



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

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STRENGTHS AND DEVELOPMENT NEEDS

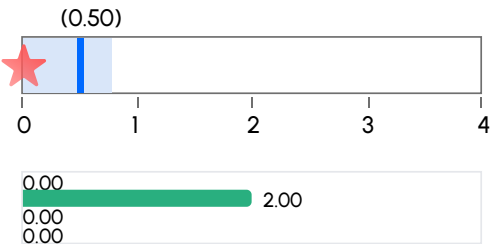
Strengths

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



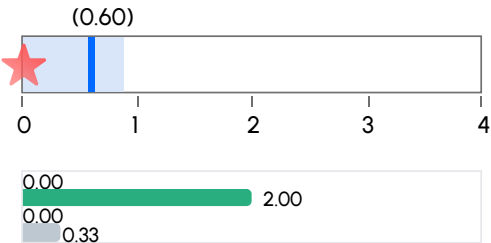
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



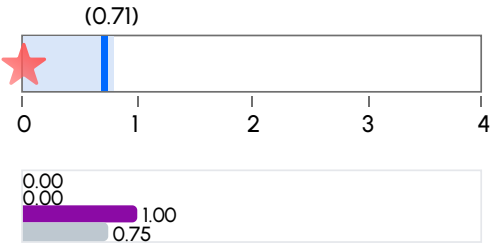
BUSINESS ACUMEN

Q12. Keep up to date with business trends and industry development for potential business opportunities?



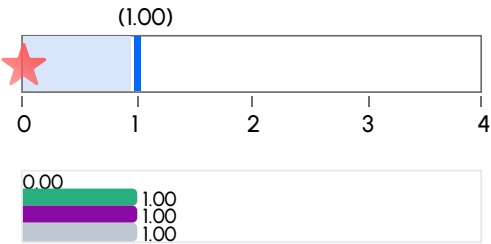
BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



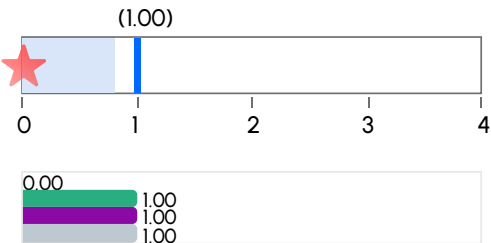
BUSINESS ACUMEN

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



STRENGTHS AND DEVELOPMENT NEEDS

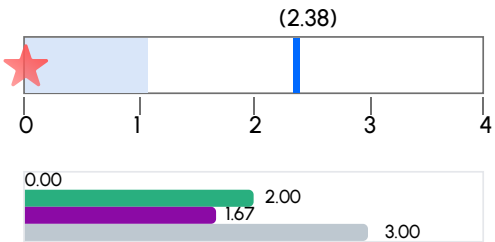
Development Needs

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



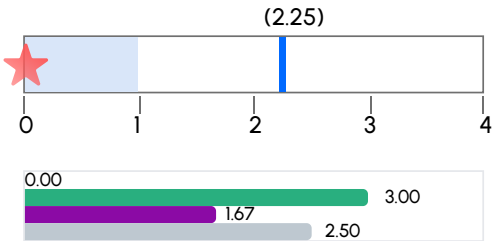
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



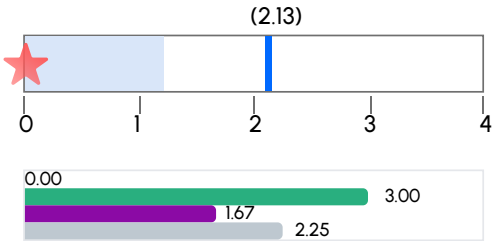
FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



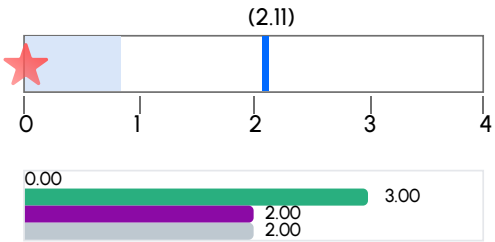
SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



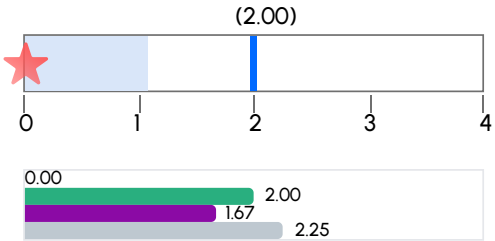
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



COMPETENCIES REPORT IN ASCENDING ORDER

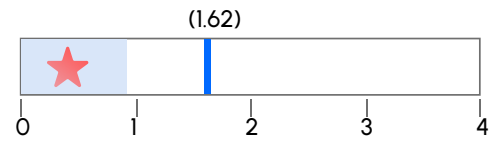
Average Gap Size

★ Self Gap Size

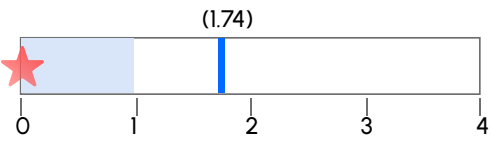
Overall Survey Average Gap Size



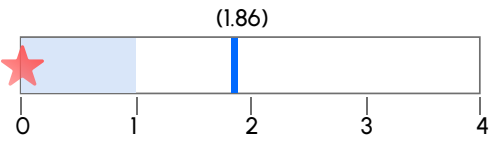
DEVELOP SELF AND OTHERS



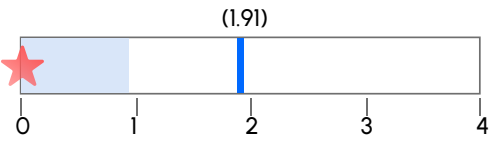
DRIVES FOR RESULT



SETS CLEAR DIRECTIONS



FOSTER TEAMWORK



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.75	-	-	2	1	1	-

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?

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

Innovative and Critical Thinking

Q3. Develop well thought-out conclusions and solutioning plan?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.33	-	1	-	2	-	-
Subordinates	1.50	-	1	-	3	-	-

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	1.75	-	-	1	3	-	-

Q5. Challenge the status quo and push for positive change and impact?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.33	-	1	1	-	1	-
Subordinates	1.75	-	1	1	1	-	1

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.00	-	1	2	1	-	-

Foster Teamwork

Q7. Treat all team members in a respectful, courteous and professional manner?

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

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	2.00	-	-	1	2	1	-

Q9. Take accountability and ownership of his/her team’s performance?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.67	-	1	-	1	1	-
Subordinates	2.50	-	-	1	1	1	1

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?

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

Business Acumen

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?

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

Q12. Keep up to date with business trends and industry development for potential business opportunities?

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

Q13. Instill a business-oriented mindset that drives the business of YYC?

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

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?

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

Client-Focused

Q15. Build cross functional team relationship that can effectively address the needs of clients?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	2	1	-	1	-
Subordinates	1.25	-	1	1	2	-	-

Q16. Respond and Resolve client issues effectively?

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

Q17. Demonstrate personal accountability to serve clients well?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	2.00	-	-	1	2	1	-

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?

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

Sets Clear Directions

Q19. Take action despite ambiguity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	2.00	-	-	1	2	1	-

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	1	1	-	-	-
Subordinates	2.00	-	-	-	2	-	-

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.67	-	1	1	-	-	1
Subordinates	2.25	-	-	2	-	1	1

Q22. Set priorities which help subordinates focus on the most important issues or objectives.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	2.00	-	1	-	1	-	1
Subordinates	1.50	-	-	2	2	-	-

Drives For Result

Q23. Show initiative, energy and the feeling that the work must be done quickly?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.75	-	-	2	1	1	-

Q24. Deal in a clear, strong way with subordinates who are not performing?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	3.00	-	-	-	-	1	-
Subordinates	1.50	-	-	3	-	1	-

Q25. Push himself/herself and others every day for results?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.50	-	-	2	2	-	-

Q26. Bring clarity and decisiveness during crisis management?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	3.00	-	-	-	2	-	2

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	1	1	-	-	-
Subordinates	2.00	-	-	-	4	-	-

Communicate With Impact

Q28. Communicate with enthusiasm and passion to inspire and motivate others?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	1.75	-	-	2	1	1	-

Q29. Convey persuasive thoughts and views with confidence and clarity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	2.33	-	-	-	2	1	-

Q30. Express concept in writing, clearly, concisely and with positive impact?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.33	-	1	-	2	-	-
Subordinates	1.75	-	1	-	2	1	-

Develop Self And Others

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?

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

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	-	-	1	-
Subordinates	1.75	-	-	1	3	-	-

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	3.00	-	-	-	-	1	-
	Peers	0.50	-	1	1	-	-	-
	Subordinates	1.50	-	-	2	2	-	-

Q34. Active listening, without making judgements, to help others explore solutions?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	0.00	-	1	-	-	-	-
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	1.67	-	1	-	1	1	-
	Subordinates	2.25	-	-	-	3	1	-

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	3.00	-	-	-	-	1	-
	Peers	1.00	-	2	-	-	1	-
	Subordinates	1.50	-	-	2	2	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q13. Instill a business-oriented mindset that drives the business of YYC?	0.50
Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.60
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.71
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	1.00
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	1.00
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	1.14
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.25
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	1.25
Q15. Build cross functional team relationship that can effectively address the needs of clients?	1.33
Q16. Respond and Resolve client issues effectively?	1.38
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	1.43
Q23. Show initiative, energy and the feeling that the work must be done quickly?	1.43
Q25. Push himself/herself and others every day for results?	1.43
Q29. Convey persuasive thoughts and views with confidence and clarity?	1.43
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.43

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	1.50
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	1.50
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.50
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.60
Q3. Develop well thought-out conclusions and solutioning plan?	1.63
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.63
Q24. Deal in a clear, strong way with subordinates who are not performing?	1.67
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.71
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.71
Q5. Challenge the status quo and push for positive change and impact?	1.75
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	1.75
Q19. Take action despite ambiguity?	1.75
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.75
Q17. Demonstrate personal accountability to serve clients well?	1.88
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.88
Q34. Active listening, without making judgements, to help others explore solutions?	2.00
Q7. Treat all team members in a respectful, courteous and professional manner?	2.11

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	2.13
Q9. Take accountability and ownership of his/her team's performance?	2.25
Q26. Bring clarity and decisiveness during crisis management?	2.38

QUALITATIVE FEEDBACK

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

- He has the willingness to take up additional tasks assigned. He has the courage to take-up new tasks assigned.
- 1. He excels in communication, particularly in verbal communication during client meeting 2. He is attentive to client requests and needs
- 1) Taking initiative in supporting growing the client base by supporting business development meetings 2) Open to trying and implementing new initiatives such as speaking engagement, webinar, preview of various topics, association webinar sharing to grow the YYC brand and clientele.
- Participant shows aggression on jobs he is interested in. Participant will try his best to promise clients on deliverable expected by clients.
- participant is able to express and communicate fluently with the clients. participant is aggressive and ambitious on certain jobs.
- 1) Passionate about the things he is interested in. 2)Accepting almost every single request from the client.

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

- He needs to be able to articulate clients issues on the spot and COMPLETE and FINISH the works assigned without being monitored. He also needs to learn how to talk to his peers and colleagues more effectively without disturbing their daily tasks. He also needs to learn how to communicate and respect his team mates and his supervisor by keeping the team well informed of his whereabouts and also learn to respect people's time.
- 1. To improve his time management skills by prioritizing tasks. 2. To regularly reflect on his own performance and should take greater ownership on his mistakes
- 1) Taking initiative in on going technical development 2) developing a more robust way to work with internal team in growing their technical skills and also working closely with cross functional teams to carry out future programs such as new webinars
- Participant should show more responsibility and commitment on jobs assigned to him (remember things, read emails etc)
- Participant should learn to admit his own mistakes (when applicable), accept and also reduce risk on a prompt basis upon mistake spotted instead of holding on to his own way/ approach.
- - should walk the talk, keep promises - clear on respective roles and responsibilities, act professionally
- 1)The participant tends to over-promise clients without consulting internal management and directly promises deliverables to them. (Everyone ended up being pulled together to fulfill that job for him, so what agenda does he have to always over-promise the clients? For the sake of the Company that he is working in or for himself? 2)Despite a few attempts to voice out the issues, the participant rarely takes responsibility for their own mistakes and is resistant to change. This makes it extremely challenging to collaborate with him in the future. 3)I find it difficult to comprehend the classes organized by the participant. A valuable presentation or sharing should not only cover the fundamental concepts of the topic (which can be studied independently), but also provide practical examples of how to apply those concepts to our work. Since we are completing projects for clients, the

application of methods becomes crucial for projects for clients. 4) When it comes to questions. The participant should focus on providing direct and accurate answers to questions instead of evading them or going off-topic without providing a satisfactory response. Addressing the question directly and providing a clear and conclusive answer is important. But most of the time, participant tends to provide wrong answers. In conclusion, the participant lacks the necessary qualities and skills to assume a managerial role within the organization.

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.

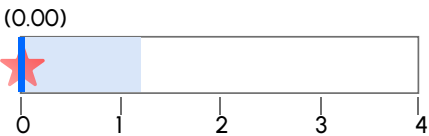
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

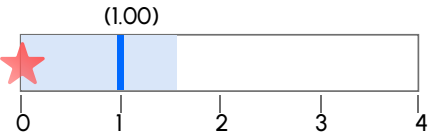
BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



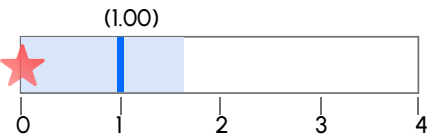
COMMUNICATE WITH IMPACT

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



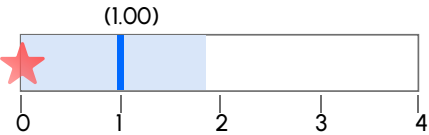
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



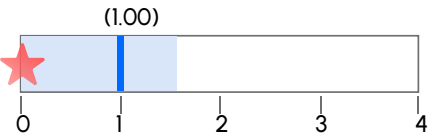
DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



COMMUNICATE WITH IMPACT

Q29. Convey persuasive thoughts and views with confidence and clarity?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

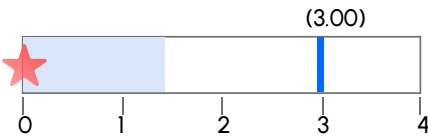
Development Needs

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



INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



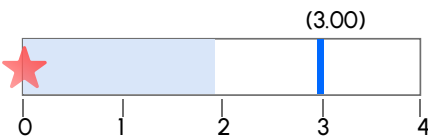
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



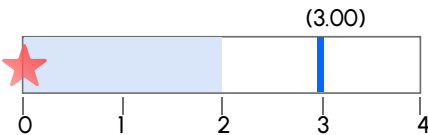
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



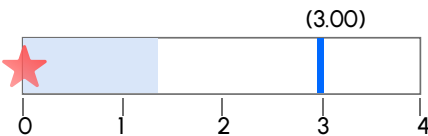
SETS CLEAR DIRECTIONS

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



INNOVATIVE AND CRITICAL THINKING

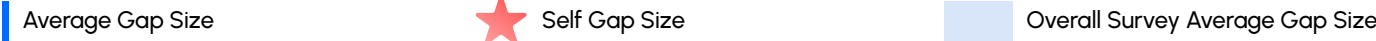
Q5. Challenge the status quo and push for positive change and impact?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

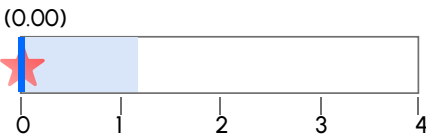
Strengths

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



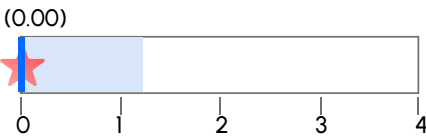
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



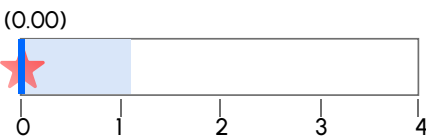
BUSINESS ACUMEN

Q12. Keep up to date with business trends and industry development for potential business opportunities?



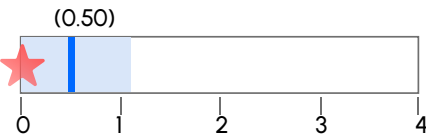
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



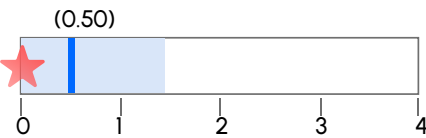
DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?



SETS CLEAR DIRECTIONS

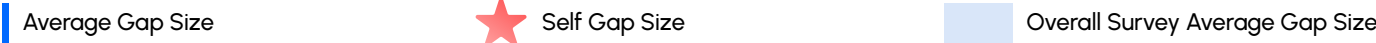
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

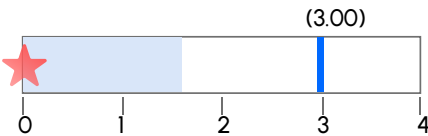
Development Needs

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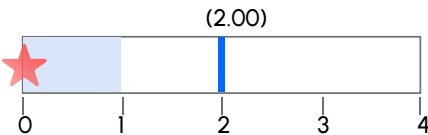
DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



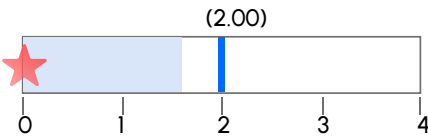
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



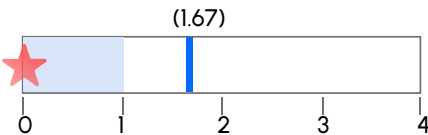
SETS CLEAR DIRECTIONS

Q22. Set priorities which help subordinates focus on the most important issues or objectives.



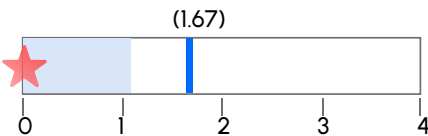
FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



CLIENT-FOCUSED

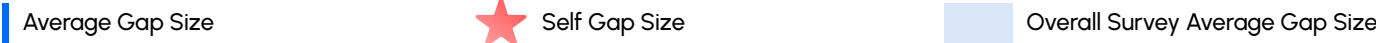
Q17. Demonstrate personal accountability to serve clients well?



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.



BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



BUSINESS ACUMEN

Q12. Keep up to date with business trends and industry development for potential business opportunities?



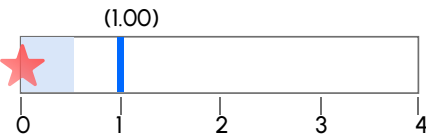
BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



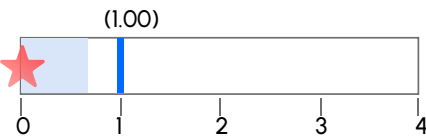
CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



INNOVATIVE AND CRITICAL THINKING

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

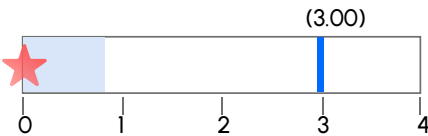
Development Needs

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



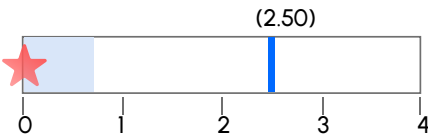
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



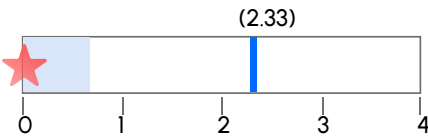
FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



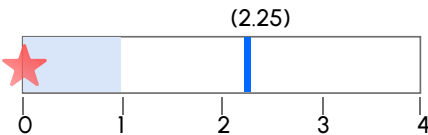
COMMUNICATE WITH IMPACT

Q29. Convey persuasive thoughts and views with confidence and clarity?



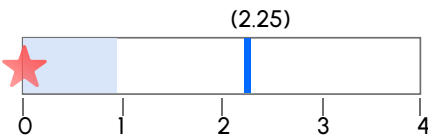
SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

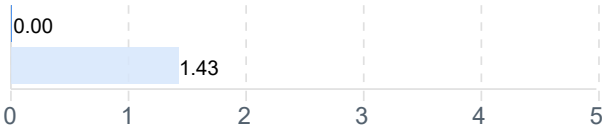
TECHNICAL CAPABILITIES

Self Gap SizeAverage Gap Size

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



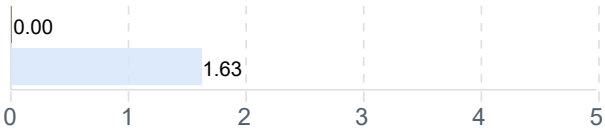
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



INNOVATIVE AND CRITICAL THINKING

Self Gap SizeAverage Gap Size

Q3. Develop well thought-out conclusions and solutioning plan?



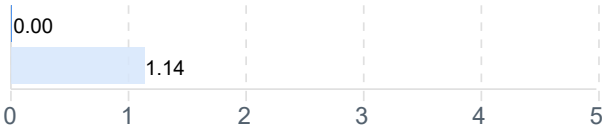
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



Q5. Challenge the status quo and push for positive change and impact?



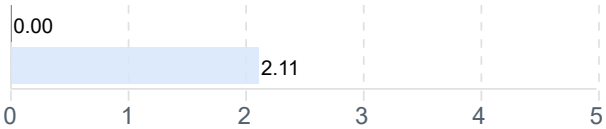
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



FOSTER TEAMWORK

Self Gap SizeAverage Gap Size

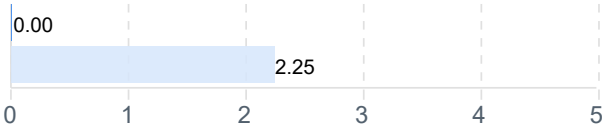
Q7. Treat all team members in a respectful, courteous and professional manner?



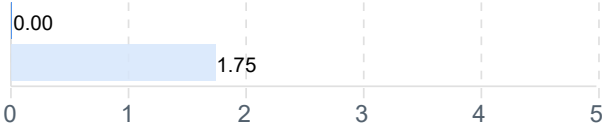
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



Q9. Take accountability and ownership of his/her team's performance?



Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



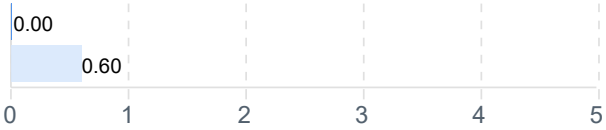
BUSINESS ACUMEN

Self Gap Size Average Gap Size

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



Q12. Keep up to date with business trends and industry development for potential business opportunities?



Q13. Instill a business-oriented mindset that drives the business of YYC?



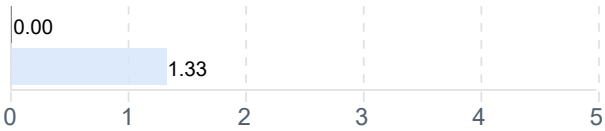
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



CLIENT-FOCUSED

Self Gap SizeAverage Gap Size

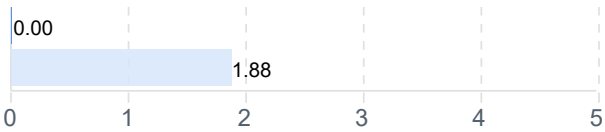
Q15. Build cross functional team relationship that can effectively address the needs of clients?



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



SETS CLEAR DIRECTIONS

Self Gap SizeAverage Gap Size

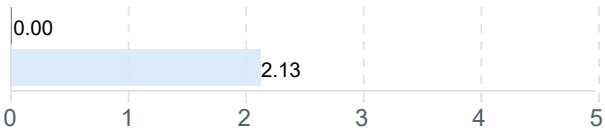
Q19. Take action despite ambiguity?



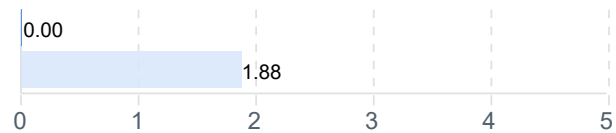
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



Q22. Set priorities which help subordinates focus on the most important issues or objectives.



DRIVES FOR RESULT

Self Gap Size Average Gap Size

Q23. Show initiative, energy and the feeling that the work must be done quickly?



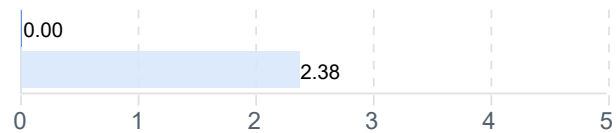
Q24. Deal in a clear, strong way with subordinates who are not performing?



Q25. Push himself/herself and others every day for results?



Q26. Bring clarity and decisiveness during crisis management?



Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



COMMUNICATE WITH IMPACT

Self Gap Size Average Gap Size

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



Q29. Convey persuasive thoughts and views with confidence and clarity?



Q30. Express concept in writing, clearly, concisely and with positive impact?



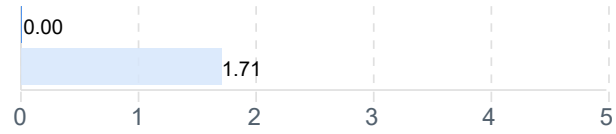
DEVELOP SELF AND OTHERS

Self Gap Size Average Gap Size

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



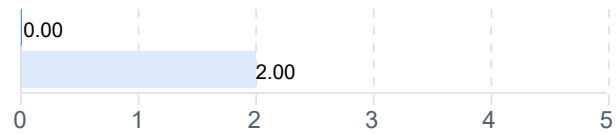
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



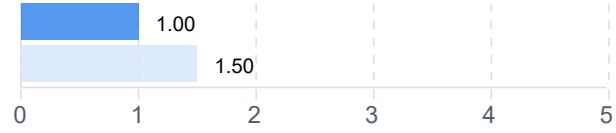
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



Q34. Active listening, without making judgements, to help others explore solutions?



Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?



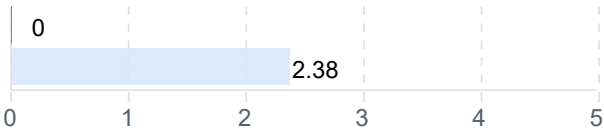
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

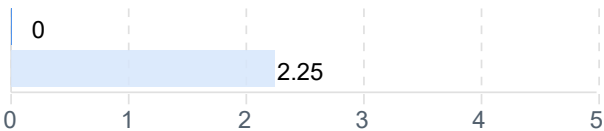
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



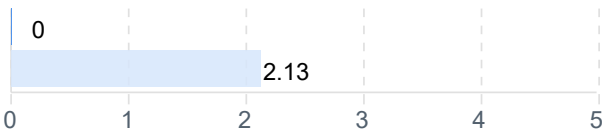
FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



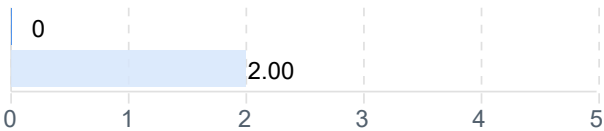
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



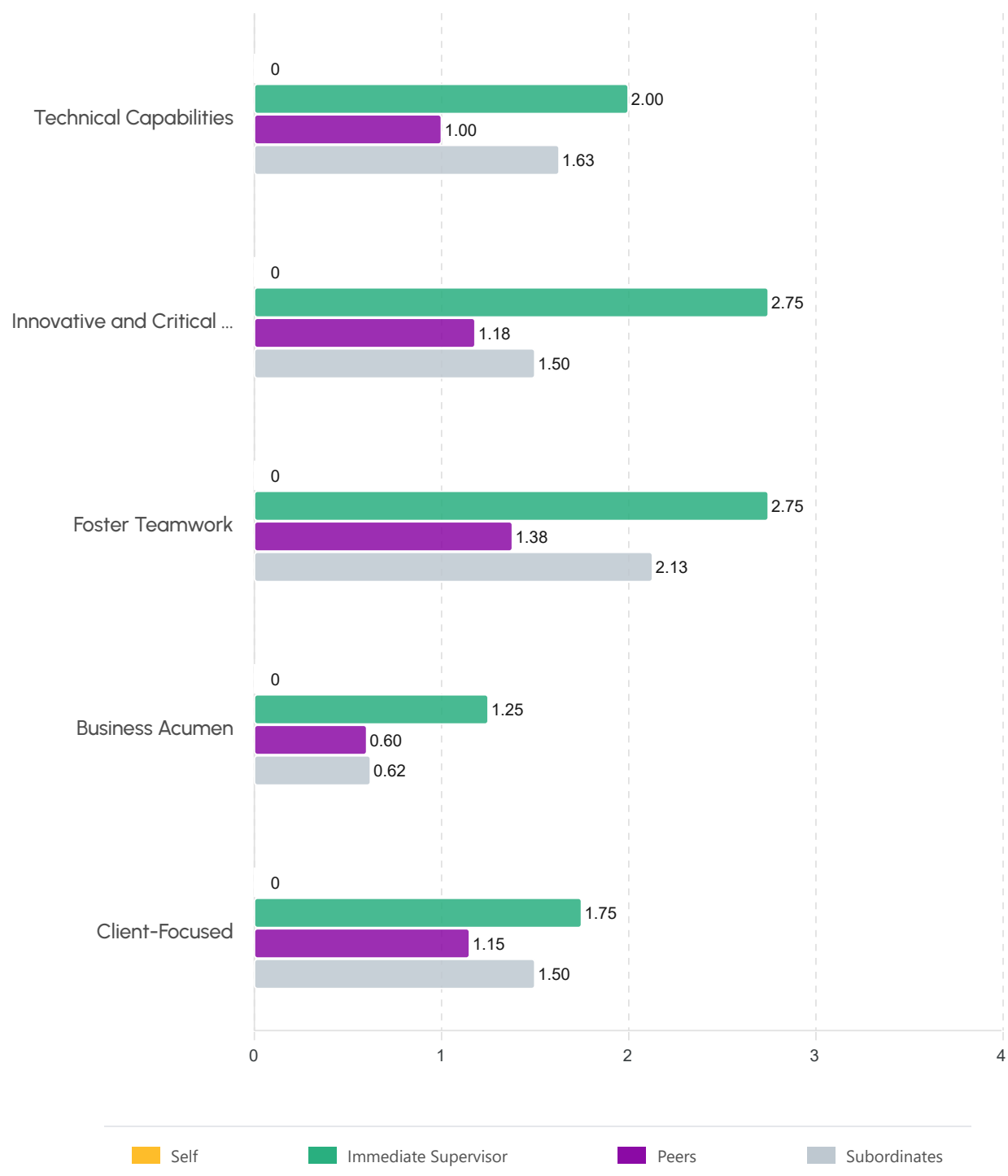
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

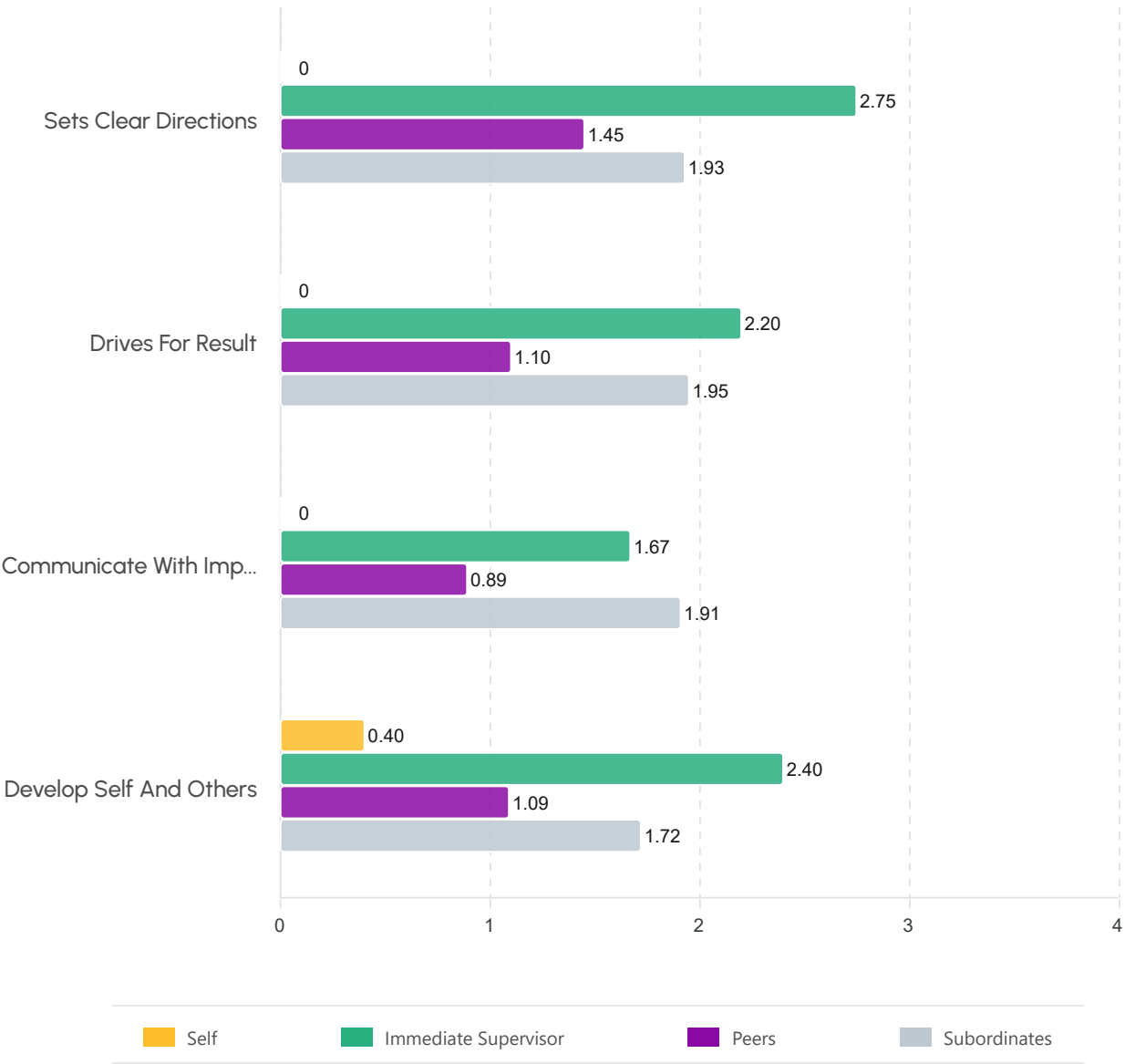
Self Rating Average Gap Rating

-- There are no Underestimated to show --

AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



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

RATING FROM PEERS

Current Expected

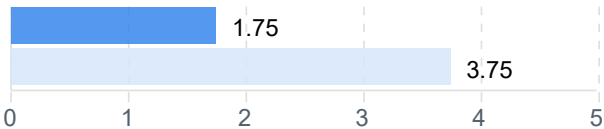
DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



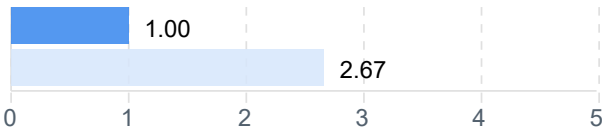
SETS CLEAR DIRECTIONS

Q22. Set priorities which help subordinates focus on the most important issues or objectives.



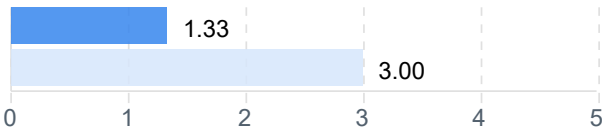
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



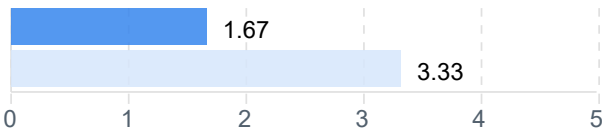
DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



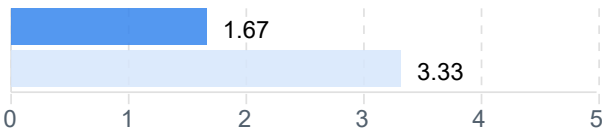
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



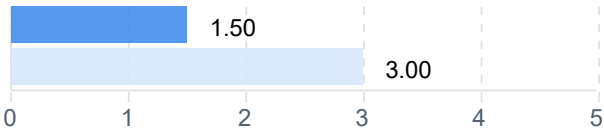
SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



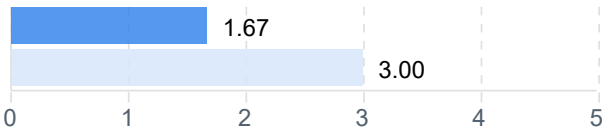
DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



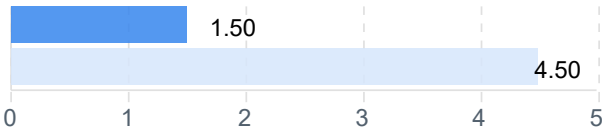
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

CurrentExpected

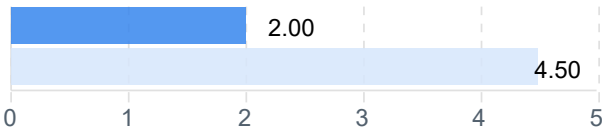
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



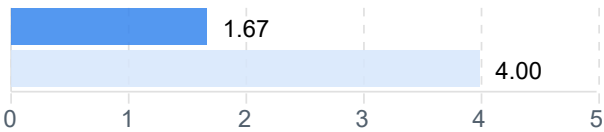
FOSTER TEAMWORK

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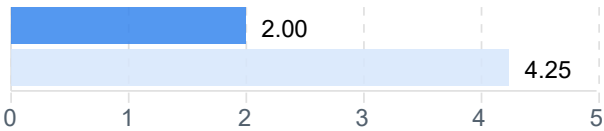
COMMUNICATE WITH IMPACT

Q29. Convey persuasive thoughts and views with confidence and clarity?



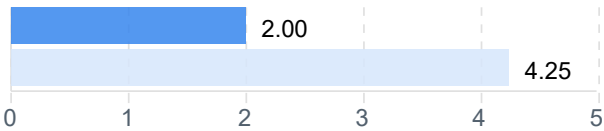
SETS CLEAR DIRECTIONS

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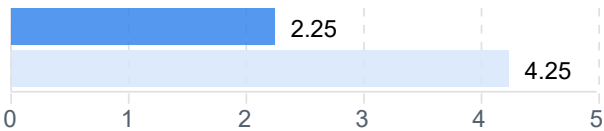
DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



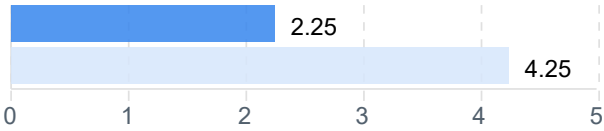
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



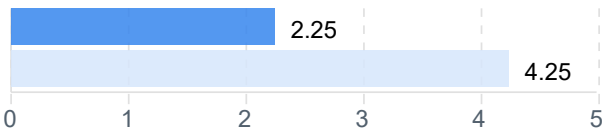
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



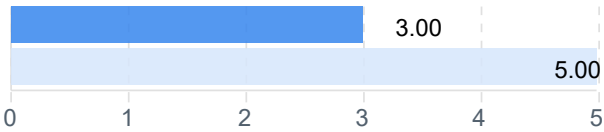
FOSTER TEAMWORK

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



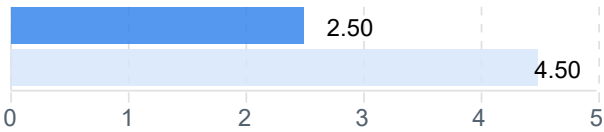
SETS CLEAR DIRECTIONS

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



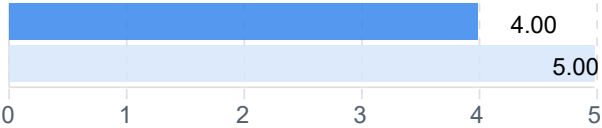
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

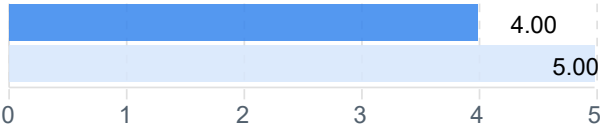
DEVELOP SELF AND OTHERS

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



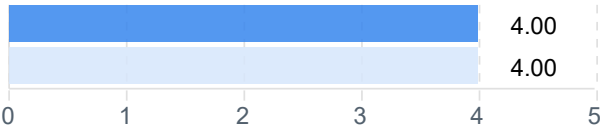
DEVELOP SELF AND OTHERS

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?



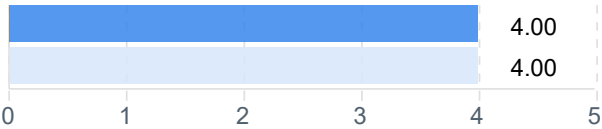
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



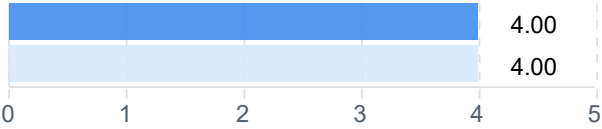
DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?



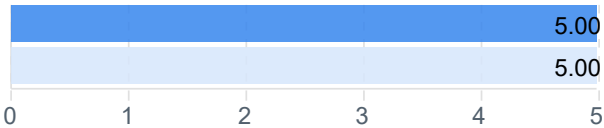
TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



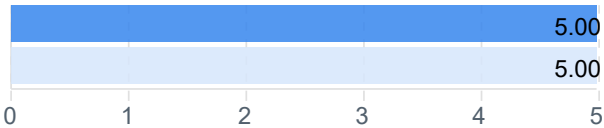
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



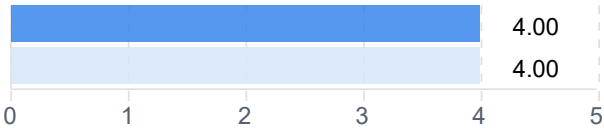
BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



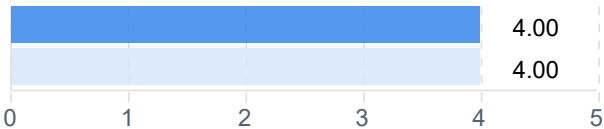
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



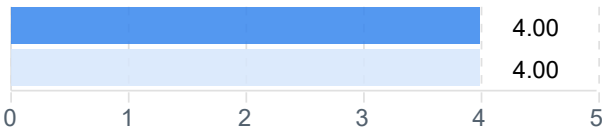
COMMUNICATE WITH IMPACT

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



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

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



SETS CLEAR DIRECTIONS

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



COMMUNICATE WITH IMPACT

Q30. Express concept in writing, clearly, concisely and with positive impact?



INNOVATIVE AND CRITICAL THINKING

Q5. Challenge the status quo and push for positive change and impact?



FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



DRIVES FOR RESULT

Q25. Push himself/herself and others every day for results?



DEVELOP SELF AND OTHERS

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



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		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	2.0	3.0	2.8	4.5	4.0	4.0	2.0	4.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	1.5	2.5	2.8	4.3	5.0	5.0	2.0	4.0
Q3. Develop well thought-out conclusions and solutioning plan?	1.7	3.0	2.5	4.0	4.0	4.0	1.0	4.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.7	3.0	2.5	4.3	5.0	5.0	2.0	4.0
Q5. Challenge the status quo and push for positive change and impact?	1.7	3.0	2.3	4.0	5.0	5.0	1.0	4.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	2.0	2.5	2.5	3.5	4.0	4.0	1.0	4.0
Q7. Treat all team members in a respectful, courteous and professional manner?	1.8	3.8	2.3	4.3	4.0	4.0	1.0	4.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	2.3	3.0	2.3	4.3	5.0	5.0	2.0	4.0
Q9. Take accountability and ownership of his/her team's performance?	1.3	3.0	2.0	4.5	5.0	5.0	1.0	4.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	2.3	3.3	2.5	4.5	4.0	4.0	1.0	4.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	3.0	4.0	3.0	3.8	5.0	5.0	4.0	4.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	4.0	4.0	3.7	4.0	5.0	5.0	2.0	4.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	4.0	4.0	3.5	3.5	5.0	5.0	2.0	4.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.0	4.0	2.8	3.8	5.0	5.0	3.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Build cross functional team relationship that can effectively address the needs of clients?	2.8	3.8	2.5	3.8	5.0	5.0	1.0	4.0
Q16. Respond and Resolve client issues effectively?	2.3	3.3	2.8	4.5	4.0	4.0	3.0	4.0
Q17. Demonstrate personal accountability to serve clients well?	1.7	3.3	2.5	4.5	5.0	5.0	2.0	4.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	2.0	3.0	3.0	4.0	4.0	4.0	3.0	4.0
Q19. Take action despite ambiguity?	2.0	3.3	2.3	4.3	4.0	4.0	2.0	4.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.5	2.0	3.0	5.0	4.0	4.0	1.0	4.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.7	3.3	2.0	4.3	4.0	4.0	1.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.3	3.3	2.8	4.3	4.0	4.0	1.0	4.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	2.5	3.0	2.3	4.0	4.0	4.0	2.0	4.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	1.0	4.0	2.3	3.8	4.0	4.0	3.0	4.0
Q25. Push himself/herself and others every day for results?	1.5	2.0	2.0	3.5	4.0	4.0	1.0	4.0
Q26. Bring clarity and decisiveness during crisis management?	1.0	2.7	1.5	4.5	4.0	4.0	2.0	4.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	2.0	2.5	2.0	4.0	4.0	4.0	1.0	4.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	2.7	3.3	2.3	4.0	4.0	4.0	3.0	4.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	2.0	2.7	1.7	4.0	4.0	4.0	3.0	4.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	2.0	3.3	2.3	4.0	4.0	4.0	1.0	4.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	1.0	1.0	2.5	4.0	4.0	4.0	2.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.5	3.0	2.0	3.8	4.0	4.0	2.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	2.0	2.5	2.0	3.5	4.0	5.0	1.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	1.3	3.0	2.0	4.3	4.0	4.0	2.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	2.0	3.0	2.0	3.5	4.0	5.0	1.0	4.0

* Responses based on Rating scale of 1-5