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## INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

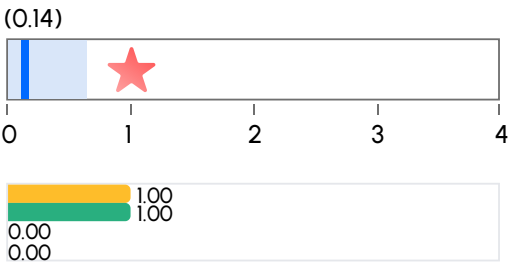
Strengths

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



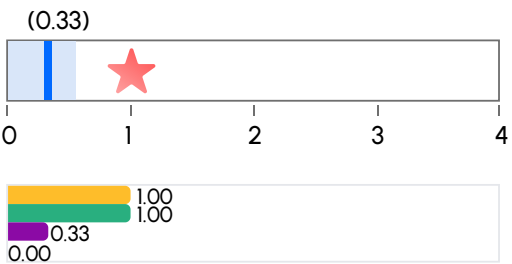
ENGAGE WITH EMPATHY

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



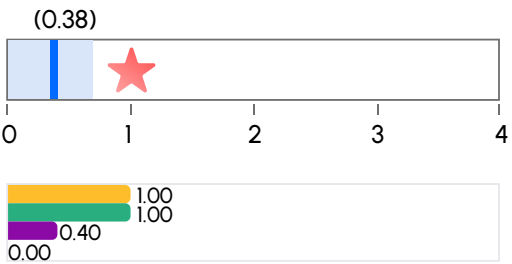
ENGAGE WITH EMPATHY

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



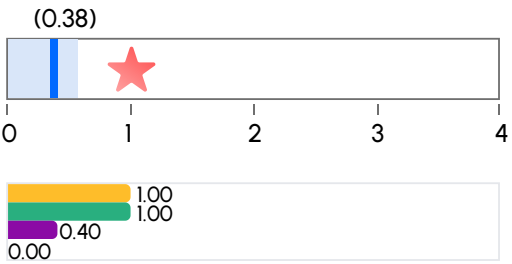
KNOW YOUR CUSTOMER

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



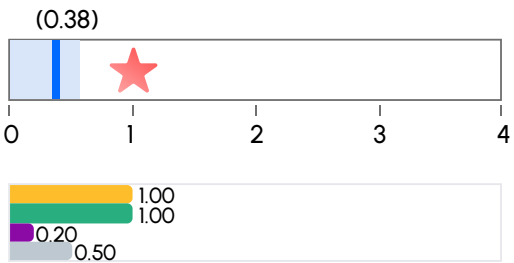
PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS

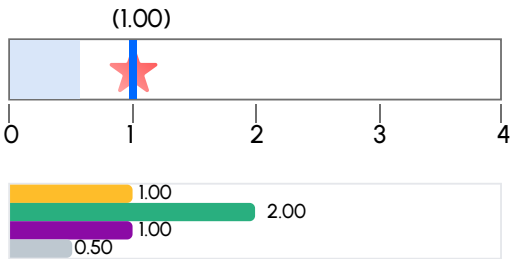
Development Needs

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



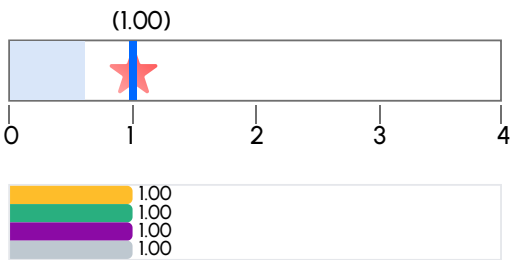
HOLISTIC THINKING

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



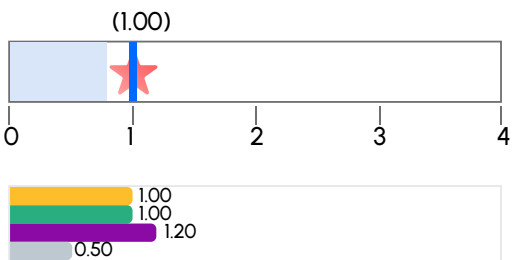
AGILE MINDSET

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



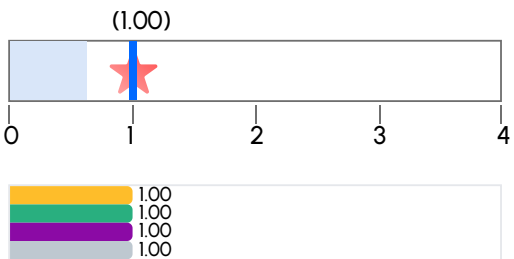
AGILE MINDSET

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



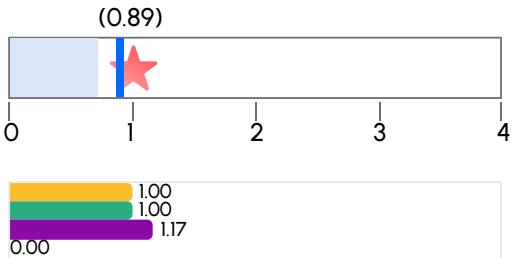
SPEAK UP

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

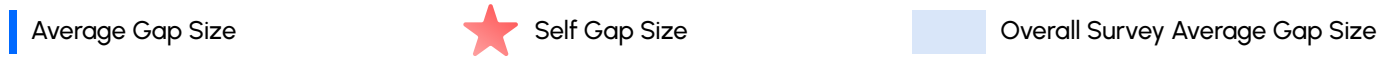


SPEAK UP

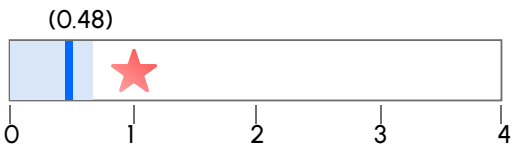
Q23. Encourage constructive feedback and be objective in addressing disagreements.



COMPETENCIES REPORT IN ASCENDING ORDER



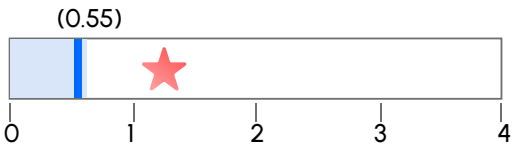
ENGAGE WITH EMPATHY



PURPOSEFUL PARTNERSHIP



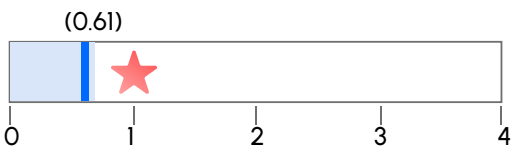
KEEP UP-TO-DATE



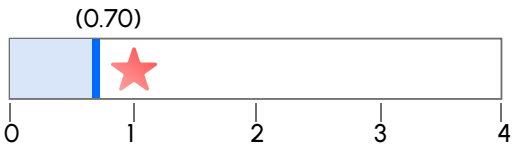
COURAGE TO ACT



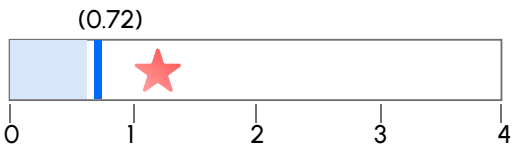
KNOW YOUR CUSTOMER



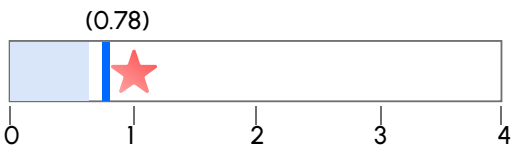
LIFELONG LEARNING



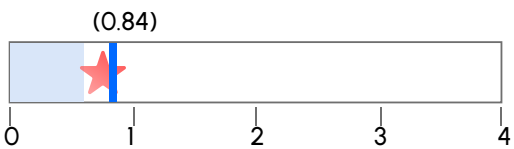
SPEAK UP



AGILE MINDSET



HOLISTIC THINKING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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

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

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.80	-	1	4	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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	0.40	-	3	2	-	-	-
Subordinates	1.00	-	-	2	-	-	-



Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.40	1	2	2	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	3	1	-	-
Subordinates	1.00	-	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.60	-	2	3	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.20	-	1	2	2	-	-
Subordinates	0.50	-	1	1	-	-	-

Know Your Customer

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	1	1	1	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.40	-	3	2	-	-	-
Subordinates	0.00	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	1	1	2	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

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

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	2	3	-	1	-
Subordinates	0.00	-	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	0.60	-	3	1	1	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	4	2	-	-	-
Subordinates	0.00	-	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	0.00	-	4	-	-	-	-
Subordinates	0.00	-	2	-	-	-	-

Purposeful Partnership

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.60	-	3	1	1	-	-
Subordinates	0.00	-	2	-	-	-	-

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

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

Speak Up

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

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.17	-	2	3	-	-	1
Subordinates	0.00	-	2	-	-	-	-

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	0.67	-	3	2	1	-	-
Subordinates	0.00	-	2	-	-	-	-

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	2.00	-	-	-	1	-	-
Peers	0.50	-	3	3	-	-	-
Subordinates	0.50	-	1	1	-	-	-

Courage To Act

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.60	-	2	3	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	-	4	2	-	-	-
Subordinates	0.00	-	2	-	-	-	-

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	2.00	-	-	-	1	-	-
Peers	0.17	-	5	1	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	1	1	-	-	-

Keep Up-to-date

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	3	2	1	-	-
Subordinates	0.00	-	2	-	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.50	-	1	1	-	-	-

Lifelong Learning

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

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

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

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



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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.80	-	2	2	1	-	-
Subordinates	0.50	-	1	1	-	-	-

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

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

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q16. Empathise whilst balancing the need of individuals and the business.	0.14
Q15. Share similar experiences that may be adapted to their work circumstances.	0.33
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.38
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.38
Q18. Leverage one's network and connection to gather market data.	0.38
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.43
Q28. Encourage and value innovative ideas and suggestions from others.	0.44
Q29. Maintain focus to deliver the chosen strategy.	0.44
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.50
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.50
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.56
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.56
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.56

Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.56
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.56
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.57
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.57
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.57
Q4. Manage teams' resources to collate information from multiple sources.	0.63
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.63
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.63
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.63
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.63
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.67
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.67
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.67
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.71
Q38. Make effort to teach / coach/ mentor team members.	0.75
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.78

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Q30. Give space for self and team members to take risks and learn from mistakes.	0.83
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.86
Q36. Purposefully manage career development and professional growth of team members.	0.86
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.88
Q3. Identify new possibilities to address current business issues.	0.88
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.89
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	1.00
Q6. Ensure change plans are executed effectively and in a timely manner.	1.00
Q8. Provide coaching to help others adapt and be more versatile.	1.00
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.00

## QUALITATIVE FEEDBACK

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

- 1. Very articulate, in depth knowledge on the industry 2. Always voice out opinions/views
- Confidence - maintain positive mind and determination when face with challenges. Reliable - ensure given task is done in timely basis
- She knows her goals and will strive to achieve them - for example whenever she was put in difficult situation, she is able to triumph from it. - Very resourceful and knowledgeable regarding the industries knowledge. Her breadth of knowledge is extensive, and she knows her organization very well across different divisions and departments.
- Courage to act, Speak up.
- Demonstrated good teamwork eg willing to take additional responsibilities for the benefit of the department.
- 1. Work prioritization and delegates the tasks 2. Giving credit to the respective team members
- 1. Always seeking new challenges & willingly volunteer to participate or lead any projects to enhance her knowledge & experiences. 2. Stay objective on the purpose & targets for department's achievement.
- 1. Good in presentation skill 2. Knowledgeable in work related (as a Fund Manager, she knows everything about the industry of the sector)
- High confident in presenting ideas and knowledgeable about her works in the industry. She had demonstrated it accordingly in various aspects of her daily work.
- 1. Good communication skills- presents/discuss strategies to be executed 2. Good analytical mind - deep research works done for companies under care.

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

- 1. Stay focus on the issues being discuss 2. Avoid redundancy and deviate from the objective. need to remain reliable
- active listening
- To be more effective in communication, she has to be more direct with her points. A good suggestion is to welcome questions or opinions before proceeding with her next points. - To guide her subordinates /share tips/share experiences

to follow her footsteps by being more hands on with the career development of her team members.

- Further enhance interpersonal skills at all levels, both internal and external.
- 1. Frequent quick catch-up meeting to re-align work related strategy 2. Brainstorming the ideas, pros and cons together with team members
- 1. Be more prepared for potential conflict & managing difficult staff as she step-up for bigger role. 2. More active coaching role on regular basis.
- 1. Not guide her staff properly (no effort to teach/coach her new team member) 2. Involve team members anything on work related to make sure all in the same page.
- In my personal view, she can perform more effectively if she can develop more in 2 areas which is time management skills and also giving more opportunity to her subordinate/team members to develop further.
- 1. Improve in time management

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.

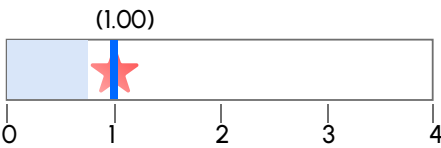
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

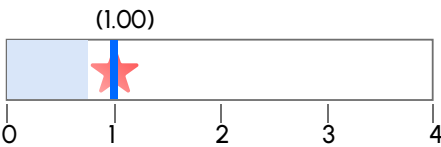
ENGAGE WITH EMPATHY

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



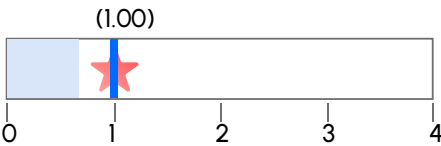
SPEAK UP

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



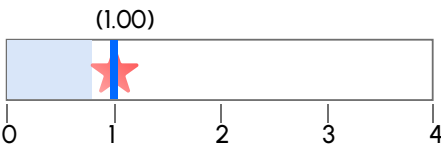
KEEP UP-TO-DATE

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



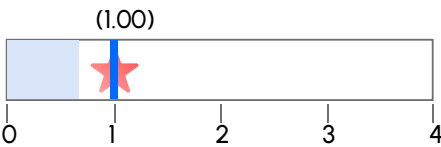
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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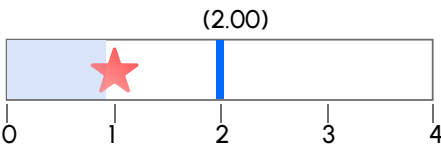
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

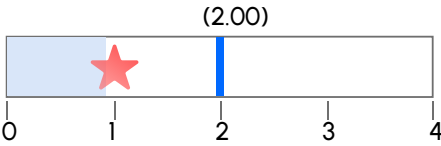
KNOW YOUR CUSTOMER

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



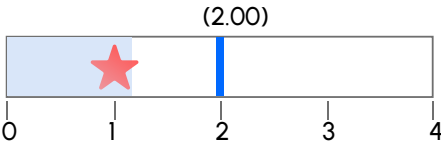
LIFELONG LEARNING

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



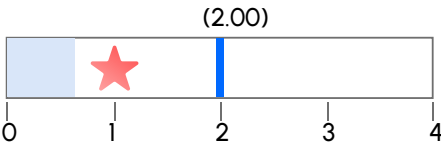
COURAGE TO ACT

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



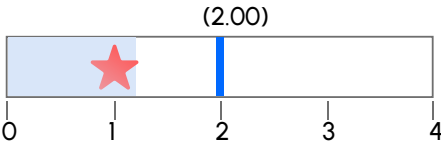
HOLISTIC THINKING

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



LIFELONG LEARNING

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

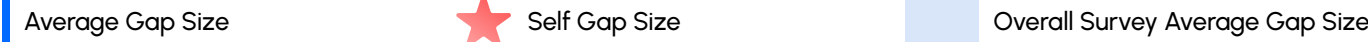




STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

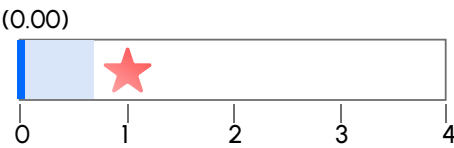
Strengths

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



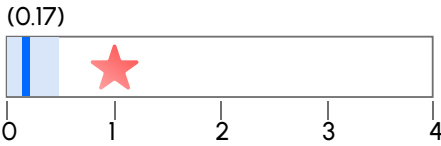
ENGAGE WITH EMPATHY

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



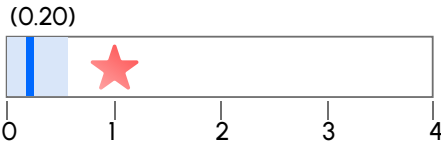
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



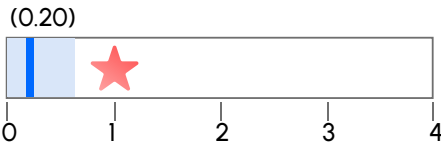
PURPOSEFUL PARTNERSHIP

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



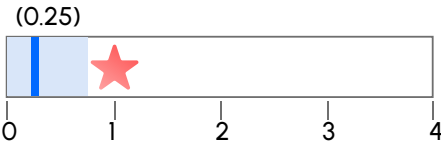
KEEP UP-TO-DATE

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



COURAGE TO ACT

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



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.

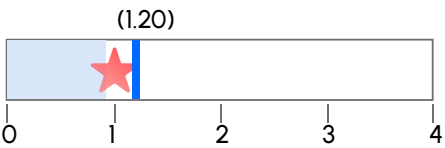
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

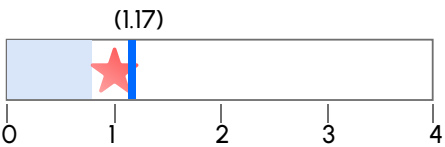
AGILE MINDSET

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



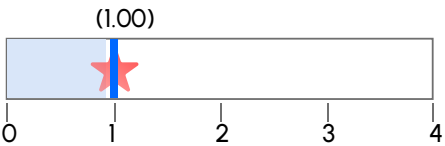
SPEAK UP

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



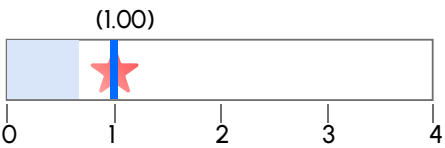
ENGAGE WITH EMPATHY

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



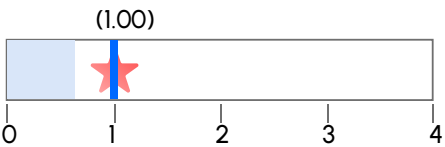
SPEAK UP

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



HOLISTIC THINKING

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



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.

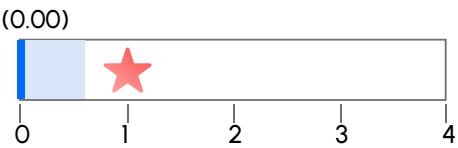
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

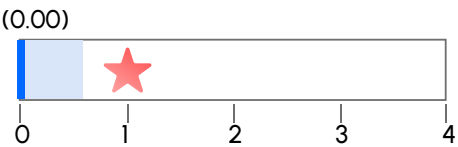
ENGAGE WITH EMPATHY

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



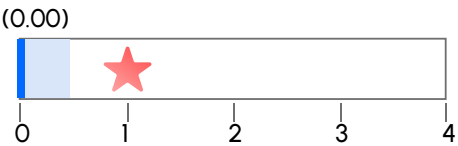
LIFELONG LEARNING

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



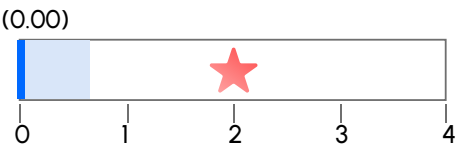
PURPOSEFUL PARTNERSHIP

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



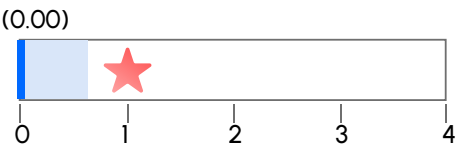
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



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.

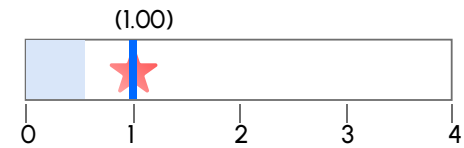
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

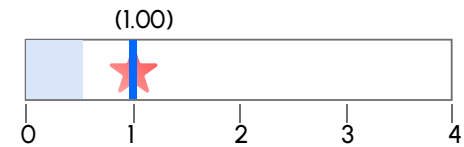
SPEAK UP

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



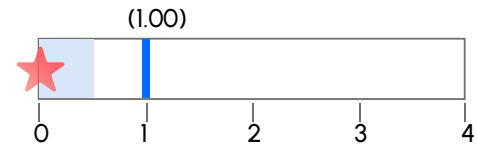
AGILE MINDSET

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



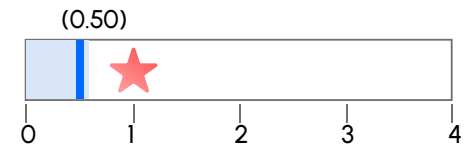
HOLISTIC THINKING

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



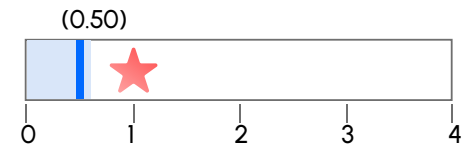
KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size    Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size    Average Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size    Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size    Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size    Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size    Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size    Average Gap Size



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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size    Average Gap Size

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



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



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



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



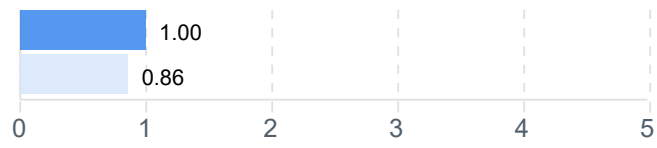
LIFELONG LEARNING

Self Gap Size    Average Gap Size

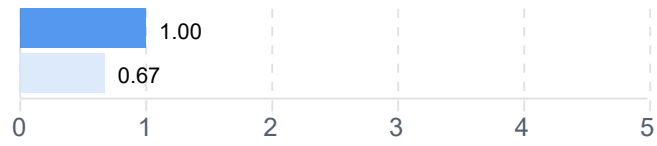
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.



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



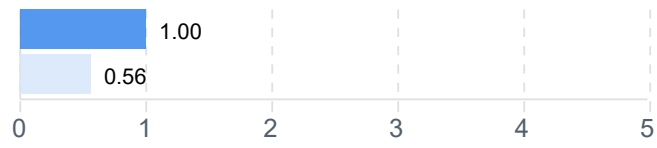
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

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.



PURPOSEFUL PARTNERSHIP

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



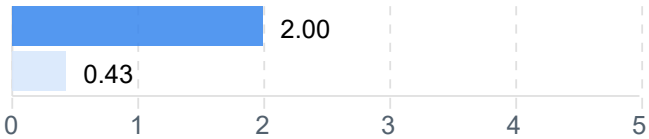
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

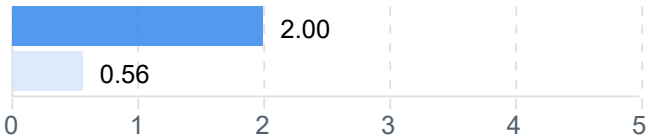
SPEAK UP

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



KEEP UP-TO-DATE

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



ENGAGE WITH EMPATHY

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



ENGAGE WITH EMPATHY

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

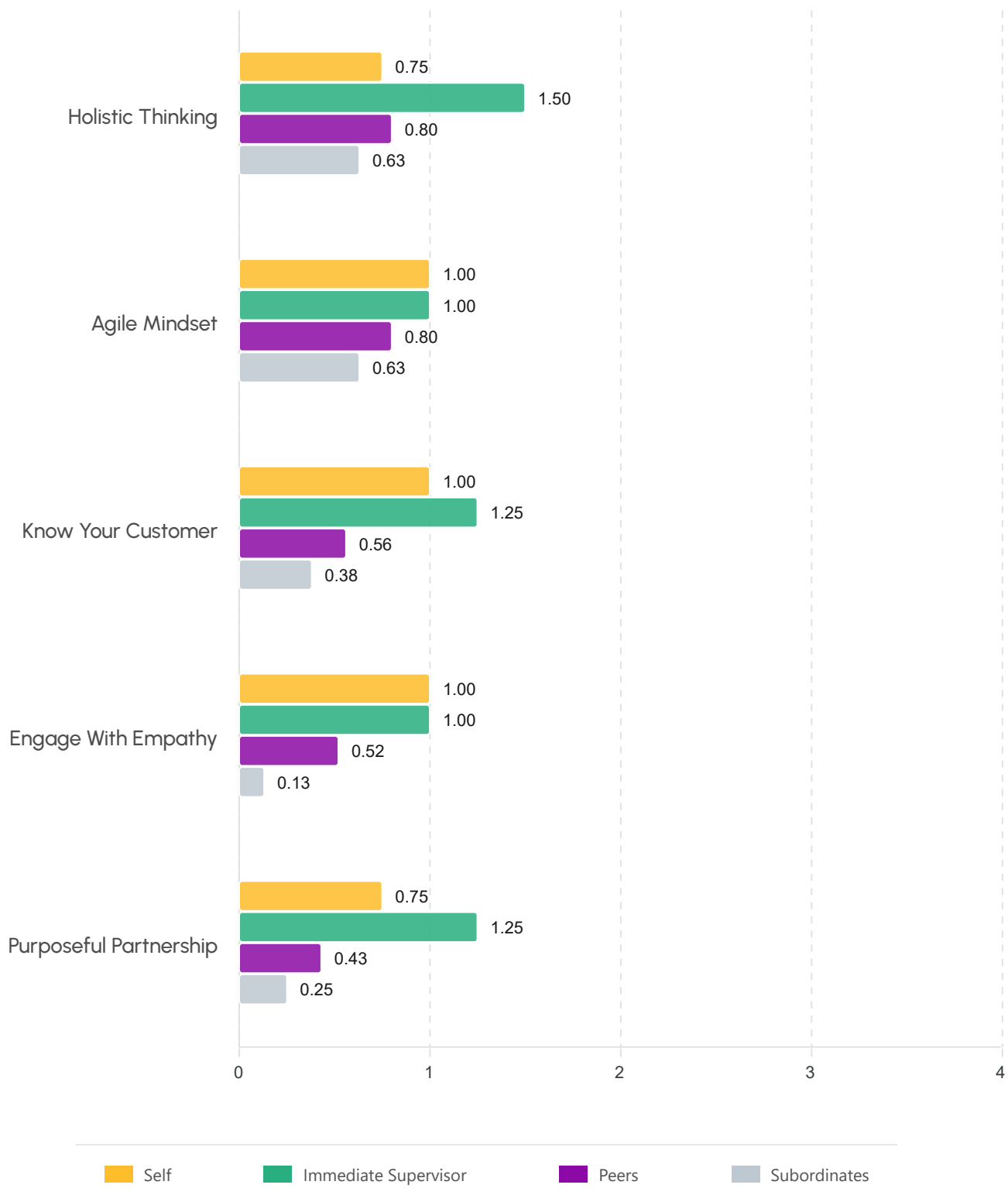


PURPOSEFUL PARTNERSHIP

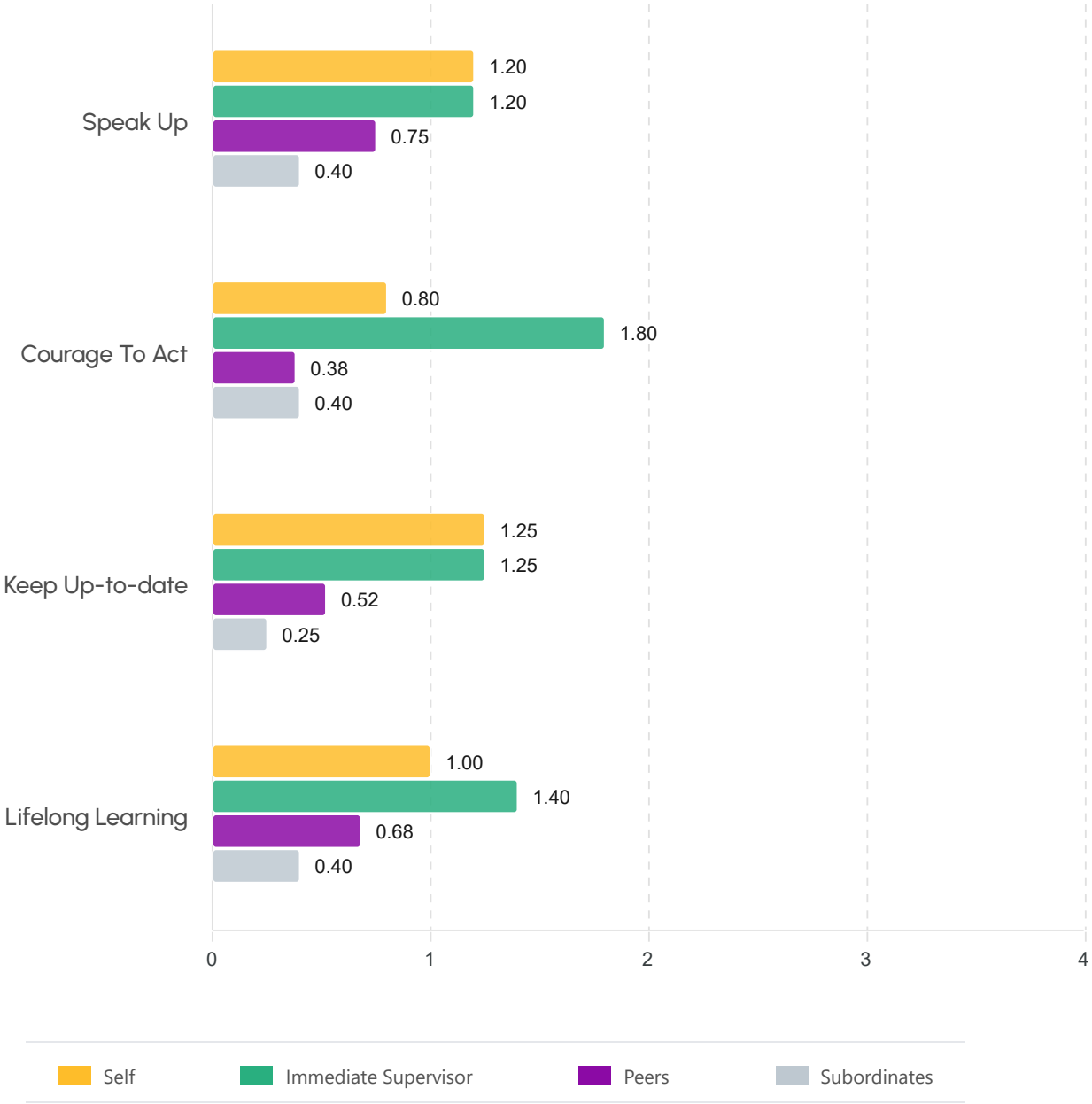
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



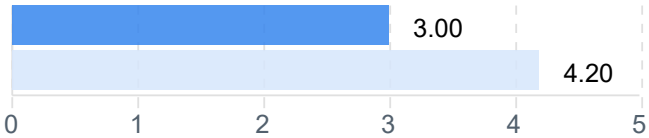
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

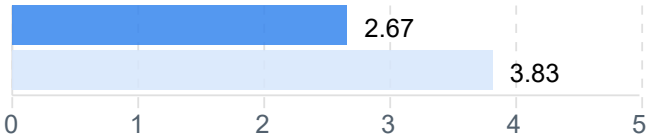
AGILE MINDSET

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



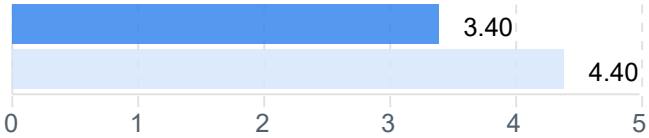
SPEAK UP

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



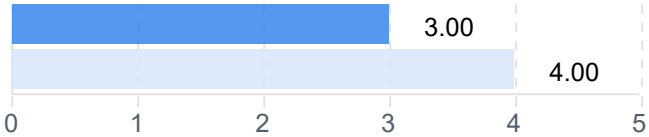
AGILE MINDSET

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



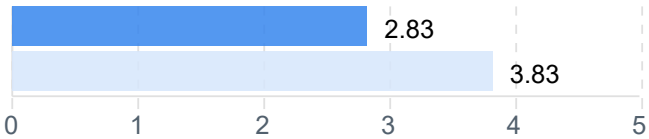
ENGAGE WITH EMPATHY

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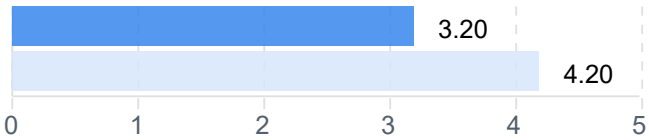
SPEAK UP

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



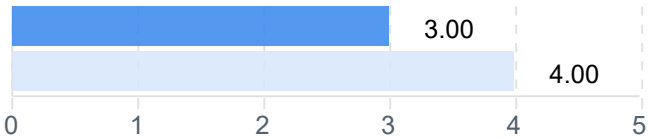
HOLISTIC THINKING

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



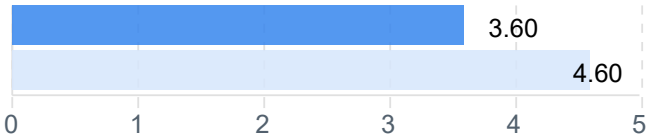
KNOW YOUR CUSTOMER

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



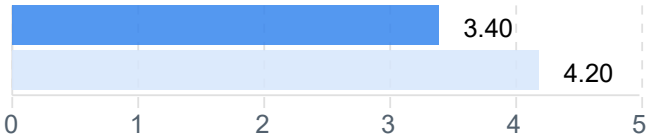
HOLISTIC THINKING

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



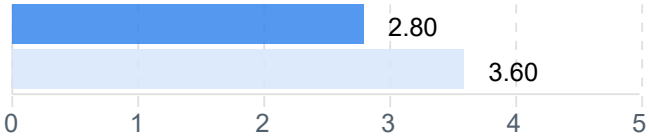
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



LIFELONG LEARNING

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





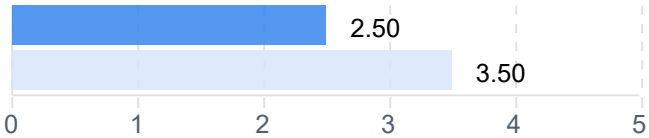
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

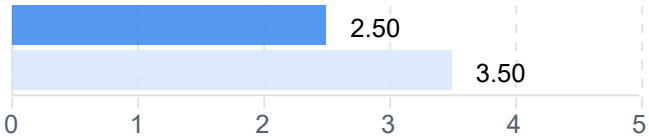
SPEAK UP

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



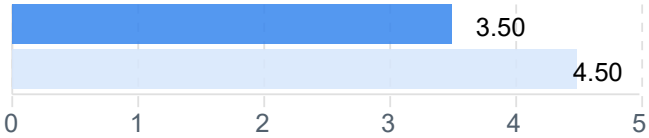
AGILE MINDSET

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



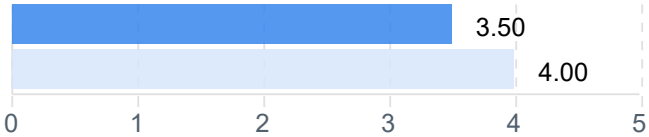
HOLISTIC THINKING

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



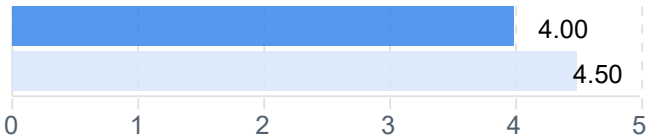
COURAGE TO ACT

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



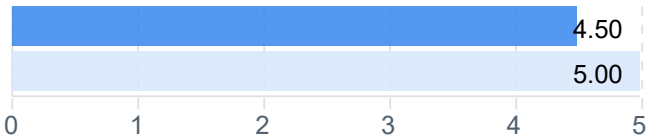
AGILE MINDSET

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



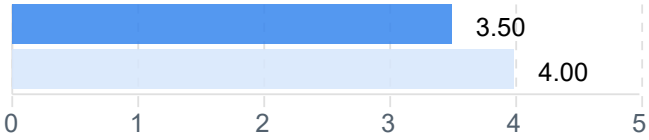
KEEP UP-TO-DATE

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



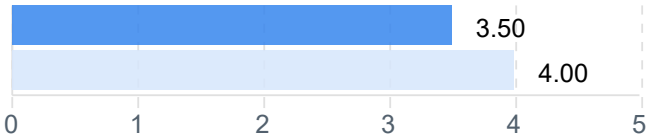
KNOW YOUR CUSTOMER

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



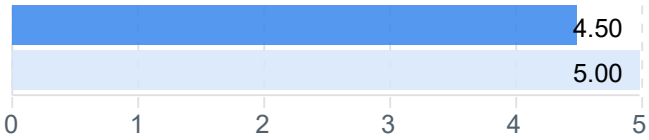
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



ENGAGE WITH EMPATHY

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



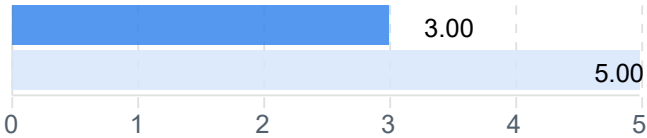
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

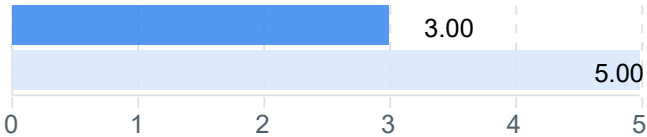
COURAGE TO ACT

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



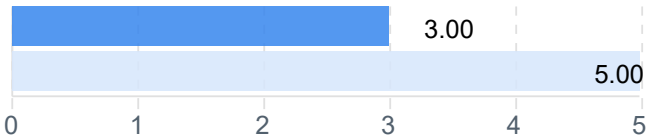
LIFELONG LEARNING

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.



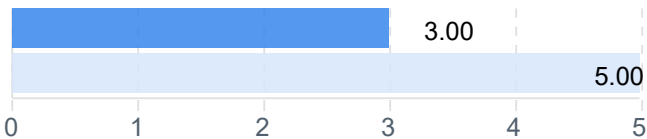
LIFELONG LEARNING

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



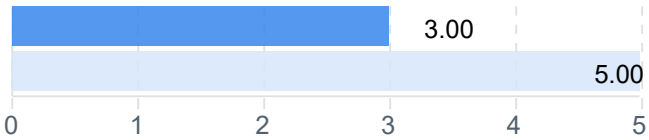
HOLISTIC THINKING

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



COURAGE TO ACT

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



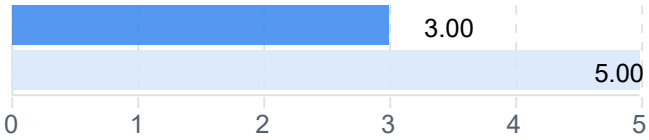
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



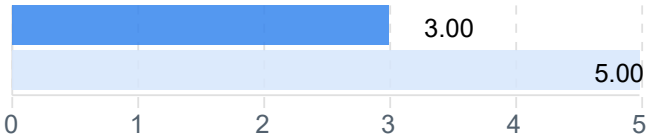
PURPOSEFUL PARTNERSHIP

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



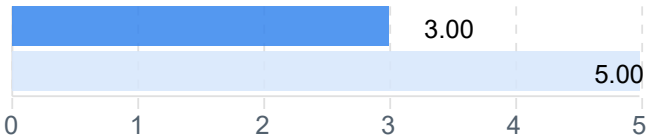
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



KEEP UP-TO-DATE

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



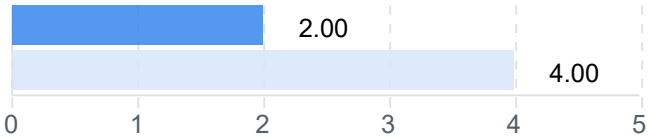
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

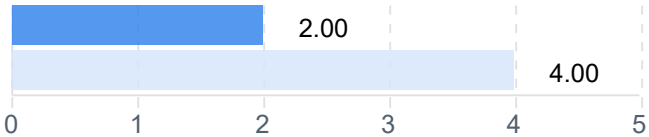
SPEAK UP

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



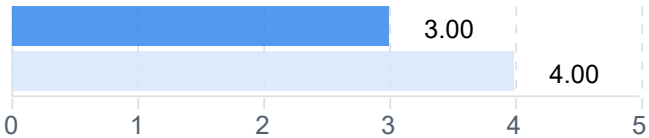
KEEP UP-TO-DATE

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



COURAGE TO ACT

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



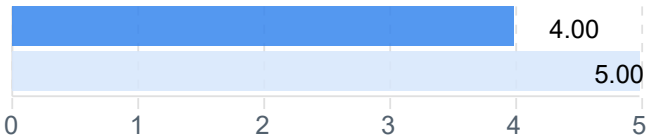
ENGAGE WITH EMPATHY

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



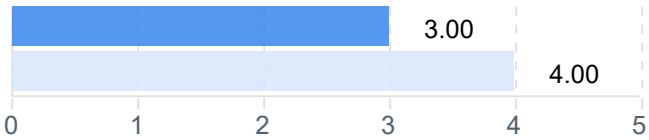
AGILE MINDSET

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



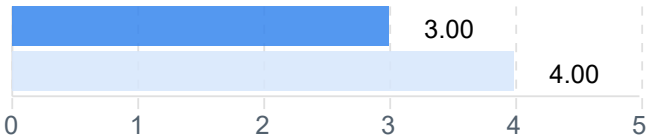
LIFELONG LEARNING

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



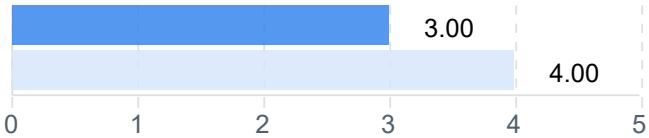
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



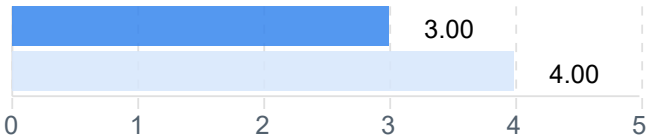
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



## 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		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.2	4.2	3.5	4.0	4.0	5.0	4.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	3.6	4.6	4.0	4.5	3.0	5.0	3.0	4.0
Q3. Identify new possibilities to address current business issues.	3.4	4.2	3.5	4.0	3.0	5.0	4.0	5.0
Q4. Manage teams' resources to collate information from multiple sources.	4.0	4.4	3.5	4.5	4.0	5.0	5.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.6	3.8	4.0	4.5	4.0	5.0	4.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	3.4	4.4	2.5	3.5	4.0	5.0	3.0	4.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.2	3.8	4.0	4.5	4.0	5.0	4.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	3.0	4.2	3.5	4.0	4.0	5.0	4.0	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	4.0	3.5	4.0	3.0	5.0	3.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	4.4	4.5	4.5	4.0	5.0	3.0	4.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.8	3.8	4.0	4.5	4.0	5.0	3.0	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	4.0	4.0	4.5	4.0	5.0	3.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.0	4.0	4.5	4.5	4.0	5.0	4.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.8	4.4	4.0	4.5	4.0	5.0	4.0	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	3.3	3.7	5.0	5.0	4.0	5.0	2.0	3.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	4.0	5.0	5.0	4.0	5.0	3.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.8	4.2	5.0	5.0	4.0	5.0	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	3.6	3.6	4.5	5.0	4.0	5.0	4.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.2	3.8	5.0	5.0	3.0	5.0	3.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.8	4.3	4.5	5.0	4.0	5.0	5.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	2.8	3.8	2.5	3.5	4.0	5.0	3.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.5	3.8	4.0	4.5	4.0	5.0	2.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	2.7	3.8	4.5	4.5	4.0	5.0	4.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.3	4.0	5.0	5.0	4.0	5.0	2.0	3.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.3	3.8	4.5	5.0	3.0	5.0	4.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.8	4.0	3.5	4.0	3.0	5.0	3.0	4.0



How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.6	4.2	4.0	4.5	4.0	5.0	5.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.3	3.7	4.5	4.5	3.0	5.0	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	4.2	4.5	5.0	3.0	5.0	3.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.3	4.0	4.5	5.0	3.0	5.0	3.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	4.5	4.5	5.0	4.0	5.0	3.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.3	4.0	5.0	5.0	4.0	5.0	2.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.5	4.3	5.0	5.0	4.0	5.0	4.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.4	4.0	4.5	5.0	3.0	5.0	3.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	3.8	5.0	5.0	3.0	5.0	3.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	2.8	3.5	4.5	5.0	3.0	5.0	3.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.3	4.0	4.5	5.0	4.0	5.0	4.0	5.0
Q38. Make effort to teach / coach/ mentor team members.	2.8	3.6	4.0	4.5	4.0	5.0	4.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.2	3.7	4.5	5.0	4.0	5.0	3.0	4.0

\* Responses based on Rating scale of 1-5