



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

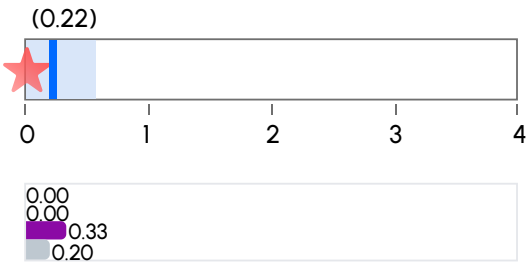
Strengths

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



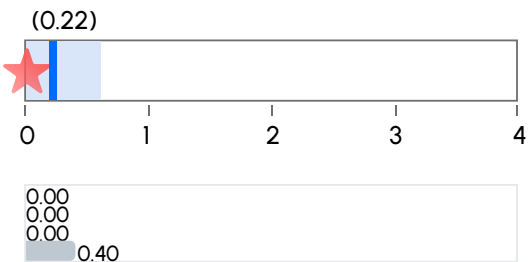
HOLISTIC THINKING

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



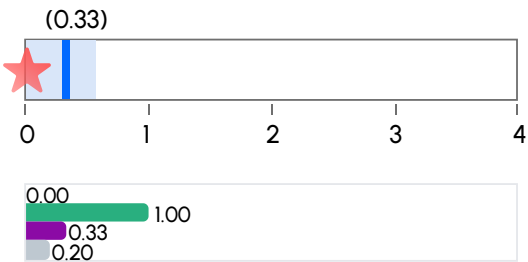
AGILE MINDSET

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



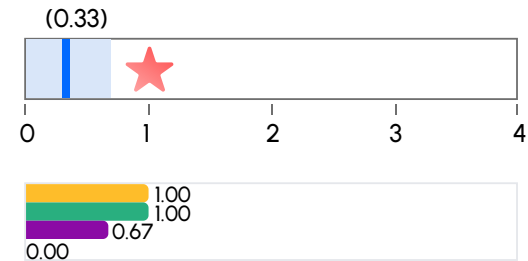
HOLISTIC THINKING

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



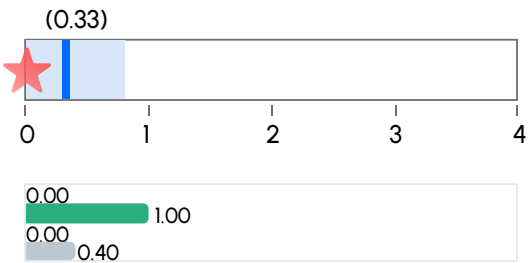
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



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

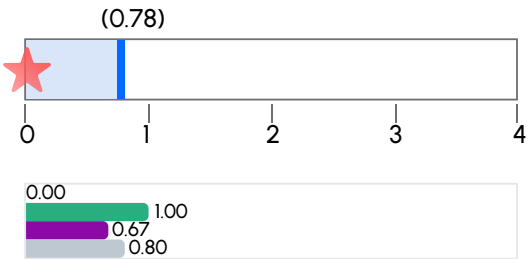
Development Needs

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



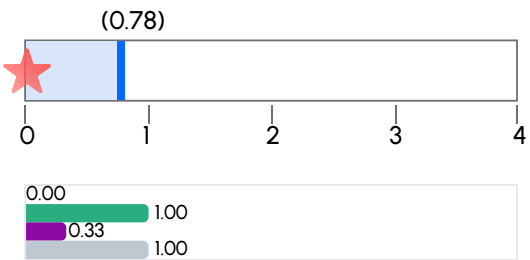
AGILE MINDSET

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



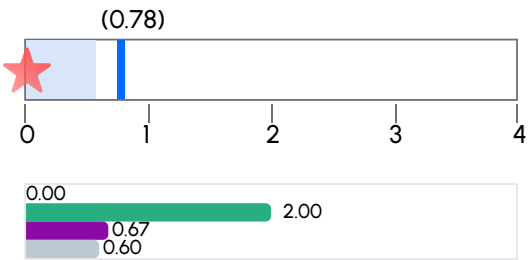
ENGAGE WITH EMPATHY

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



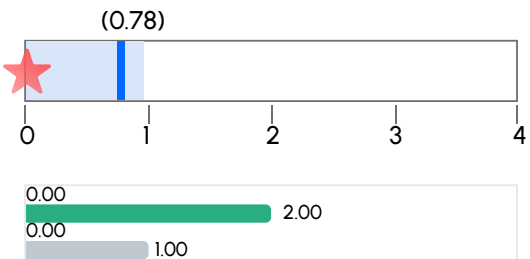
PURPOSEFUL PARTNERSHIP

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



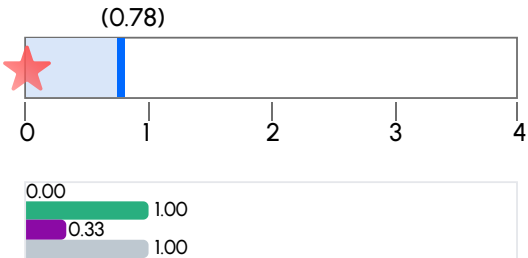
LIFELONG LEARNING

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

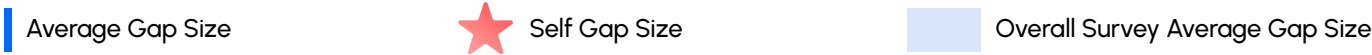


LIFELONG LEARNING

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



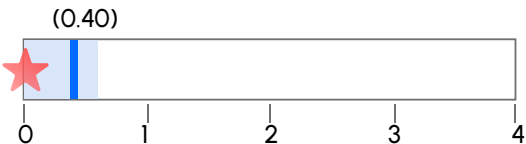
COMPETENCIES REPORT IN ASCENDING ORDER



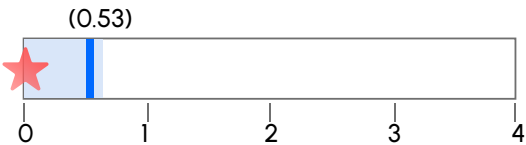
HOLISTIC THINKING



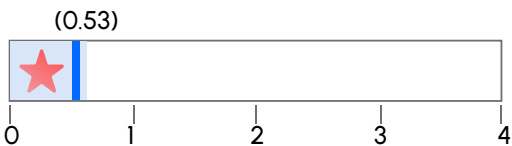
COURAGE TO ACT



AGILE MINDSET



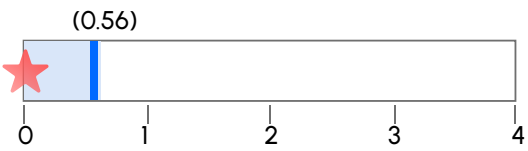
KEEP UP-TO-DATE



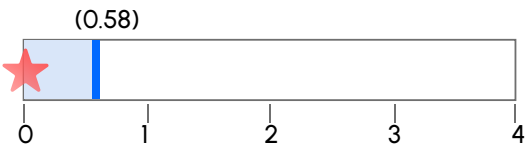
KNOW YOUR CUSTOMER



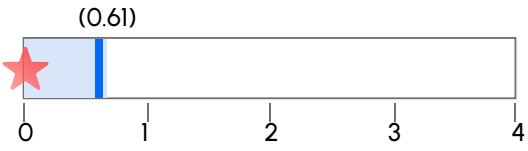
SPEAK UP



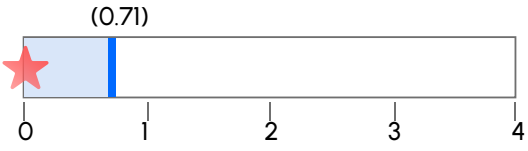
PURPOSEFUL PARTNERSHIP



ENGAGE WITH EMPATHY



LIFELONG LEARNING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.20	1	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.20	-	4	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	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	0.67	-	1	2	-	-	-
Subordinates	0.40	-	4	-	1	-	-

Agile Mindset

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

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

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.80	-	2	2	1	-	-

Know Your Customer

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	2	3	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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

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

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.60	-	3	1	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	1	1	-	1	-	-
Subordinates	0.60	-	3	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.60	-	3	1	1	-	-

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	1.00	-	1	3	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.60	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Courage To Act

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

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

Keep Up-to-date

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	2	3	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	2	3	-	-	-

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	1	1	1	-	-	-
Subordinates	0.80	-	1	4	-	-	-

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.22
Q6. Ensure change plans are executed effectively and in a timely manner.	0.22
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.33
Q3. Identify new possibilities to address current business issues.	0.33
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.33
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.33
Q29. Maintain focus to deliver the chosen strategy.	0.33
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.33
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.44
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.44
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.44
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.44
Q28. Encourage and value innovative ideas and suggestions from others.	0.44

Q4. Manage teams' resources to collate information from multiple sources.	0.56
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.56
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.56
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.56
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.56
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.56
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q16. Empathise whilst balancing the need of individuals and the business.	0.56
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.56
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.56
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.56
Q30. Give space for self and team members to take risks and learn from mistakes.	0.56
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.56
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.56
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.67
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.67

Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.67
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.67
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.67
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.67
Q38. Make effort to teach / coach/ mentor team members.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.78
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.78
Q18. Leverage one's network and connection to gather market data.	0.78
Q36. Purposefully manage career development and professional growth of team members.	0.78
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.78

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 meticulous and thorough in doing her tasks 2. Effective teamplayer
- 1) Share opinions and feedback 2) Willingness to take challenges and obstacles
- 1) A quick problem solver that can assist the team/management in identifying issues and creating solutions. 2) Knowledgeable in the current position.

I consider my people and team management skills to be my 2 top strengths. During my time as a Senior Manager in Risk Management Dept, I successfully merged two teams and organized knowledge sharing/communication sessions for all team members to ensure that everyone is clear and managing the new role. I find it easy to connect with everyone and I often empathize with others in appropriate way.

- Patient and perseverance
- She always performs work in effective and efficient manner and serves the organization in her best capacity.
- Committed - She is very committed in delivering her task, willing to work extra hours and helping the subordinate to achieve common goal. Resourceful - Her knowledge and experience are very valuable in delivering and performing the job scope.
- 1) Confidence and persistent with the proposed ideas and approach through meeting and discussion with HODs/Management on proposals. 2) Able to demonstrate risk knowledge/expertise through meeting and discussion with HODs/Management on proposals.
- 1. Reviewing the subordinates' tasks and suggest better way to explain the idea. 2. Regular communication/ discussion with subordinates.

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

- 1. Demanding workload may limit her time to focus on motivating her subordinate. 2. Being a SME may limit her time to focus in learning new areas
- 1) To develop ideation for the unknown risk element 2) To coach the team on wider perspectives.
- 1) To improve communication skills. Do not interrupt when others are sharing ideas. Be courteous. 2) Be empathetic which in turn can help in improving communication and increases trust and respect.

- The 2 areas that can be developed are leadership and stakeholders engagement, failing which potential conflict and issues may arise during the execution of work initiatives and activities.
- N/A
- To recommend she starts to explore more initiatives to further leverage her strengths, to build more knowledge and better connect with her clients.
- Improve on motivational skills to increase the morale of the staff. Improve on communication skills as sometime, she tends to avoid conflicts management which may affect the team harmony.
- None at the moment
- 1. Communication with the supervisor/ reporting line. 2. Communication with internal customers.

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.

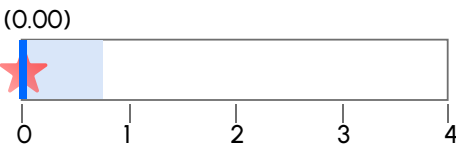
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

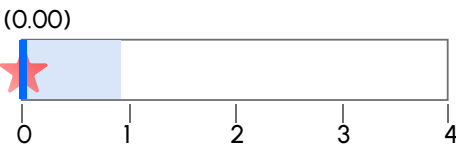
ENGAGE WITH EMPATHY

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



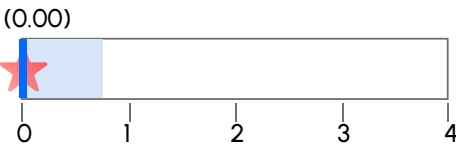
KNOW YOUR CUSTOMER

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



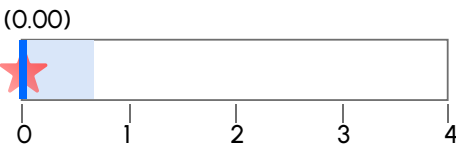
SPEAK UP

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



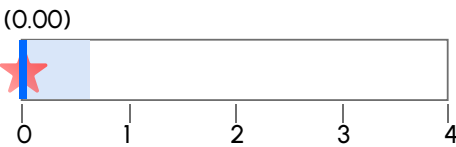
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

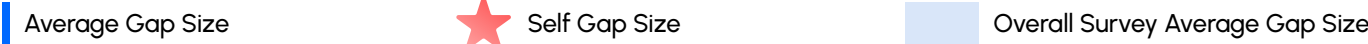
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

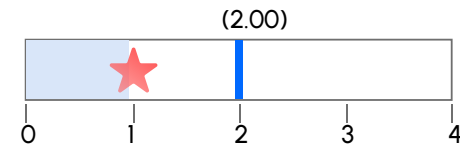
Development Needs

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



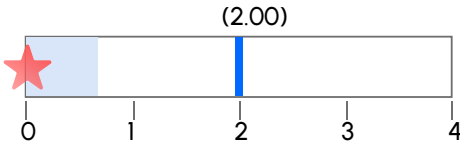
KEEP UP-TO-DATE

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



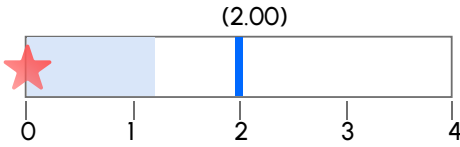
PURPOSEFUL PARTNERSHIP

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



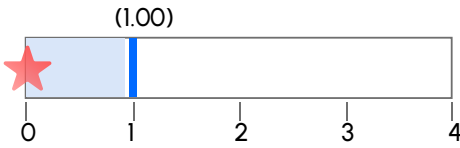
LIFELONG LEARNING

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



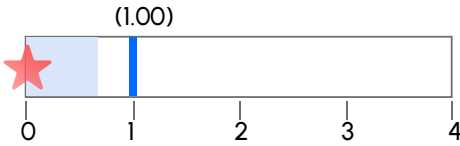
LIFELONG LEARNING

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



KEEP UP-TO-DATE

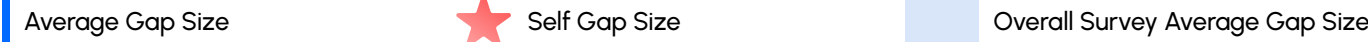
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

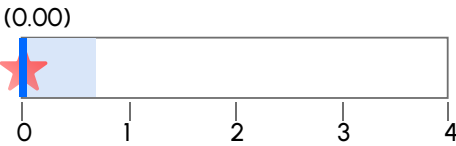
Strengths

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



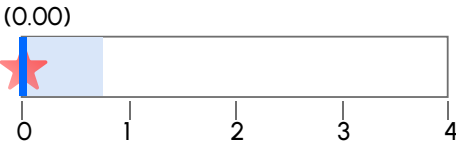
KEEP UP-TO-DATE

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



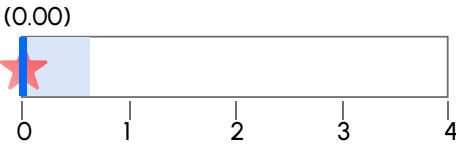
COURAGE TO ACT

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



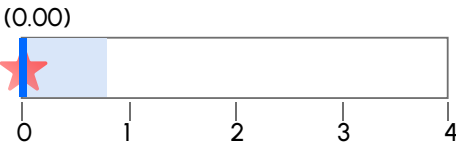
AGILE MINDSET

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



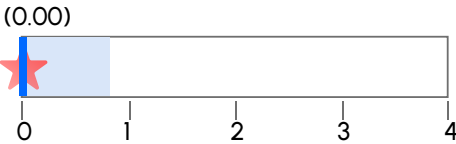
SPEAK UP

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



LIFELONG LEARNING

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



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.

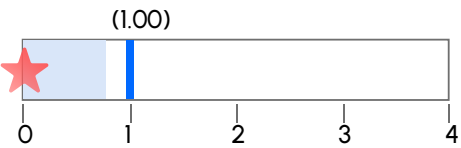
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

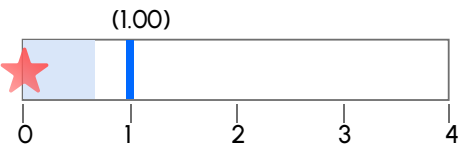
AGILE MINDSET

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



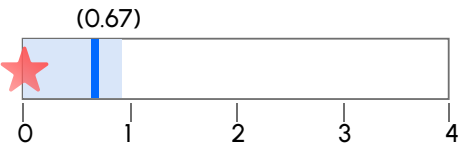
AGILE MINDSET

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



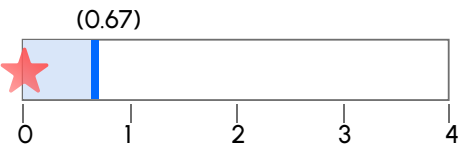
ENGAGE WITH EMPATHY

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



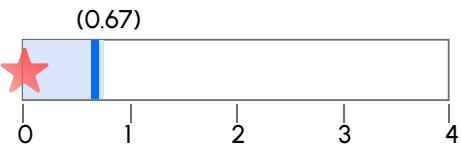
SPEAK UP

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



LIFELONG LEARNING

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



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.

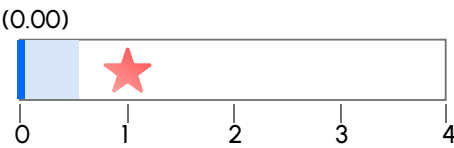
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

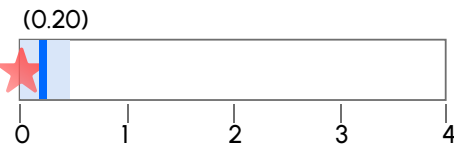
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



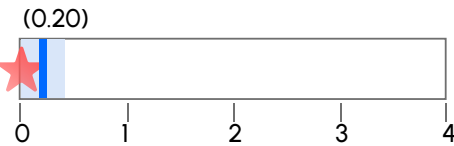
HOLISTIC THINKING

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



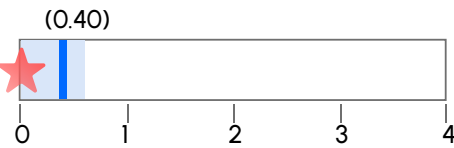
HOLISTIC THINKING

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



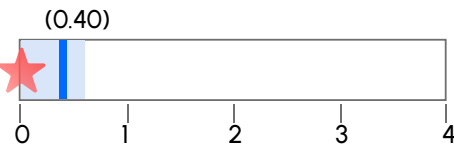
KEEP UP-TO-DATE

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



AGILE MINDSET

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



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.

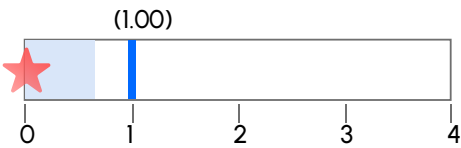
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

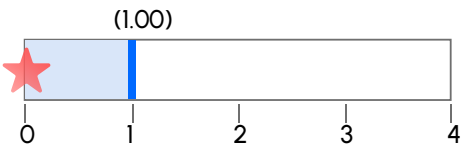
ENGAGE WITH EMPATHY

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



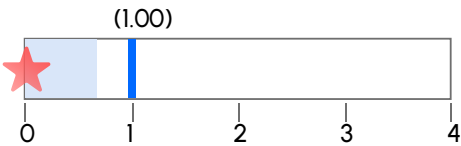
LIFELONG LEARNING

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



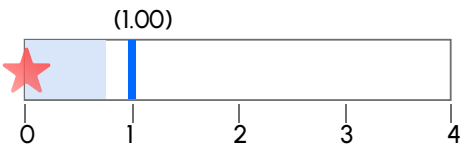
LIFELONG LEARNING

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



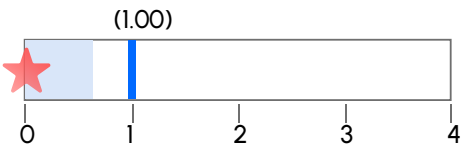
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



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 SizeAverage Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap SizeAverage Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

LIFELONG LEARNING

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



ENGAGE WITH EMPATHY

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



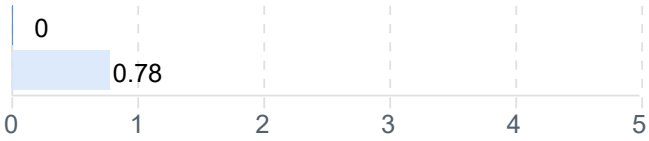
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



LIFELONG LEARNING

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KNOW YOUR CUSTOMER

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

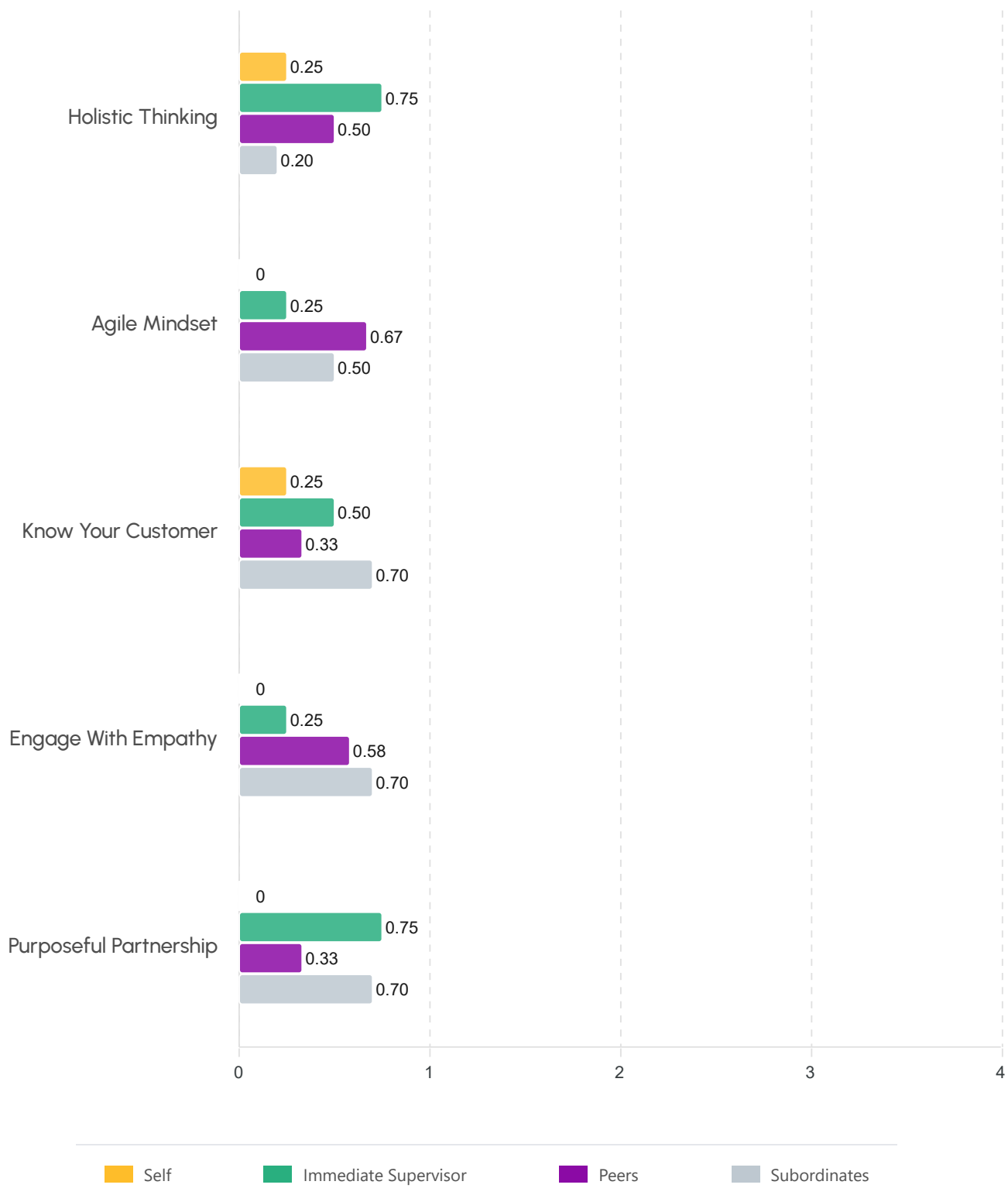


KEEP UP-TO-DATE

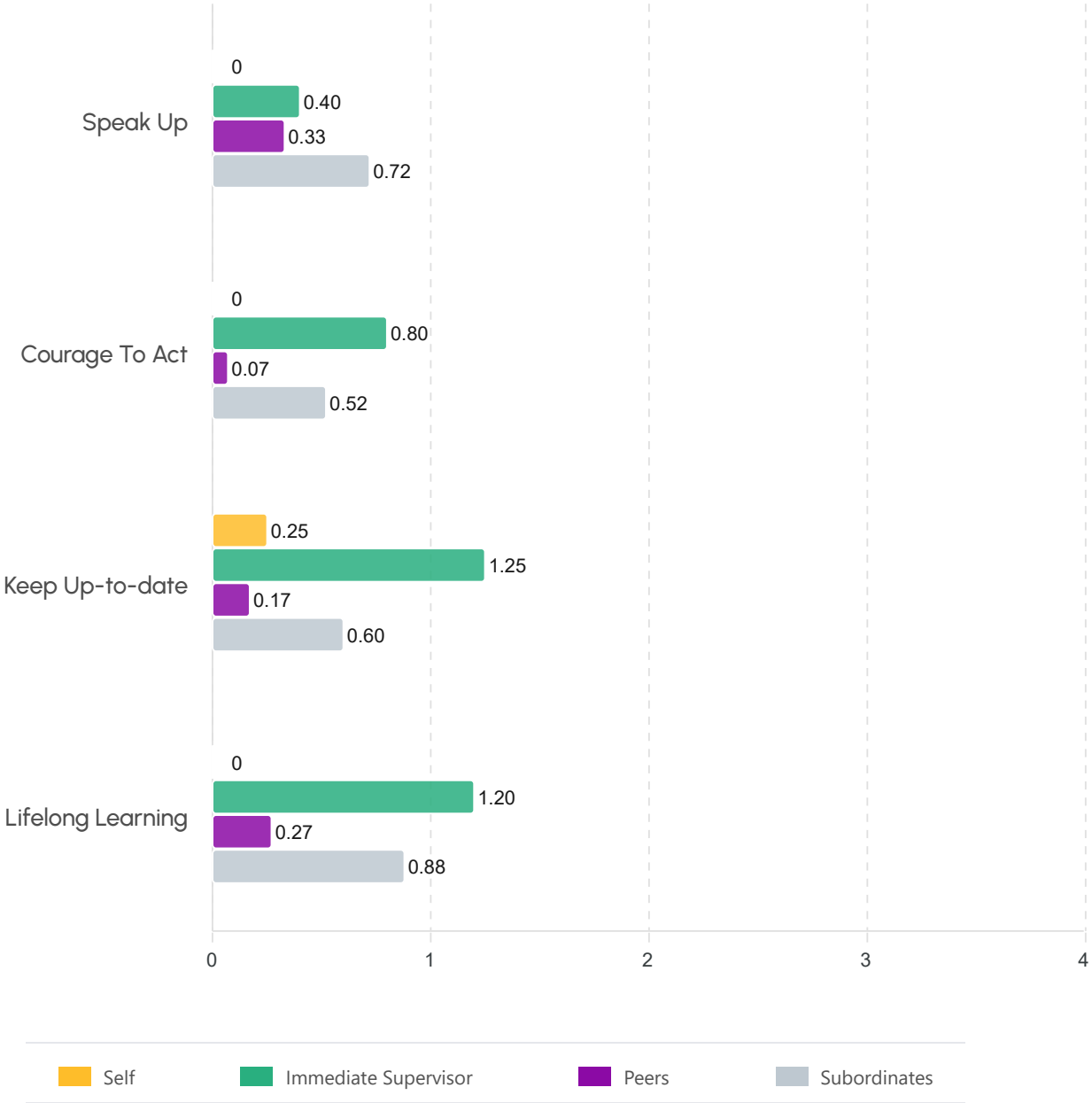
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



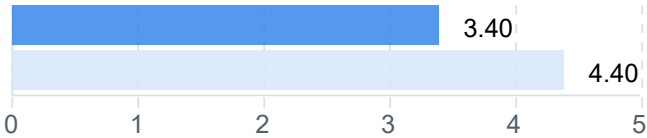
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

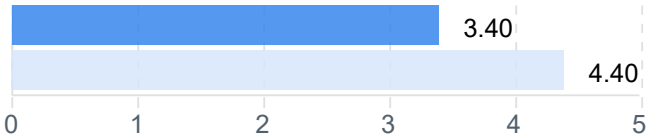
PURPOSEFUL PARTNERSHIP

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



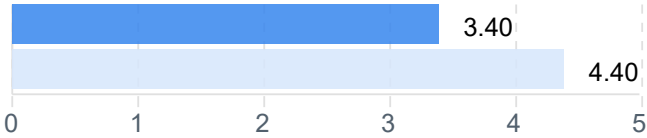
LIFELONG LEARNING

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



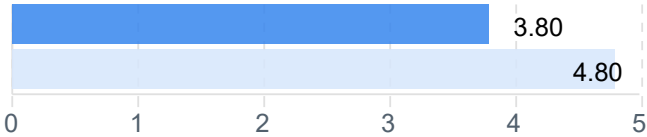
LIFELONG LEARNING

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



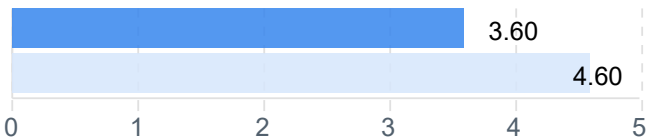
SPEAK UP

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



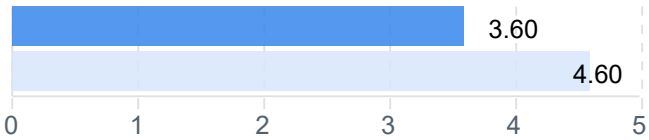
ENGAGE WITH EMPATHY

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



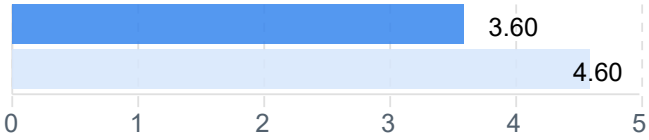
LIFELONG LEARNING

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



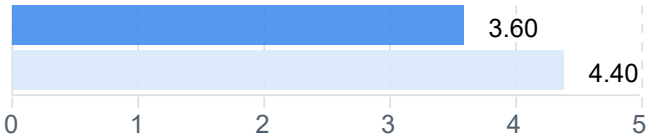
KNOW YOUR CUSTOMER

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



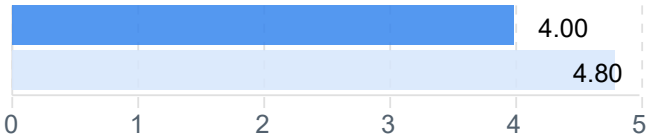
AGILE MINDSET

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



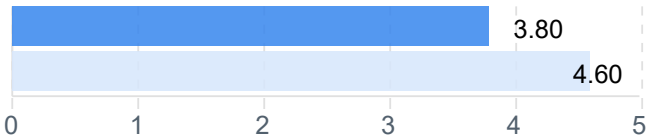
SPEAK UP

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



KEEP UP-TO-DATE

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



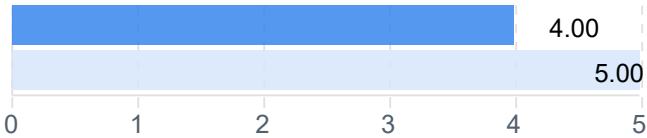
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

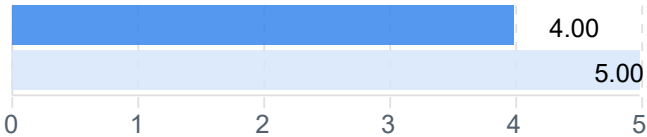
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



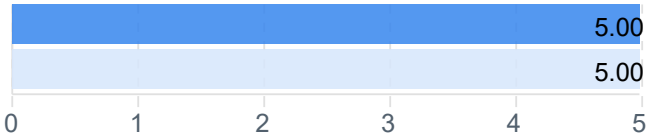
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



COURAGE TO ACT

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



AGILE MINDSET

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



LIFELONG LEARNING

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



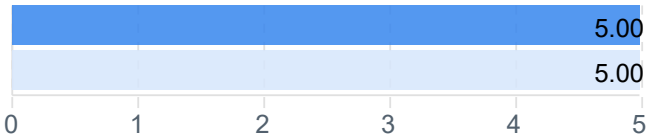
KEEP UP-TO-DATE

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



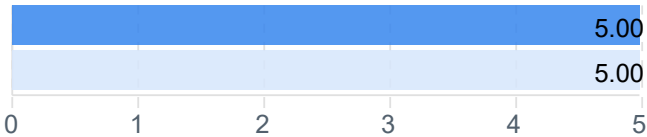
KNOW YOUR CUSTOMER

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



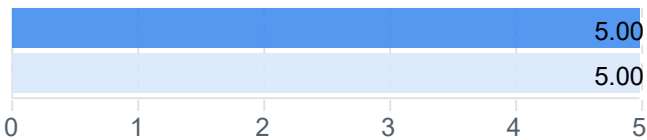
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



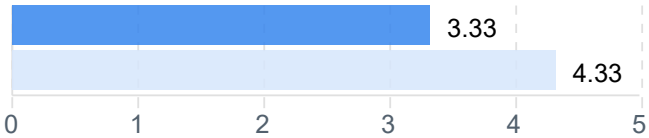
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

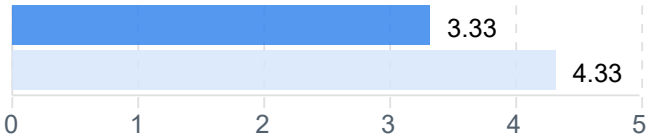
AGILE MINDSET

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



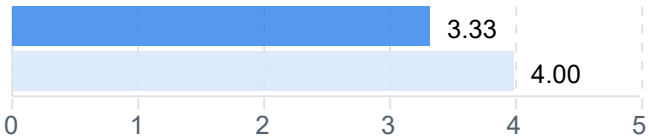
AGILE MINDSET

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



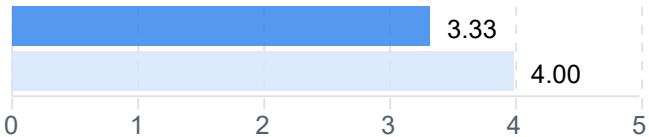
LIFELONG LEARNING

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



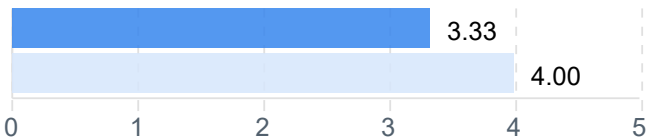
SPEAK UP

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



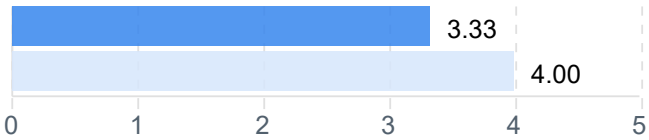
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



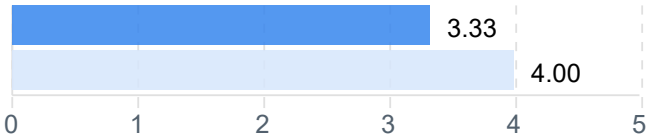
AGILE MINDSET

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



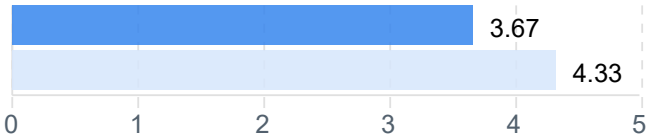
ENGAGE WITH EMPATHY

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



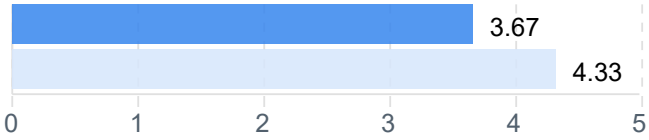
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



HOLISTIC THINKING

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



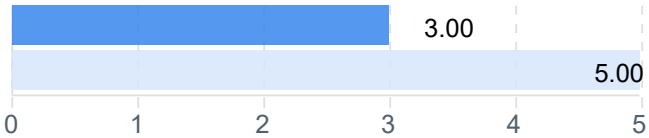
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

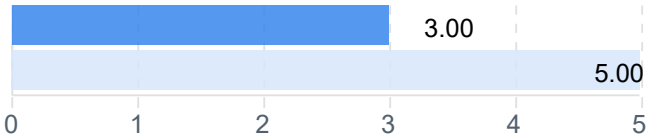
PURPOSEFUL PARTNERSHIP

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



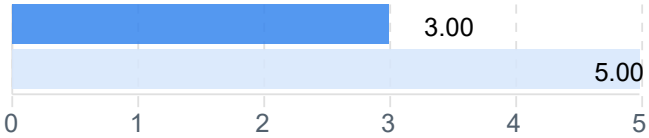
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



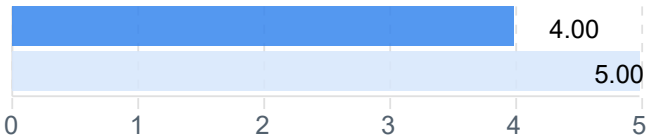
COURAGE TO ACT

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



LIFELONG LEARNING

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



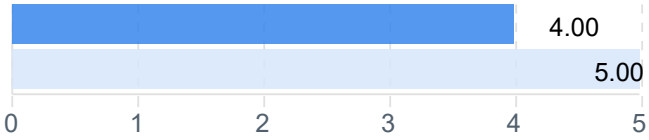
KEEP UP-TO-DATE

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



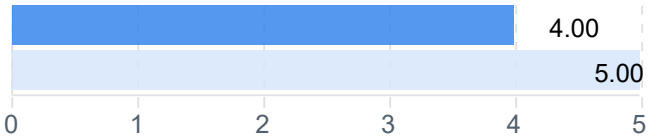
HOLISTIC THINKING

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



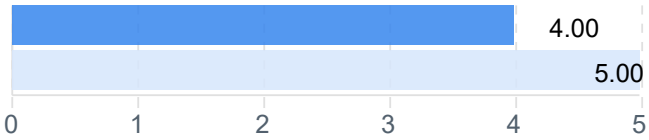
KNOW YOUR CUSTOMER

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



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.



COURAGE TO ACT

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

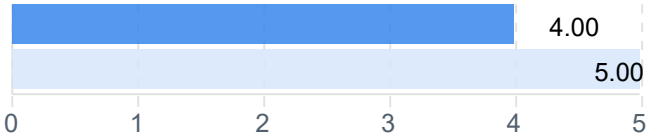


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Subordinates		Self		Peers		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.2	4.2	5.0	5.0	3.7	4.0	4.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.6	4.8	5.0	5.0	4.0	4.3	5.0	5.0
Q3. Identify new possibilities to address current business issues.	4.2	4.2	4.0	5.0	3.7	4.3	4.0	5.0
Q4. Manage teams' resources to collate information from multiple sources.	3.8	4.2	5.0	5.0	3.7	4.3	4.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.8	4.2	5.0	5.0	3.3	4.3	5.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	4.4	5.0	5.0	4.3	4.3	5.0	4.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.2	4.6	5.0	5.0	3.3	4.3	5.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	3.6	4.4	5.0	5.0	3.0	3.7	3.0	4.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.8	4.4	5.0	5.0	3.7	4.0	4.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.2	4.8	5.0	5.0	3.7	4.0	4.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.8	4.4	4.0	5.0	3.7	4.0	4.0	5.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.6	4.6	5.0	5.0	3.7	4.0	4.0	4.0

How often does this person demonstrate the following -	Subordinates		Self		Peers		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.6	4.2	5.0	5.0	3.3	4.0	4.0	4.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.6	4.6	5.0	5.0	3.7	4.0	4.0	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	4.6	5.0	5.0	3.7	4.0	5.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.6	4.2	5.0	5.0	3.3	4.0	5.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.8	4.4	5.0	5.0	3.7	4.0	5.0	5.0
Q18. Leverage one's network and connection to gather market data.	3.8	4.4	5.0	5.0	3.3	4.0	3.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.4	4.4	5.0	5.0	3.3	3.7	4.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.2	4.8	5.0	5.0	4.0	4.0	4.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.2	4.8	5.0	5.0	3.3	4.0	5.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	4.8	5.0	5.0	3.7	3.7	4.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.8	4.8	5.0	5.0	3.3	3.7	4.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	4.6	5.0	5.0	3.3	3.7	4.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.2	4.8	5.0	5.0	3.3	3.7	4.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.2	4.6	5.0	5.0	3.7	3.7	4.0	5.0

How often does this person demonstrate the following -	Subordinates		Self		Peers		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.2	4.6	5.0	5.0	3.7	4.0	5.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.8	4.4	5.0	5.0	3.7	3.7	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.4	4.8	5.0	5.0	4.0	3.7	4.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	4.8	5.0	5.0	3.7	3.7	4.0	5.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.4	4.8	5.0	5.0	3.7	3.7	4.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.8	4.4	4.0	5.0	3.7	4.0	3.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.8	4.6	5.0	5.0	3.7	3.3	4.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.0	4.6	5.0	5.0	3.3	3.7	4.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	4.6	5.0	5.0	3.3	4.0	4.0	5.0
Q36. Purposefully manage career development and professional growth of team members.	3.6	4.6	5.0	5.0	3.7	3.7	3.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.4	4.4	5.0	5.0	3.7	3.7	4.0	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.8	4.6	5.0	5.0	3.7	3.7	4.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.4	4.4	5.0	5.0	3.3	3.7	4.0	5.0

* Responses based on Rating scale of 1-5