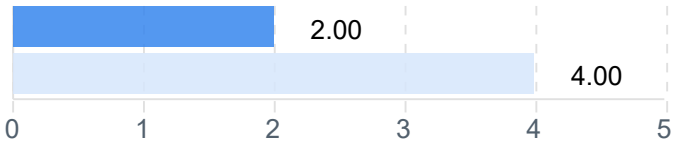
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



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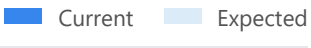
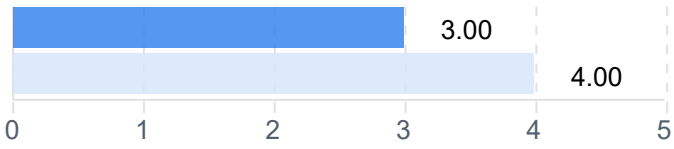
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR



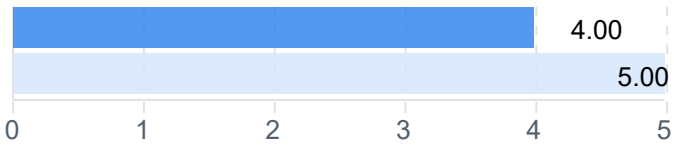
COURAGE TO ACT

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



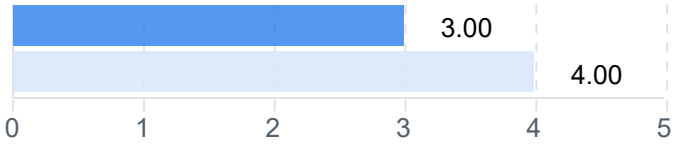
SPEAK UP

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



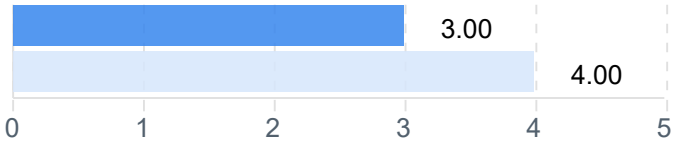
KNOW YOUR CUSTOMER

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



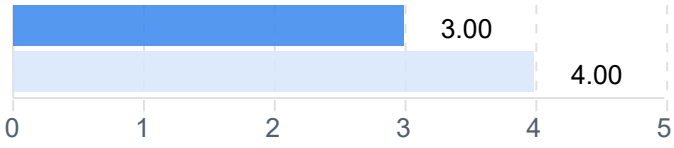
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



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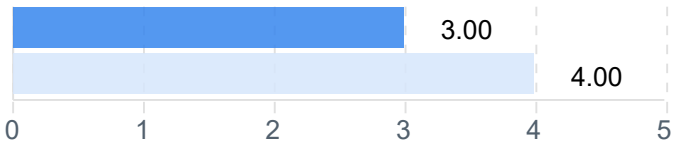
HOLISTIC THINKING

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



LIFELONG LEARNING

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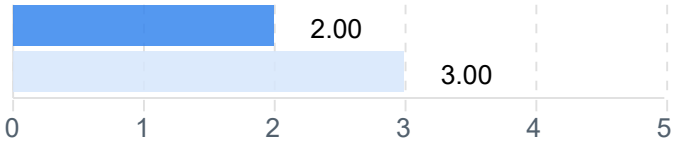
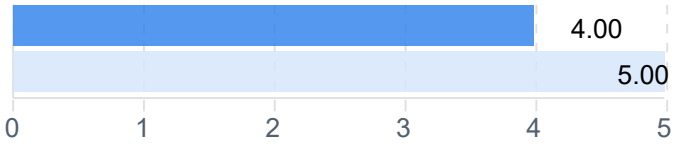


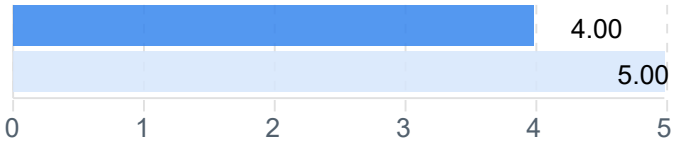
ENGAGE WITH EMPATHY

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



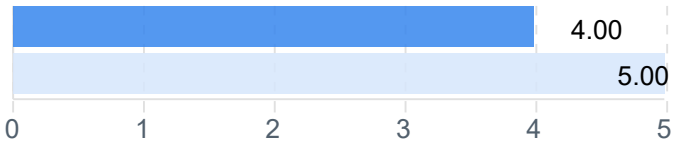
KEEP UP-TO-DATE

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



ENGAGE WITH EMPATHY

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



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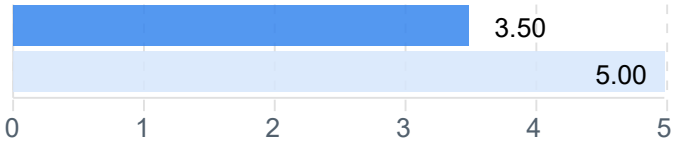
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

KNOW YOUR CUSTOMER

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



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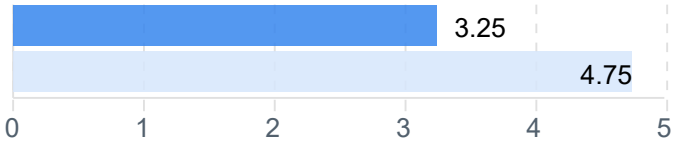
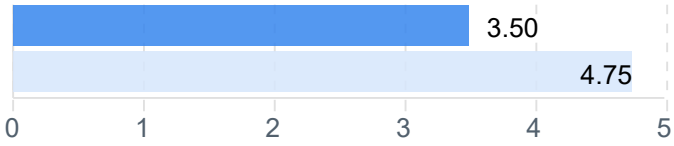


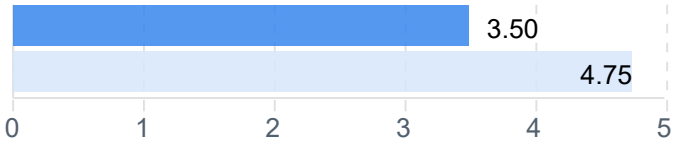
SPEAK UP

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



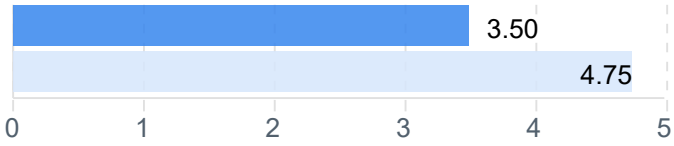
PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



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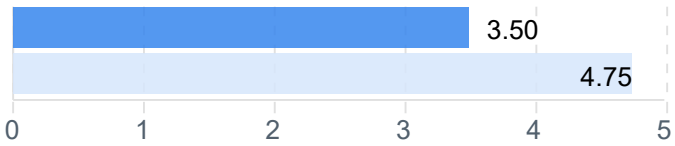
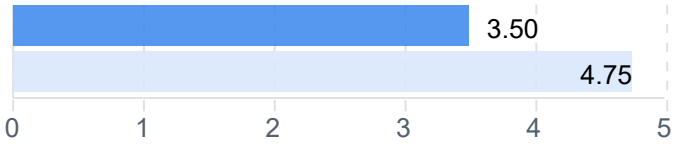
SPEAK UP

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



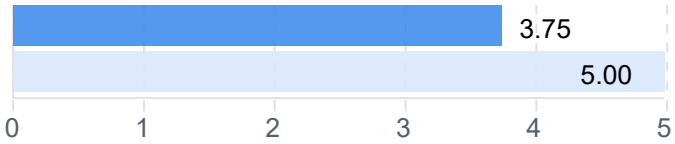
COURAGE TO ACT

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



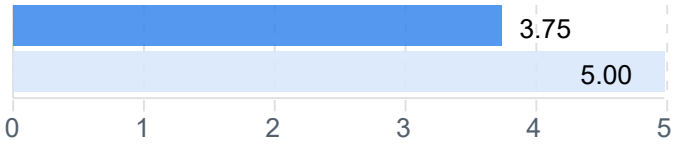
SPEAK UP

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



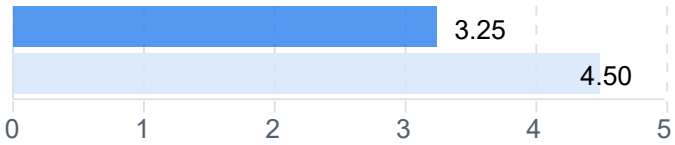
SPEAK UP

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



AGILE MINDSET

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



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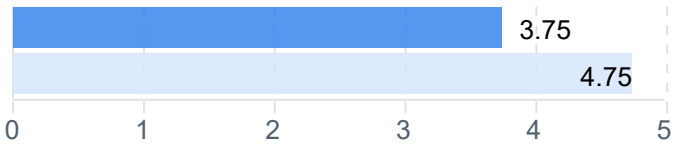
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

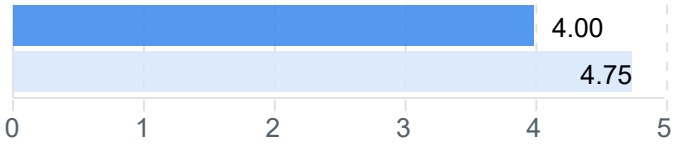
KNOW YOUR CUSTOMER

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



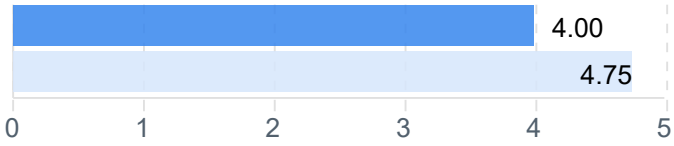
COURAGE TO ACT

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



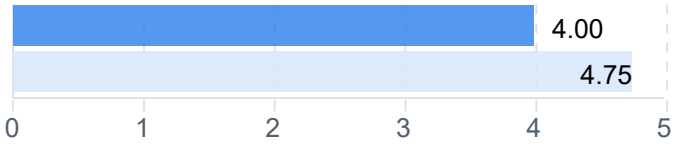
LIFELONG LEARNING

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



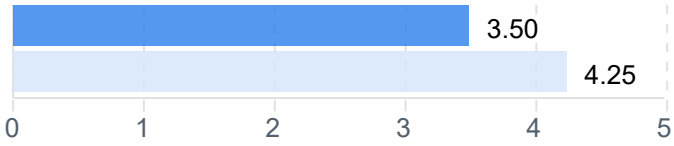
AGILE MINDSET

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



KEEP UP-TO-DATE

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



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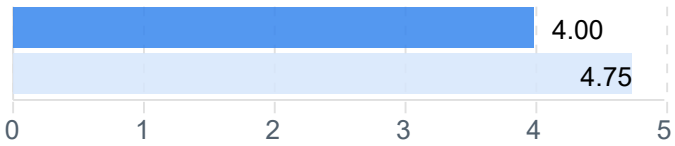
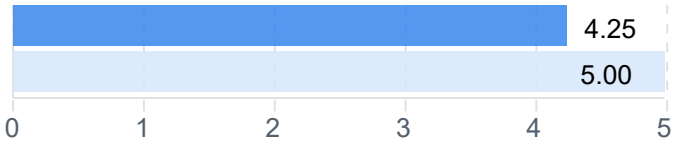
SPEAK UP

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



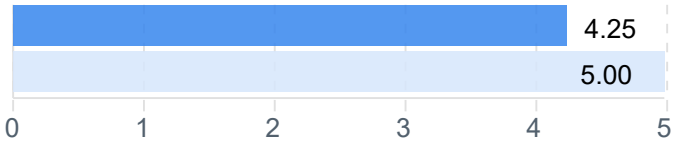
AGILE MINDSET

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



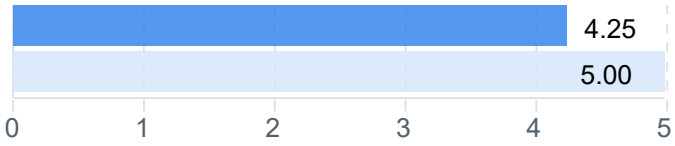
KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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

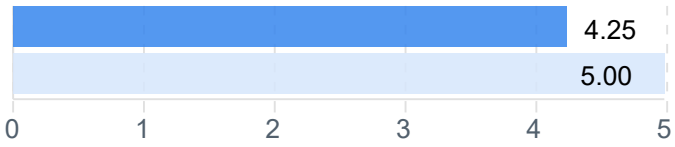


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TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never | Sometimes | Generally | Almost Always | Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.0	4.0	3.0	4.0	3.8	4.8	3.8	4.3
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	5.0	3.0	4.0	4.0	5.0	4.0	4.5
Q3. Identify new possibilities to address current business issues.	3.0	4.0	4.0	5.0	3.5	4.8	4.0	4.5
Q4. Manage teams' resources to collate information from multiple sources.	4.0	4.0	4.0	5.0	4.3	5.0	4.5	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	5.0	5.0	3.0	4.0	3.8	4.8	4.3	4.8
Q6. Ensure change plans are executed effectively and in a timely manner.	5.0	5.0	4.0	5.0	3.8	4.8	4.3	4.8
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	5.0	5.0	4.0	5.0	4.3	5.0	4.3	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	3.0	4.0	3.3	4.5	4.0	4.8
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	5.0	3.0	4.0	3.5	5.0	3.8	4.8
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	2.0	4.0	2.0	3.0	3.8	4.5	4.0	4.5
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	2.0	4.0	3.0	4.0	3.8	4.8	4.3	5.0

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How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	4.0	5.0	4.3	5.0	4.3	5.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	5.0	4.0	5.0	3.3	4.8	4.3	4.8
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	5.0	4.0	5.0	3.8	4.8	4.3	4.8
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	3.0	4.0	4.0	4.8	4.3	4.8
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	5.0	4.0	5.0	3.8	4.8	3.8	4.3
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	2.0	4.0	3.0	4.0	4.0	5.0	4.3	4.5
Q18. Leverage one's network and connection to gather market data.	2.0	4.0	3.0	4.0	3.5	4.8	4.0	4.5
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	5.0	4.0	5.0	3.8	4.8	4.3	4.8
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	4.0	5.0	4.5	5.0	4.3	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	5.0	4.0	5.0	3.8	5.0	4.0	4.3
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	3.0	4.0	3.5	4.8	4.3	4.8
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	4.0	3.0	4.0	3.8	5.0	4.0	4.3
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	3.0	4.0	3.8	4.8	4.5	4.8

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How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	5.0	3.0	4.0	3.5	4.8	4.0	4.8
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	2.0	3.0	3.0	4.0	4.0	4.8	4.0	4.8
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	4.0	5.0	4.3	5.0	4.5	4.8
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	3.0	4.0	3.8	4.8	4.0	4.5
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	3.0	4.0	4.3	5.0	4.3	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	4.0	5.0	3.5	4.8	4.0	4.5
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.0	5.0	4.0	5.0	3.8	4.8	4.3	4.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	2.0	4.0	4.0	5.0	4.0	4.8	4.3	4.8
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	2.0	4.0	3.0	4.0	4.0	5.0	4.0	4.5
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	2.0	4.0	3.0	4.0	4.0	4.8	3.5	4.3
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	2.0	5.0	2.0	3.0	3.8	4.8	4.0	4.5
Q36. Purposefully manage career development and professional growth of team members.	3.0	5.0	3.0	4.0	3.8	4.8	4.0	4.8
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	5.0	2.0	3.0	3.8	4.8	4.3	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.0	5.0	4.0	5.0	4.0	5.0	4.3	5.0

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How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q39. Nurture an environment that supports coaching and honest performance feedback.	2.0	4.0	3.0	4.0	3.8	4.8	4.3	5.0

* Responses based on Rating scale of 1-5

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