



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Kelly Kang

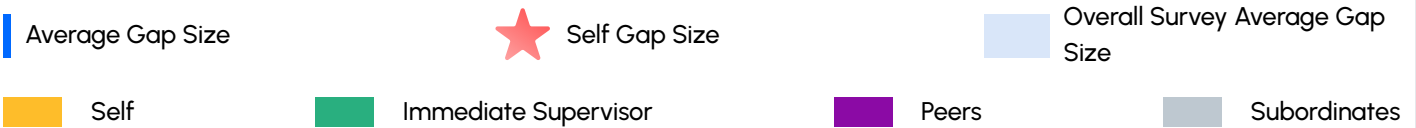
Date: 02/08/2023

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STRENGTHS AND DEVELOPMENT NEEDS

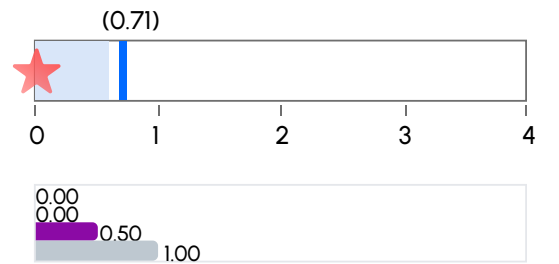
Strengths

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



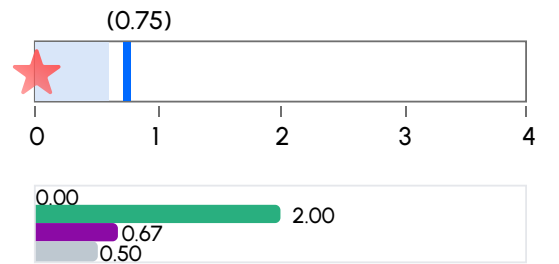
KNOW YOUR CUSTOMER

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



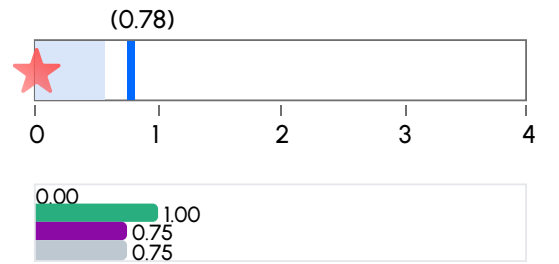
HOLISTIC THINKING

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



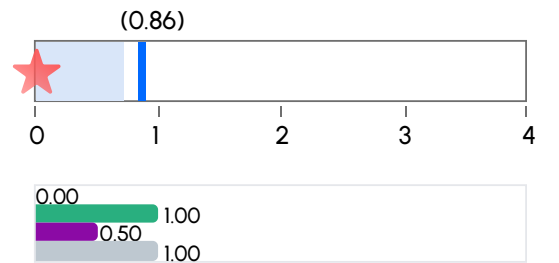
HOLISTIC THINKING

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



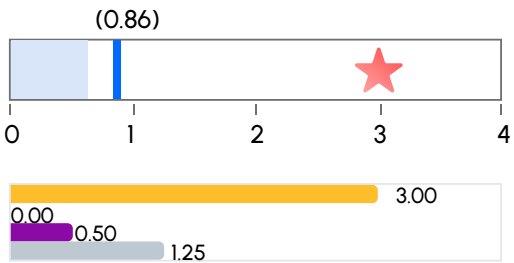
ENGAGE WITH EMPATHY

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



SPEAK UP

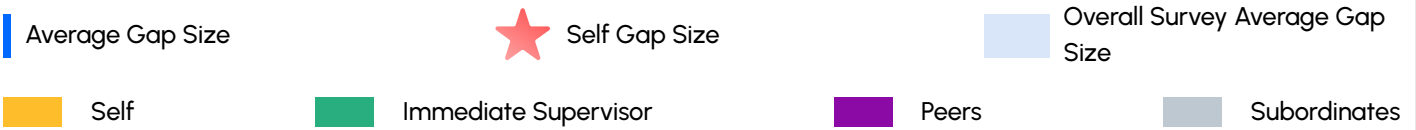
Q25. Facilitate discussions with various views to converge and achieve a common objective.



STRENGTHS AND DEVELOPMENT NEEDS

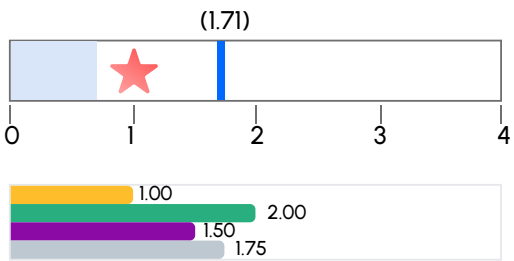
Development Needs

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



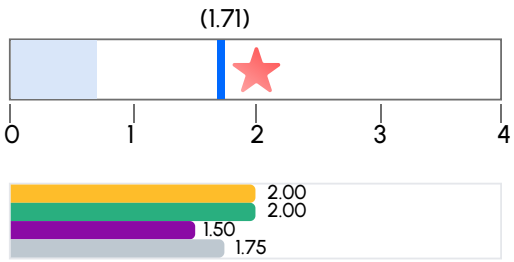
KEEP UP-TO-DATE

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



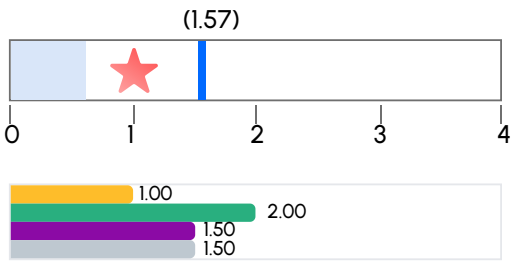
LIFELONG LEARNING

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



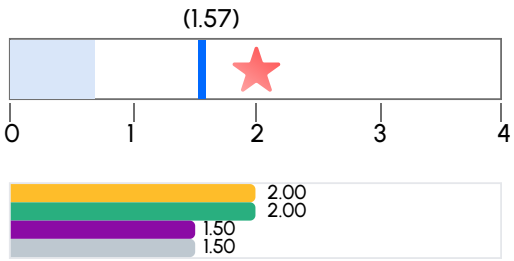
COURAGE TO ACT

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



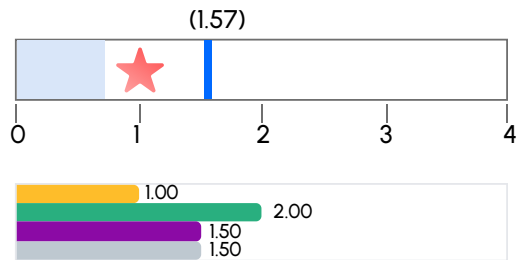
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



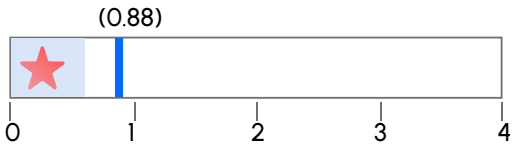
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

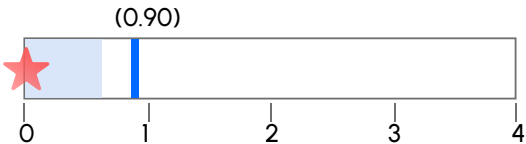
★ Self Gap Size

Overall Survey Average Gap Size

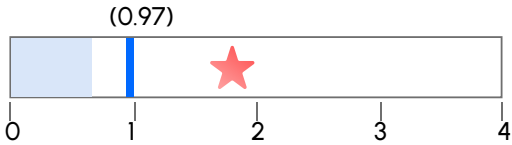
HOLISTIC THINKING



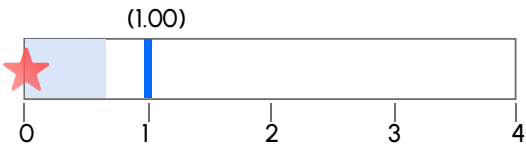
KNOW YOUR CUSTOMER



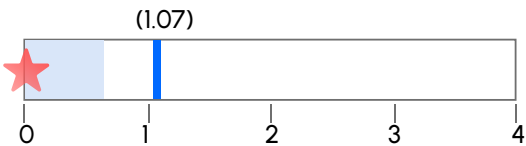
SPEAK UP



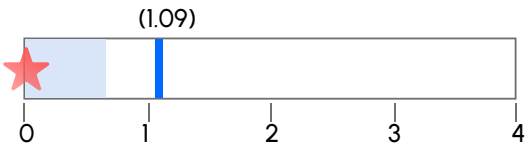
ENGAGE WITH EMPATHY



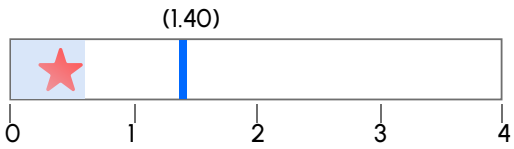
PURPOSEFUL PARTNERSHIP



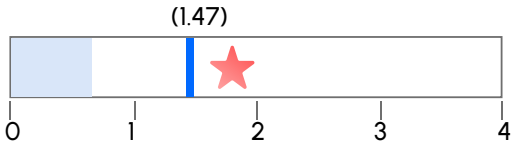
AGILE MINDSET



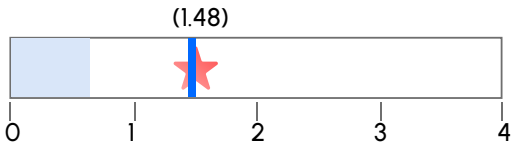
COURAGE TO ACT



LIFELONG LEARNING



KEEP UP-TO-DATE



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.75	1	2	-	-	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	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	1	2	-	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	1.25	-	-	3	1	-	-
Subordinates	0.50	-	3	-	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	1.00	-	1	1	1	-	-
Subordinates	1.00	-	1	2	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	2.00	-	-	-	1	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	1.00	-	1	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	1.00	-	1	2	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.25	-	1	2	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.25	-	1	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	0.50	-	1	1	-	-	-
Subordinates	1.00	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.00	-	2	1	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.00	-	2	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	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.00	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.00	-	2	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	1.00	-	-	1	-	-	-
Subordinates	1.00	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	1.00	-	2	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	1.00	-	-	1	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	1.25	-	1	2	-	1	-

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	1.25	-	1	2	-	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	0.00	-	1	-	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	1.50	-	1	1	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	1.00	-	-	1	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	1.25	-	1	2	-	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	1.00	-	1	-	1	-	-
Subordinates	1.25	-	1	2	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.50	-	1	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.50	-	1	1	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	0.50	-	1	1	-	-	-
Subordinates	1.25	-	1	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	1.00	-	2	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	3.00	-	-	-	-	1	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.25	-	1	2	-	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	1.00	-	-	1	-	-	-
Subordinates	1.50	-	1	1	1	1	-

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

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

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	1.50	-	-	1	1	-	-
Subordinates	1.50	-	1	1	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	0.33	-	2	1	-	-	-
Subordinates	1.75	-	1	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	1.75	-	1	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	1.50	-	1	1	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	0.00	-	1	-	-	-	-
Peers	1.00	-	-	1	-	-	-
Subordinates	1.75	-	1	-	2	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	2	-	-	-
Subordinates	1.75	-	1	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	1.75	-	1	-	2	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	1.50	-	-	1	1	-	-
Subordinates	1.50	-	1	1	1	1	-

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

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

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

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

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.71
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.75
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.78
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.86
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.86
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.88
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.88
Q3. Identify new possibilities to address current business issues.	1.00
Q4. Manage teams' resources to collate information from multiple sources.	1.00
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	1.00
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	1.00
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.00
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.00

Q15. Share similar experiences that may be adapted to their work circumstances.	1.00
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	1.00
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.00
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.00
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.00
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	1.13
Q8. Provide coaching to help others adapt and be more versatile.	1.13
Q29. Maintain focus to deliver the chosen strategy.	1.13
Q6. Ensure change plans are executed effectively and in a timely manner.	1.14
Q16. Empathise whilst balancing the need of individuals and the business.	1.14
Q18. Leverage one's network and connection to gather market data.	1.14
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.14
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.14
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.29
Q36. Purposefully manage career development and professional growth of team members.	1.29
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.29

Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.33
Q28. Encourage and value innovative ideas and suggestions from others.	1.43
Q30. Give space for self and team members to take risks and learn from mistakes.	1.43
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.50
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.50
Q27. Drive implementation with persistence to deliver results despite obstacles.	1.57
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.57
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.57
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	1.71
Q38. Make effort to teach / coach/ mentor team members.	1.71

QUALITATIVE FEEDBACK

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

- Approachable, Willing to share ideas
- 1. planning and scheduling 2. customer service
- 1. Good at coordinating and gathering data input from various parties. 2. Very calm and patient as a time.
- 1. Strong Communication Skills 2. Proactive
- 1. Networking with auditee 2. Planning and managing workload
- never work with kelly.
- 1. Communication 2. Planning
- Communication with auditees and her established relationship with staffs from various departments.

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

- Opportunities for cross-section collaboration
- 1. speak up 2. keep up-to-date on latest IT security threats
- 1. Have a open mind to feedback from other on areas of self improvement. 2. Leverage for ideas from others but should take extra initiate to learn more and fully understand the ideas given.
- 1. Computer Literacy 2. Problem Solving Skills
- 1. To assist the team members more. 2. Not to delegate in last minute of task
- never work with kelly
- 1. Technical skill 2. Data analysis

- Kelly doesn't have the attention to detail on the audit planning, audit review and audit report. As a team lead, she must be the 'middle-man' between auditee and auditors, between auditors themselves and between her team and HOS. She does not manage that communication and expectation well. Perhaps with the auditee I feel she's doing good but between auditors, as the team lead she must bring group under her to be in the same direction based on the audit objective, and be consistent in giving direction, driving the audit and challenge the auditors with different perspective if needed. Her lack of expertise in IT field has many times shown inferior, inadequate & subpar audit planning and audit
- review. She needs to develop skill to link multiple perspectives of audit areas, thus when she lacks of expertise in IT field she cannot challenge and coach auditors on how to perform technical audit. Multiple occasions have shown that she wanted an easy way out by her lack of commitment to the audit objective. She doesn't show her eagerness to ensure comprehensive areas of audit have been covered based on risk exposure. Also, her lack attention to detail on preparing audit report is unacceptable at her level. As the team leader, she must be the gate keeper to ensure quality reporting is articulated in the audit report before submitting to Head of Section. I rather question why Kelly promoted to the Senior Manager role in the first place.

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.

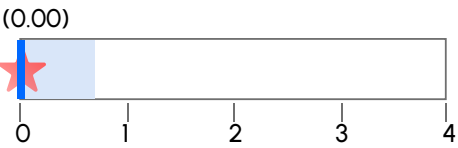
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

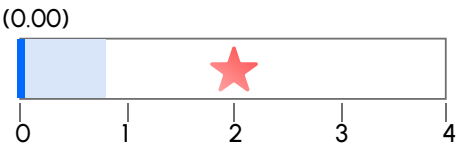
KNOW YOUR CUSTOMER

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



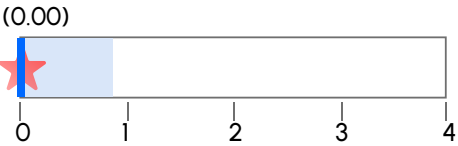
SPEAK UP

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



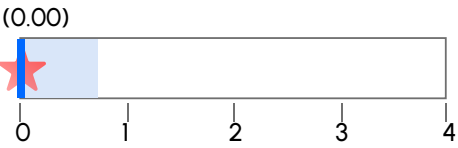
PURPOSEFUL PARTNERSHIP

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



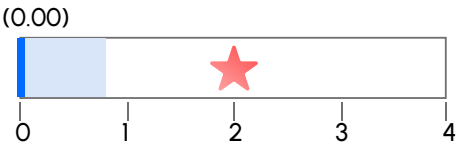
PURPOSEFUL PARTNERSHIP

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



LIFELONG LEARNING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

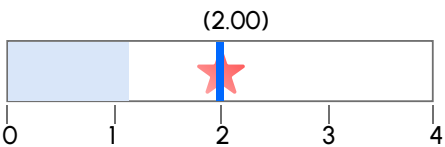
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

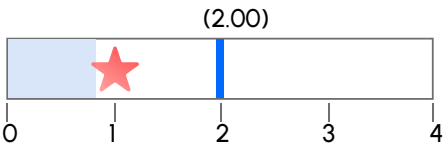
KEEP UP-TO-DATE

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



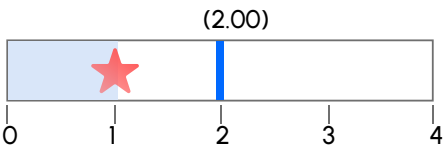
LIFELONG LEARNING

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



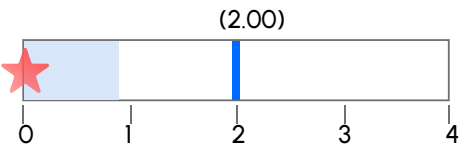
COURAGE TO ACT

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



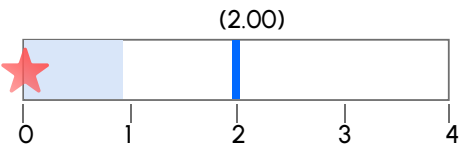
AGILE MINDSET

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



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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

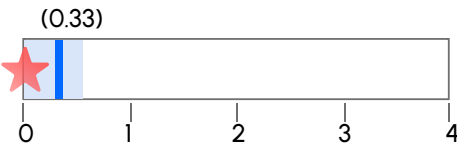
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

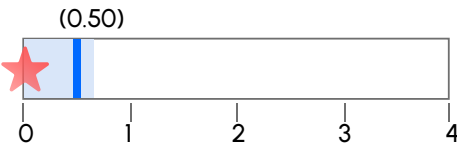
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



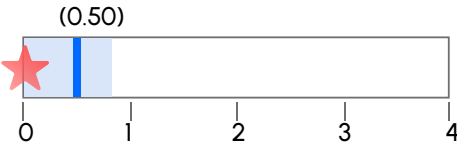
KNOW YOUR CUSTOMER

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



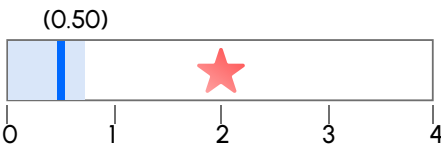
ENGAGE WITH EMPATHY

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



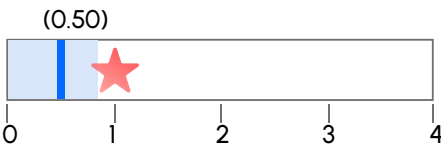
SPEAK UP

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



SPEAK UP

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



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.

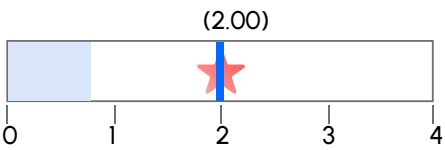
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

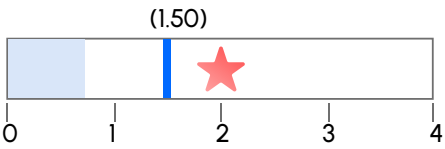
LIFELONG LEARNING

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



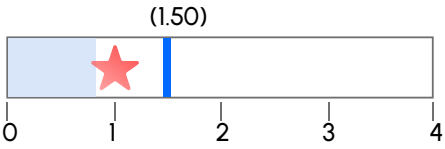
KEEP UP-TO-DATE

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



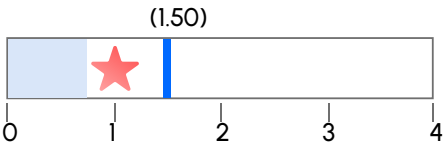
LIFELONG LEARNING

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



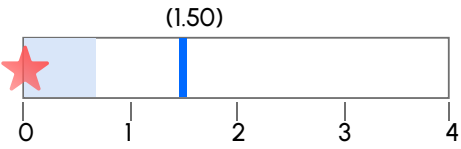
COURAGE TO ACT

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



COURAGE TO ACT

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



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.

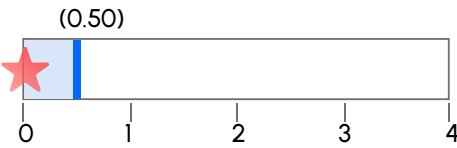
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

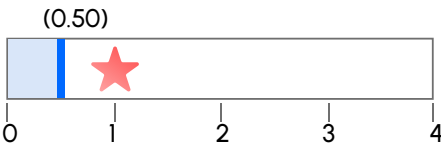
HOLISTIC THINKING

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



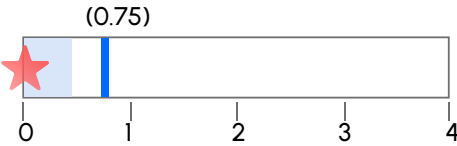
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



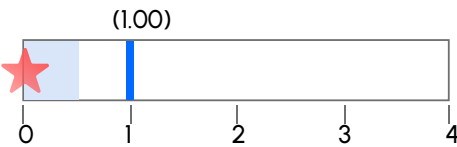
HOLISTIC THINKING

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



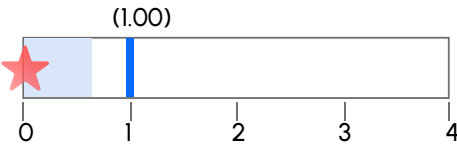
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



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.

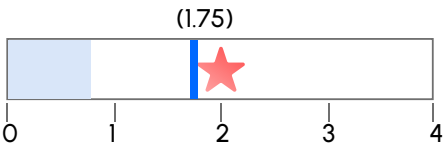
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

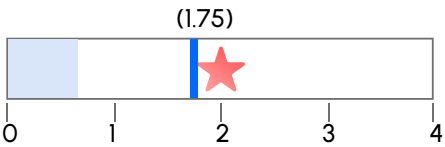
LIFELONG LEARNING

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



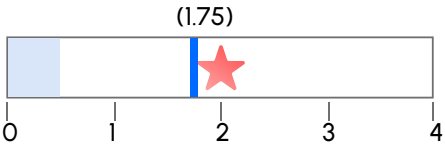
KEEP UP-TO-DATE

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



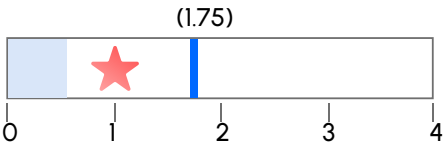
LIFELONG LEARNING

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



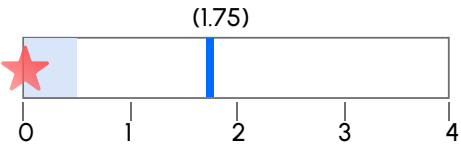
KEEP UP-TO-DATE

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



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.



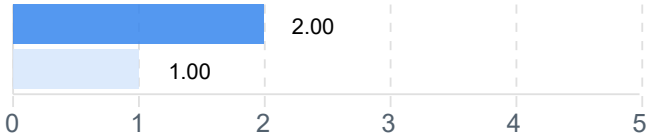
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



SPEAK UP

Self Gap Size Average Gap Size

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



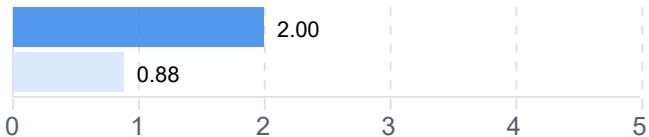
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



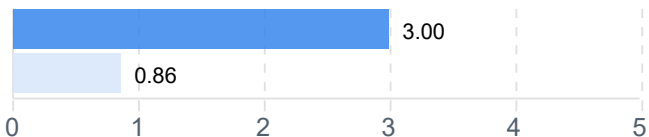
Q23. Encourage constructive feedback and be objective in addressing disagreements.



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.



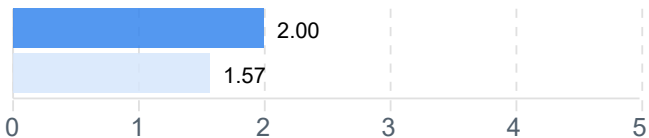
Q30. Give space for self and team members to take risks and learn from mistakes.



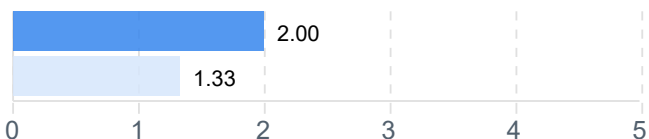
KEEP UP-TO-DATE

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

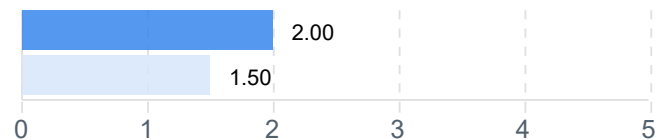
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



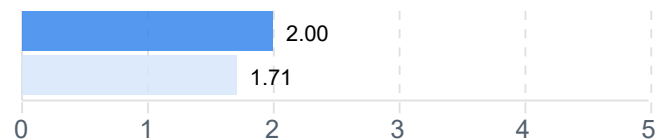
Q36. Purposefully manage career development and professional growth of team members.



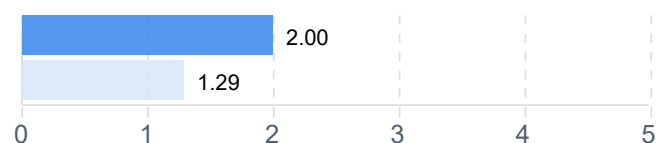
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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

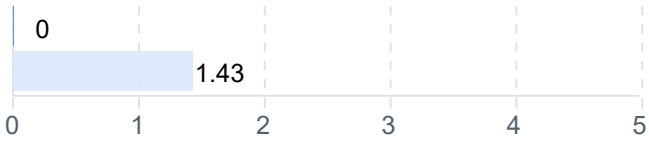
COURAGE TO ACT

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



COURAGE TO ACT

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



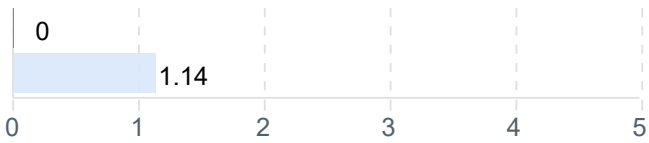
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



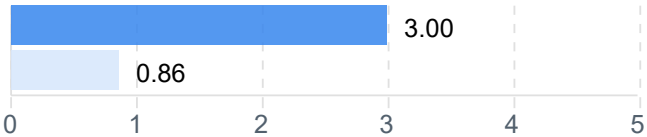
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

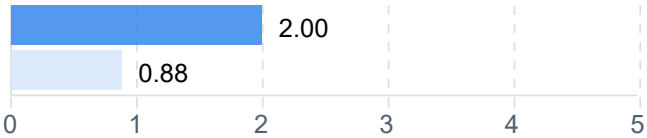
SPEAK UP

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



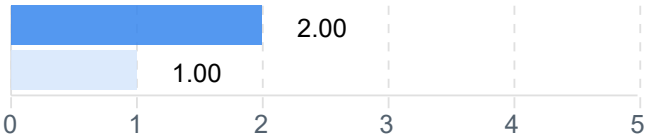
SPEAK UP

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



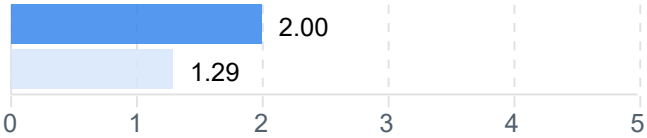
SPEAK UP

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



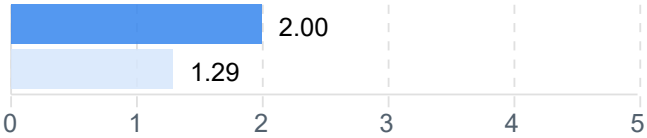
LIFELONG LEARNING

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

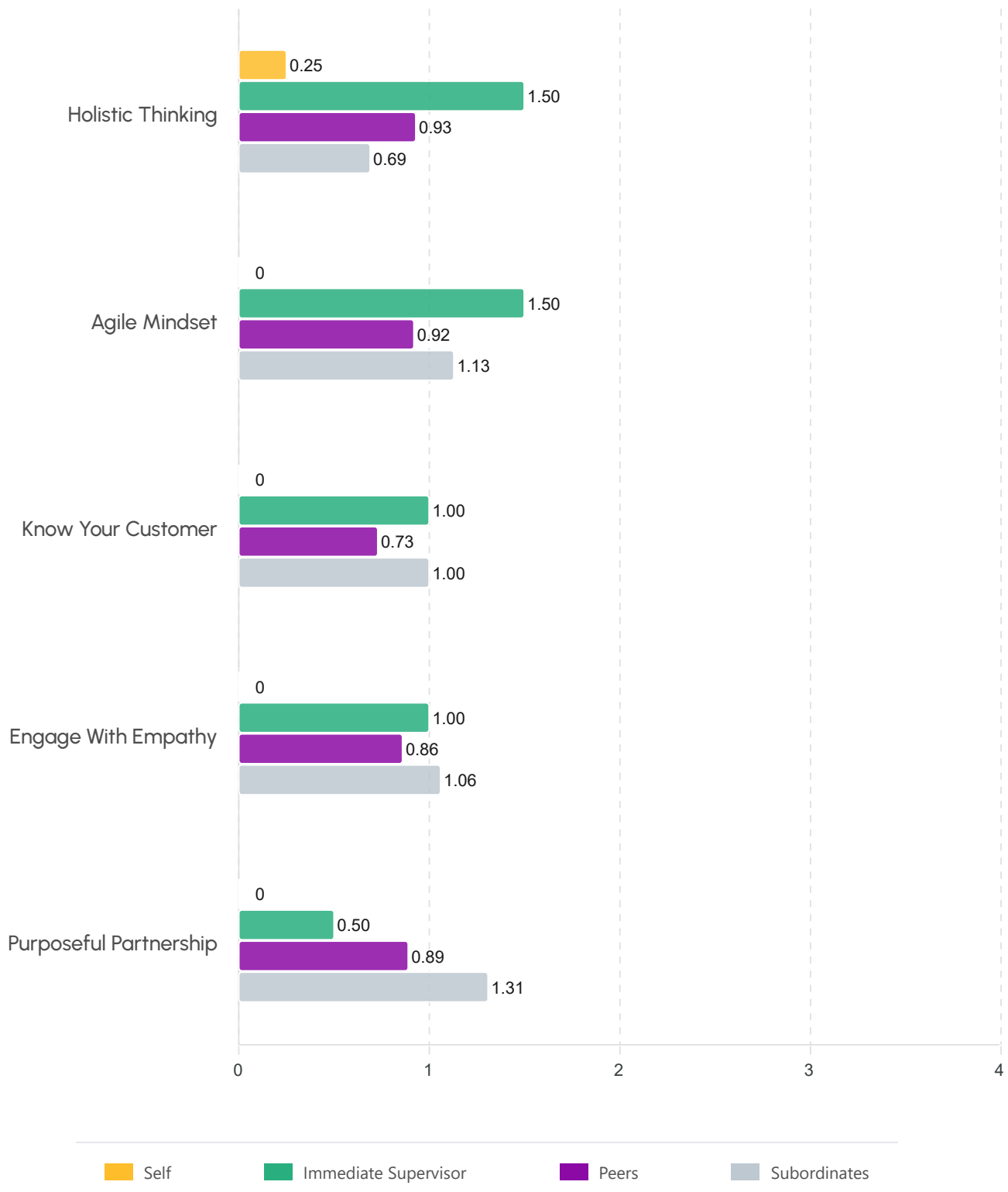


LIFELONG LEARNING

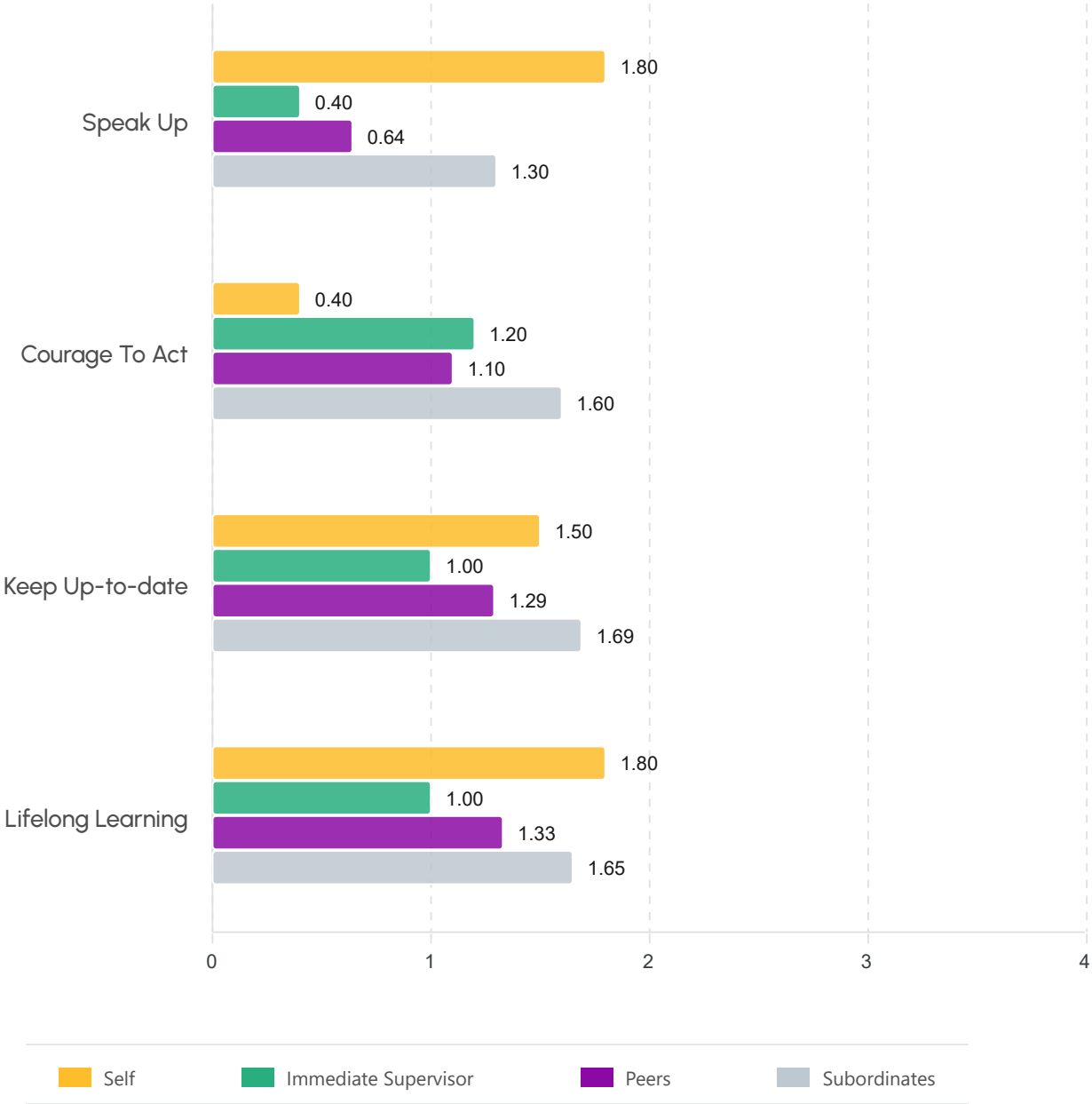
Q39. Nurture an environment that supports coaching and honest performance feedback.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



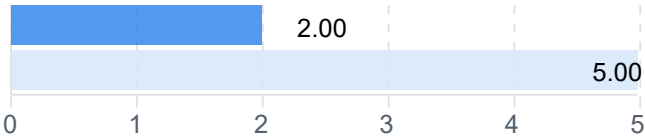
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

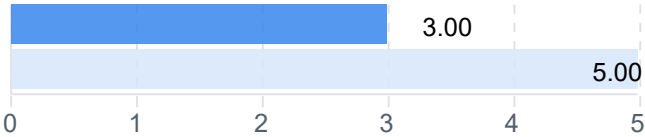
SPEAK UP

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



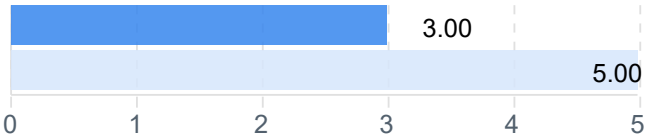
KEEP UP-TO-DATE

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



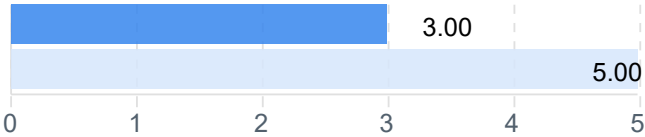
SPEAK UP

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



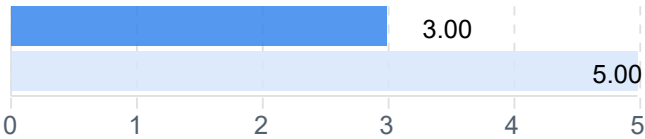
LIFELONG LEARNING

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



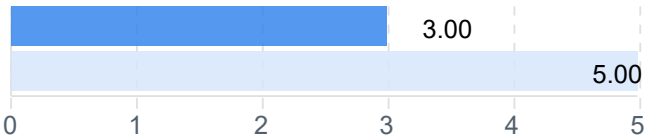
KEEP UP-TO-DATE

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



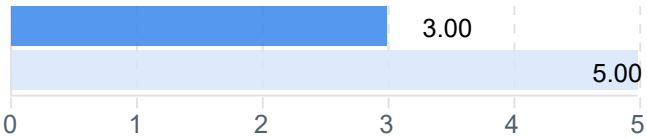
LIFELONG LEARNING

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



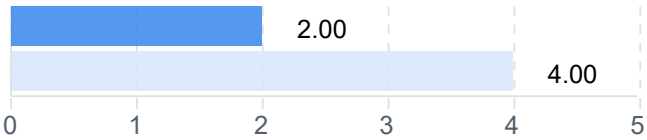
LIFELONG LEARNING

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



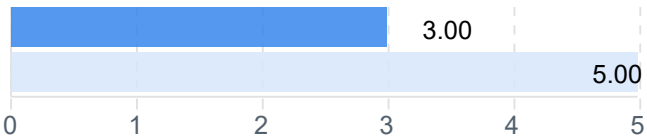
SPEAK UP

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



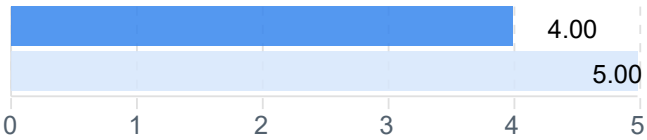
LIFELONG LEARNING

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



COURAGE TO ACT

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



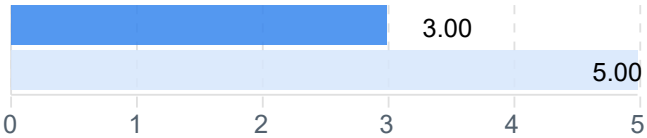
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

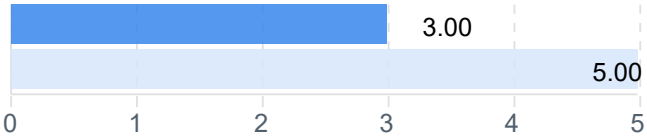
COURAGE TO ACT

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



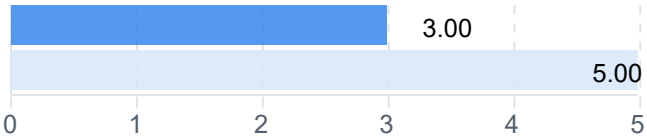
AGILE MINDSET

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



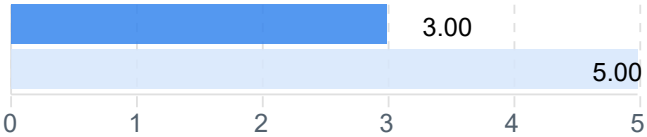
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



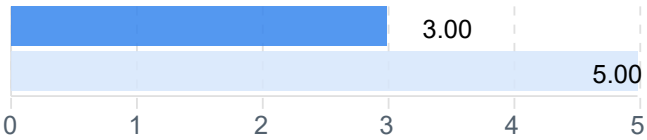
COURAGE TO ACT

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



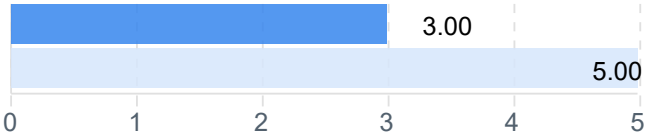
HOLISTIC THINKING

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



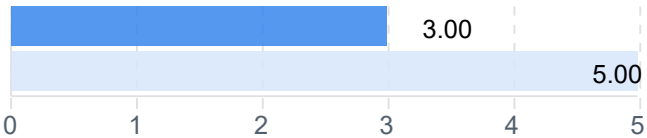
AGILE MINDSET

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



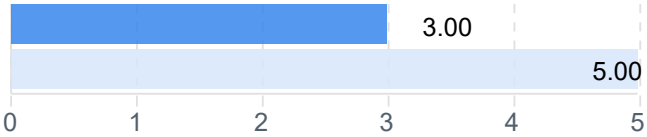
KNOW YOUR CUSTOMER

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



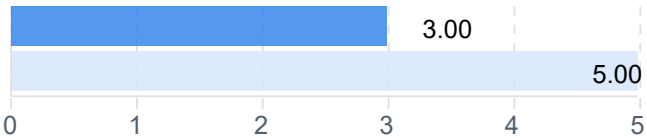
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KEEP UP-TO-DATE

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



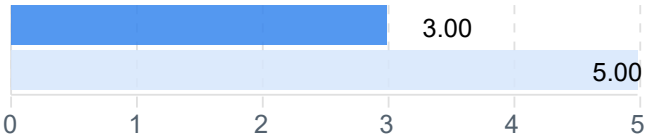
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

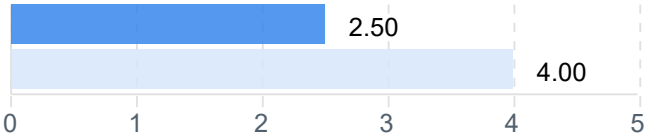
LIFELONG LEARNING

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



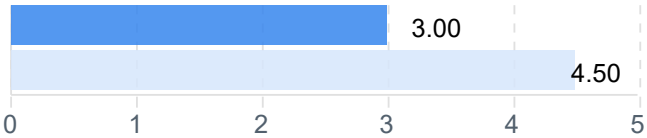
KEEP UP-TO-DATE

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



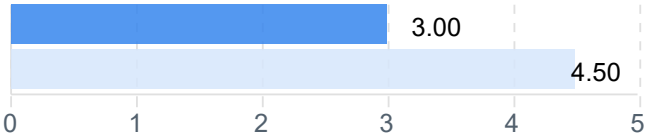
LIFELONG LEARNING

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



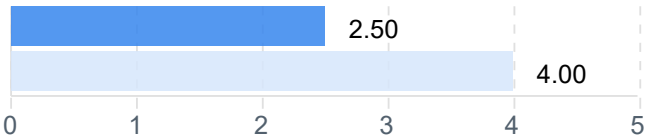
COURAGE TO ACT

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



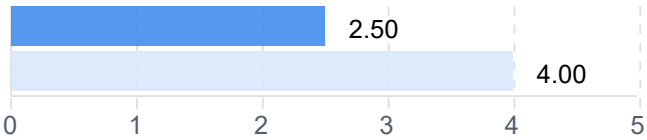
COURAGE TO ACT

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



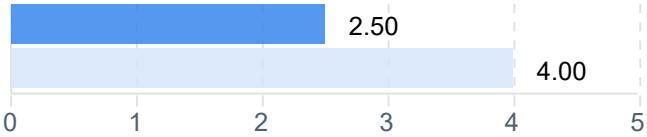
KEEP UP-TO-DATE

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



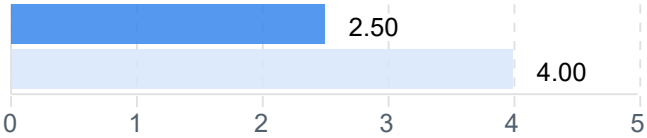
LIFELONG LEARNING

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



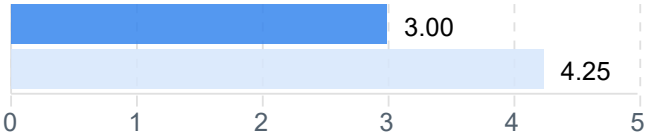
COURAGE TO ACT

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



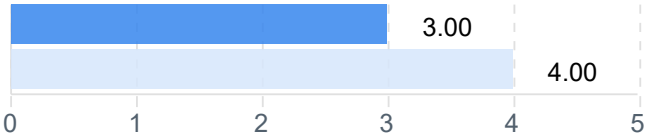
HOLISTIC THINKING

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.



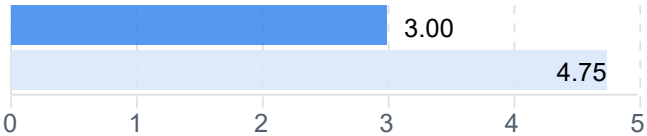
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

LIFELONG LEARNING

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



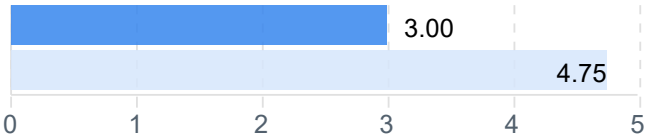
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



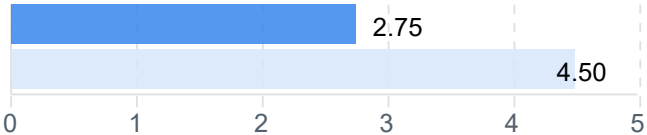
COURAGE TO ACT

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



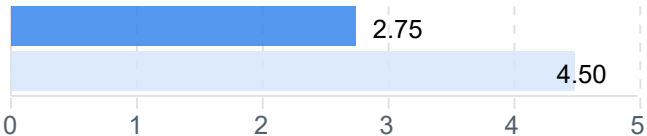
KEEP UP-TO-DATE

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



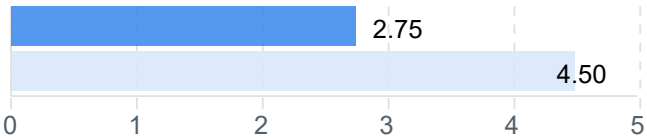
KEEP UP-TO-DATE

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



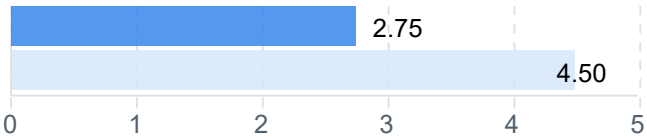
LIFELONG LEARNING

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



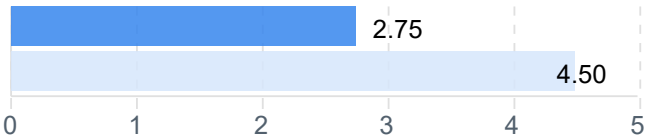
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



COURAGE TO ACT

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



KEEP UP-TO-DATE

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

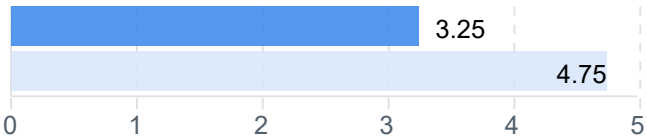


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	5.0	5.0	4.0	5.0	3.5	4.3	3.5	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	5.0	5.0	3.0	5.0	3.3	4.0	3.8	4.0
Q3. Identify new possibilities to address current business issues.	4.0	5.0	3.0	5.0	3.0	4.3	3.8	4.3
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	4.0	5.0	3.3	4.3	3.5	4.5
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	5.0	5.0	3.0	5.0	3.7	4.7	3.5	4.5
Q6. Ensure change plans are executed effectively and in a timely manner.	5.0	5.0	3.0	5.0	3.5	4.5	3.3	4.3
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	5.0	5.0	4.0	5.0	3.5	4.3	3.3	4.5
Q8. Provide coaching to help others adapt and be more versatile.	5.0	5.0	3.0	4.0	3.3	4.3	3.0	4.3
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	3.0	4.0	4.0	3.5	4.0	3.5	4.5
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.0	3.0	3.0	5.0	3.7	4.3	3.5	4.5
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	3.0	3.0	4.0	3.7	4.3	3.3	4.3
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	3.0	3.0	4.0	3.0	4.0	3.5	4.5

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	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.	4.0	4.0	3.0	4.0	3.5	4.0	3.5	4.5
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.0	3.0	3.0	4.0	2.0	3.0	3.3	4.3
Q15. Share similar experiences that may be adapted to their work circumstances.	3.0	3.0	4.0	5.0	2.5	3.5	3.3	4.3
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	3.0	4.0	5.0	3.0	4.0	3.0	4.3
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.0	3.0	5.0	5.0	3.5	4.5	3.3	4.5
Q18. Leverage one's network and connection to gather market data.	3.0	3.0	5.0	5.0	3.0	4.0	3.0	4.5
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	5.0	5.0	3.0	4.0	4.0	4.7	3.3	4.5
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	4.0	5.0	3.5	4.5	3.3	4.5
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.0	5.0	5.0	5.0	4.0	4.5	3.0	4.5
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	5.0	4.0	5.0	3.5	4.0	3.0	4.5
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	5.0	4.0	5.0	3.5	4.0	3.3	4.5
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	2.0	4.0	4.0	4.0	3.3	4.3	3.5	4.5
Q25. Facilitate discussions with various views to converge and achieve a common objective.	2.0	5.0	4.0	4.0	3.5	4.0	3.3	4.5
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	3.0	5.0	3.0	4.0	3.3	4.8

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	3.0	5.0	3.0	4.5	3.3	4.8
Q28. Encourage and value innovative ideas and suggestions from others.	5.0	5.0	4.0	5.0	2.5	4.0	3.3	4.8
Q29. Maintain focus to deliver the chosen strategy.	5.0	5.0	4.0	5.0	3.7	4.0	3.0	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	4.0	4.0	4.0	2.5	4.0	3.0	4.8
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.0	5.0	3.0	5.0	2.5	4.0	3.3	4.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	5.0	4.0	4.0	3.0	4.0	2.8	4.5
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	4.0	4.0	4.0	1.5	2.5	2.8	4.5
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	3.0	5.0	2.5	4.0	2.8	4.5
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	4.0	3.0	5.0	3.0	4.5	3.0	4.5
Q36. Purposefully manage career development and professional growth of team members.	3.0	5.0	4.0	4.0	3.0	4.0	3.0	4.8
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	5.0	4.0	4.0	3.0	5.0	2.8	4.5
Q38. Make effort to teach / coach/ mentor team members.	3.0	5.0	3.0	5.0	2.5	4.0	2.8	4.5
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	5.0	4.0	5.0	2.5	3.5	3.0	4.5

* Responses based on Rating scale of 1-5