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## INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

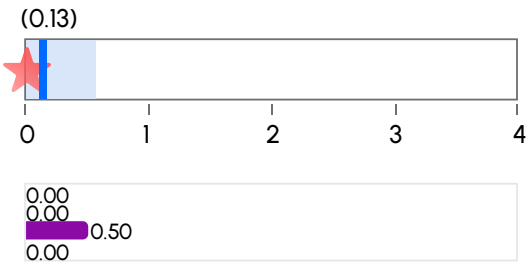
Strengths

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



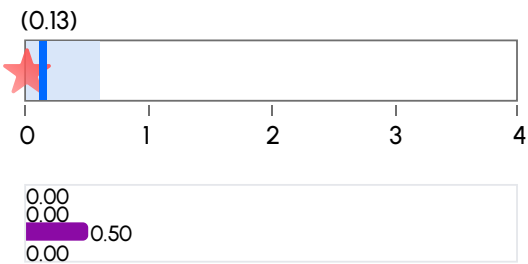
HOLISTIC THINKING

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



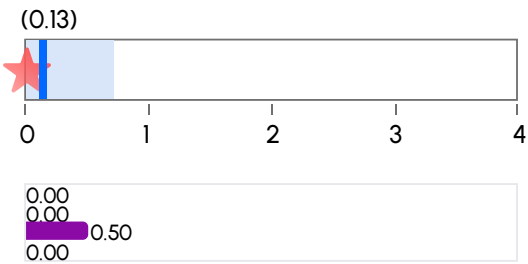
HOLISTIC THINKING

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



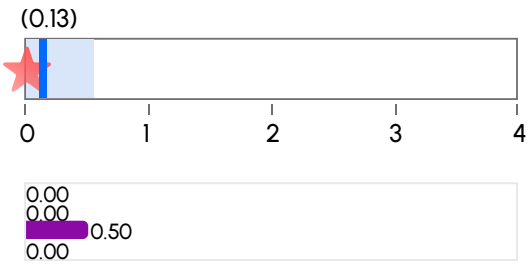
AGILE MINDSET

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



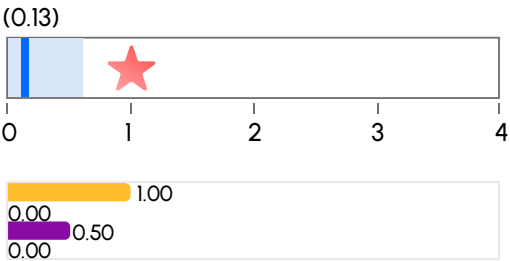
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS

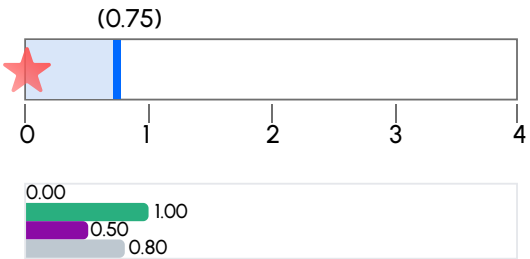
Development Needs

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



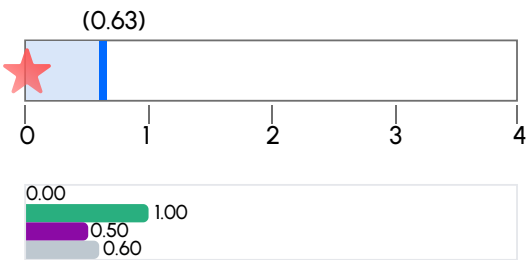
SPEAK UP

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



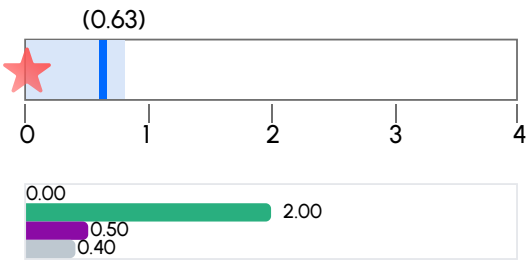
HOLISTIC THINKING

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



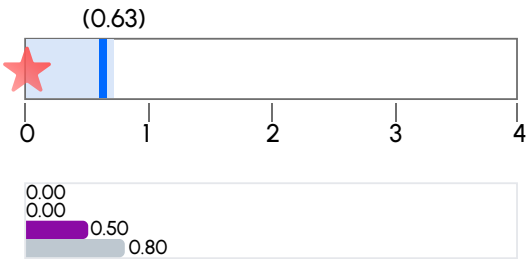
AGILE MINDSET

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



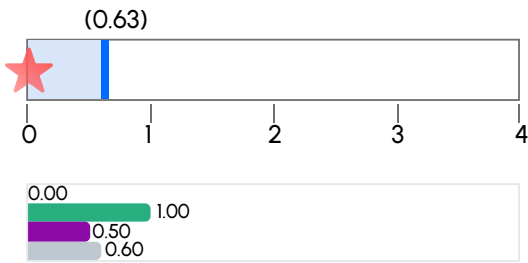
ENGAGE WITH EMPATHY

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

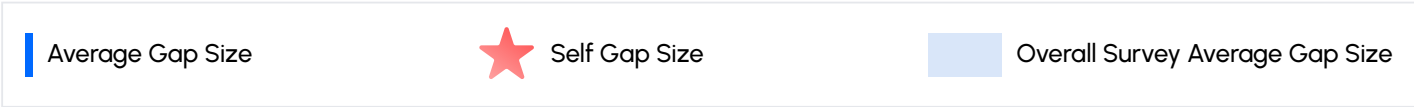


COURAGE TO ACT

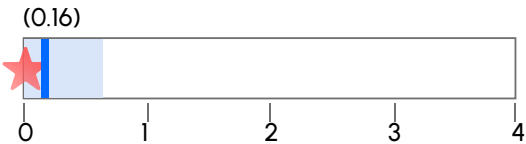
Q30. Give space for self and team members to take risks and learn from mistakes.



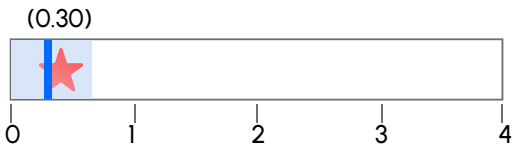
COMPETENCIES REPORT IN ASCENDING ORDER



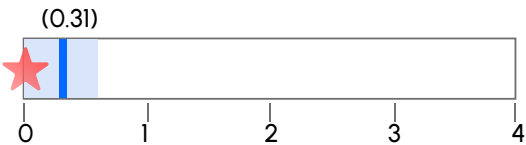
KEEP UP-TO-DATE



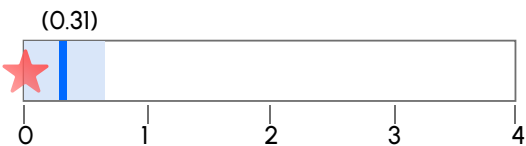
LIFELONG LEARNING



HOLISTIC THINKING



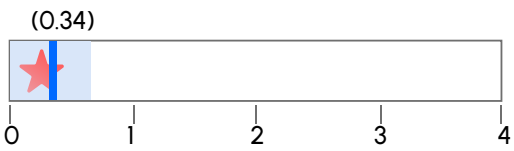
ENGAGE WITH EMPATHY



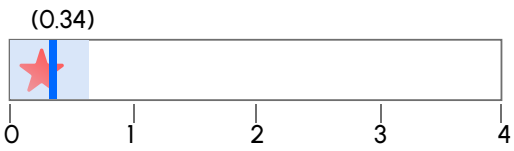
COURAGE TO ACT



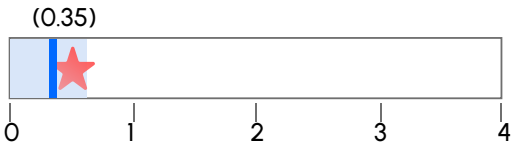
AGILE MINDSET



PURPOSEFUL PARTNERSHIP



KNOW YOUR CUSTOMER



SPEAK UP



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	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	0.50	-	1	1	-	-	-
Subordinates	0.00	1	4	-	-	-	-

Q3. Identify new possibilities to address current business issues.

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	0.20	-	4	1	-	-	-

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

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



Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	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	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	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	2.00	-	-	-	1	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.40	1	3	-	1	-	-

Know Your Customer

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	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	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	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	0.50	-	1	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	0.50	-	1	1	-	-	-
Subordinates	0.80	-	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	0.00	-	1	-	-	-	-
Peers	0.50	1	-	1	-	-	-
Subordinates	0.20	1	3	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	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	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	0.50	-	1	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	0.50	-	1	1	-	-	-
Subordinates	0.60	-	3	1	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	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

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

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	1.00	-	-	1	-	-	-
Peers	0.50	1	-	1	-	-	-
Subordinates	0.80	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	1	-	1	-	-	-
Subordinates	0.20	-	4	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	0.50	-	1	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.50	1	-	1	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	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	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	1	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	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	1.00	-	-	1	-	-	-
Peers	0.50	1	-	1	-	-	-
Subordinates	0.60	1	2	1	1	-	-

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	1	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	1	4	-	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	1	4	-	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	1	4	-	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.50	1	-	1	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.80	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	1	4	-	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.20	1	3	1	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.40	1	2	2	-	-	-

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.13
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.13
Q6. Ensure change plans are executed effectively and in a timely manner.	0.13
Q15. Share similar experiences that may be adapted to their work circumstances.	0.13
Q18. Leverage one's network and connection to gather market data.	0.13
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.13
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.13
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.13
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.13
Q38. Make effort to teach / coach/ mentor team members.	0.13
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.25
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.25
Q16. Empathise whilst balancing the need of individuals and the business.	0.25

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.25
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.25
Q28. Encourage and value innovative ideas and suggestions from others.	0.25
Q29. Maintain focus to deliver the chosen strategy.	0.25
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.25
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.25
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.29
Q3. Identify new possibilities to address current business issues.	0.38
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.38
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.38
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.38
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.38
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.38
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.38
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.38
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.38

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Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.50
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.50
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.50
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.50
Q4. Manage teams' resources to collate information from multiple sources.	0.63
Q8. Provide coaching to help others adapt and be more versatile.	0.63
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.63
Q30. Give space for self and team members to take risks and learn from mistakes.	0.63
Q36. Purposefully manage career development and professional growth of team members.	0.63
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.75

## QUALITATIVE FEEDBACK

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

- Communicate well to team members with clear direction of department's strategy Vast Experience in products
- n/a
- 1. always sharing knowledge 2. always ready to assist the team members
- 1. He is a wonderful mentor and coach. 2.He has vast experience and excellent technical knowledge
- empathy and nurture
- 1. Highly experienced and willingness to pass on knowledge from his experiences to those under his care 2. Good level of empathy shown that makes him approachable by colleagues to share thoughts and problems.
- 1. Proactively ask what help is needed at work and try the best to assistance and guided. Always share experiences that may be adapted to the team works environment. 2. Care to manage career development and professional growth of team members. Encourage themselves to establish networking with others reputable organization and enroll new related courses.
- 1) Knowledgeable on Treasury products 2) Always open for any discussion

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

- Empower him to be Head of Department Appoint him as a coach for coaching-mentoring session to the junior
- n/a
- 1. To provide support for staff to try new areas 2. to encourage staff to be more outstanding and visible
- 1. More knowledge sharing sessions with his colleagues 2.To look more from an enterprise view rather than confined to departmental level.
- 1. Verbal communication skills and language proficiency in presenting ideas and thoughts.
- 1. Needs to generate insights on behavior to continuously improve products, ideas and solutions to generate more return to organization. 2. To explore and adopt innovative approaches to increase team's performance through changing

work improvement, modeling/system and structure.

- 1) To be given more opportunities and exposure to management 2) To speak up more

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

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

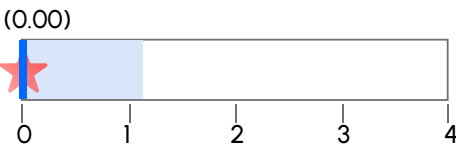
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

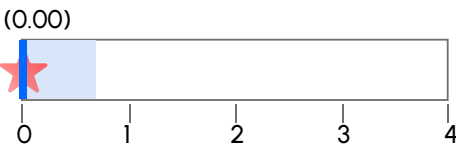
KEEP UP-TO-DATE

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



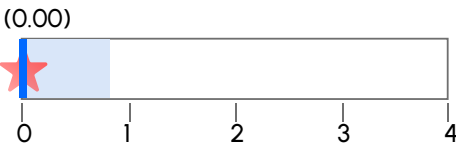
ENGAGE WITH EMPATHY

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



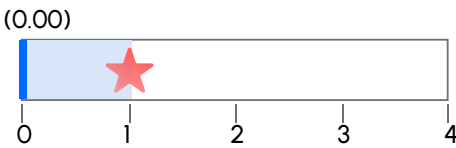
LIFELONG LEARNING

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



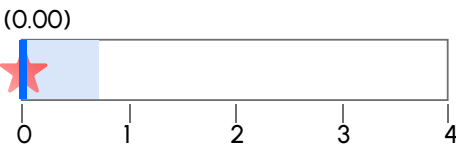
COURAGE TO ACT

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



HOLISTIC THINKING

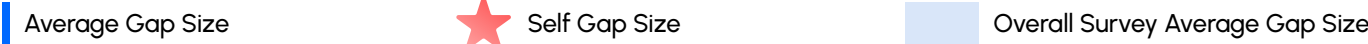
Q1. Leverage on own and others' relevant experience and insights to make decisions.



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

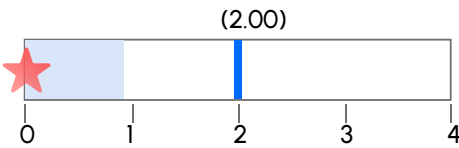
Development Needs

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



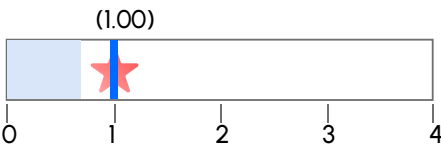
AGILE MINDSET

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



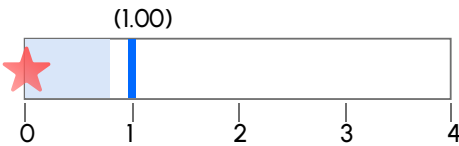
KNOW YOUR CUSTOMER

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



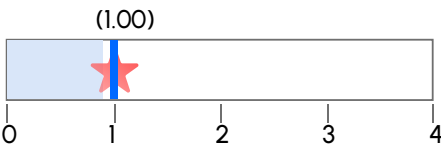
SPEAK UP

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



AGILE MINDSET

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



KNOW YOUR CUSTOMER

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





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.

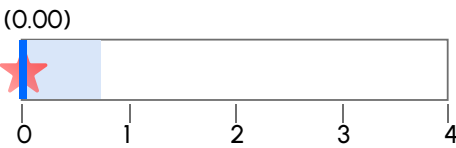
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

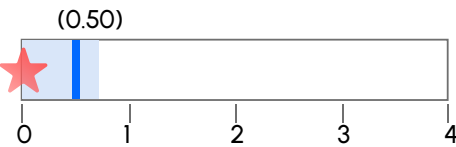
LIFELONG LEARNING

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



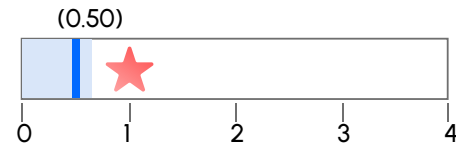
KEEP UP-TO-DATE

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



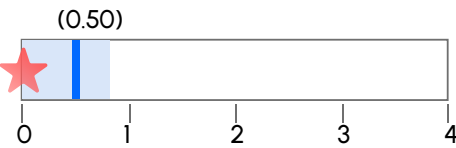
KNOW YOUR CUSTOMER

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



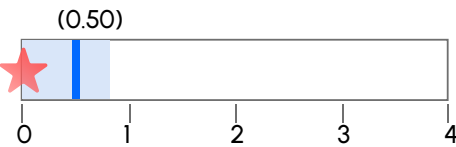
ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

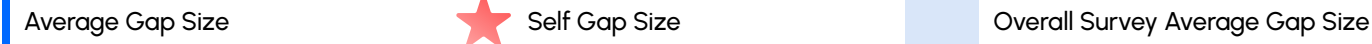
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

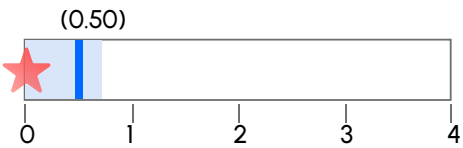
Development Needs

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KEEP UP-TO-DATE

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



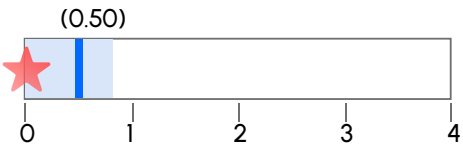
KNOW YOUR CUSTOMER

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



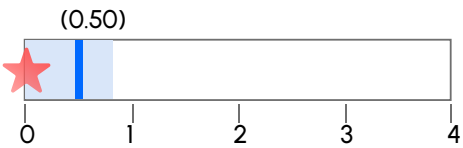
ENGAGE WITH EMPATHY

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



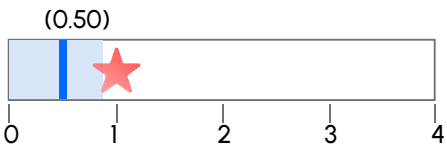
LIFELONG LEARNING

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



COURAGE TO ACT

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



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.

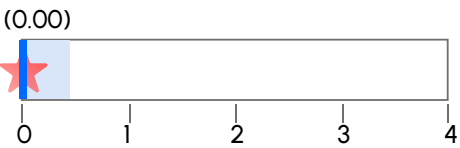
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

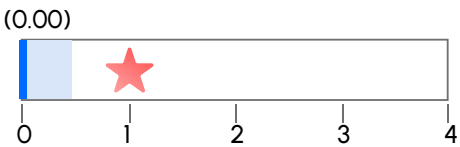
HOLISTIC THINKING

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



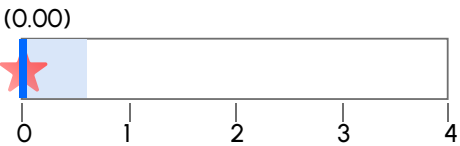
PURPOSEFUL PARTNERSHIP

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



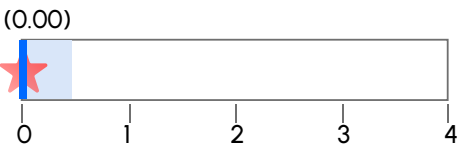
AGILE MINDSET

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



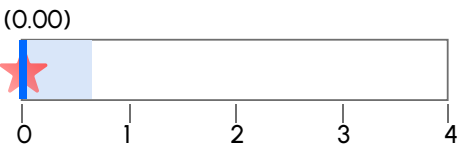
HOLISTIC THINKING

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



KEEP UP-TO-DATE

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



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.

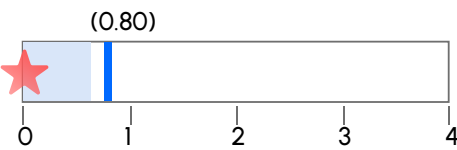
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

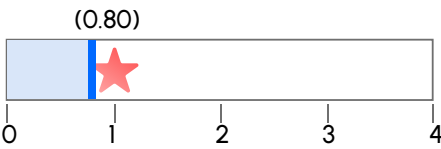
ENGAGE WITH EMPATHY

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



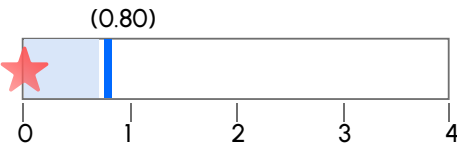
LIFELONG LEARNING

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



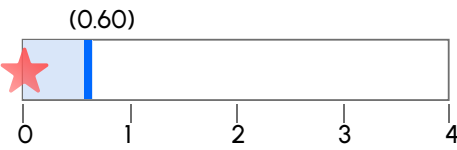
SPEAK UP

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



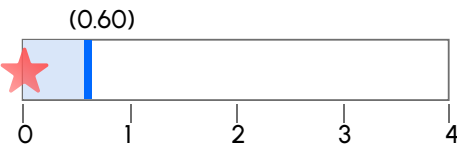
PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

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



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

SPEAK UP

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



ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



HOLISTIC THINKING

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



COURAGE TO ACT

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

PURPOSEFUL PARTNERSHIP

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



LIFELONG LEARNING

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



COURAGE TO ACT

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.

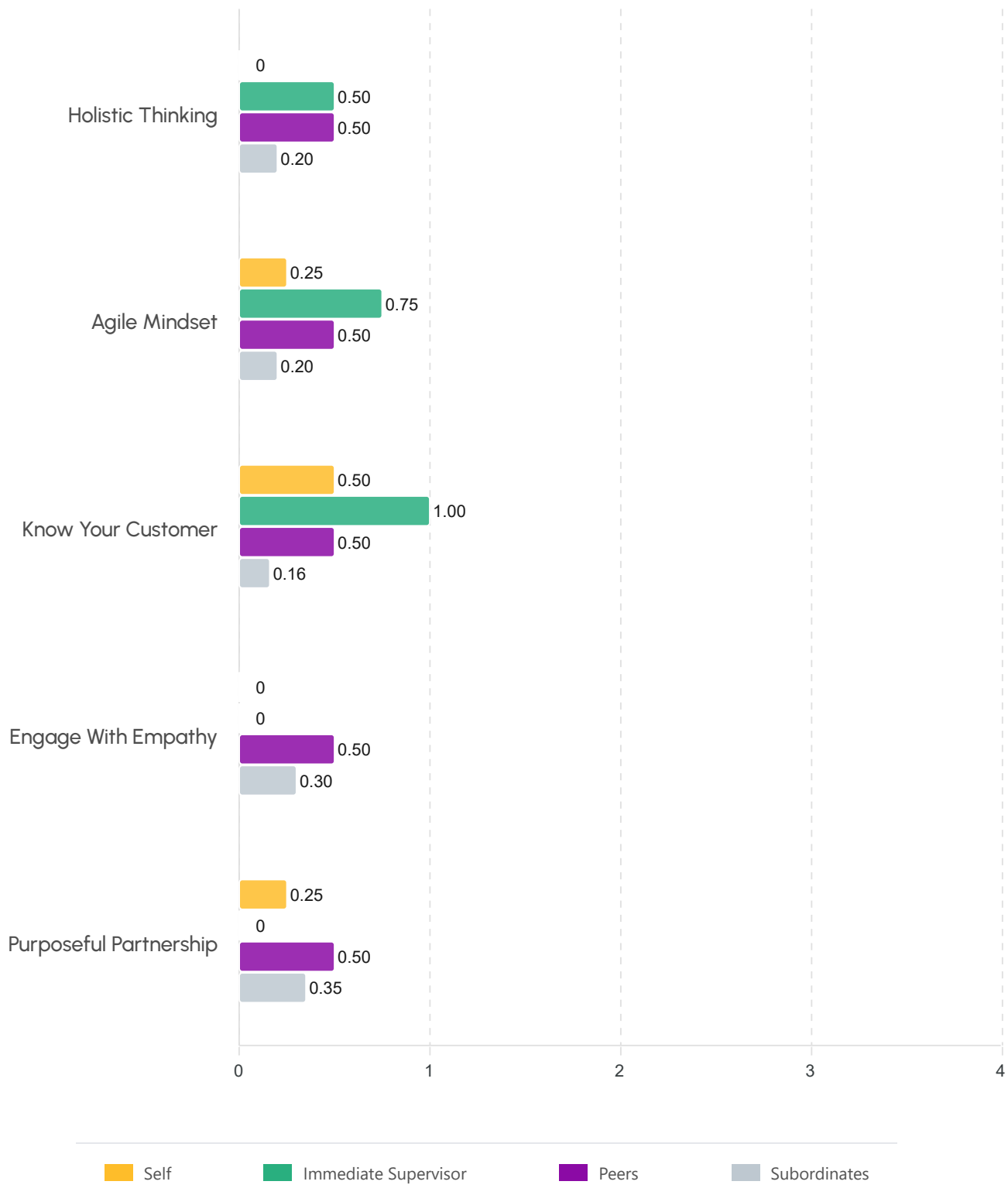


KNOW YOUR CUSTOMER

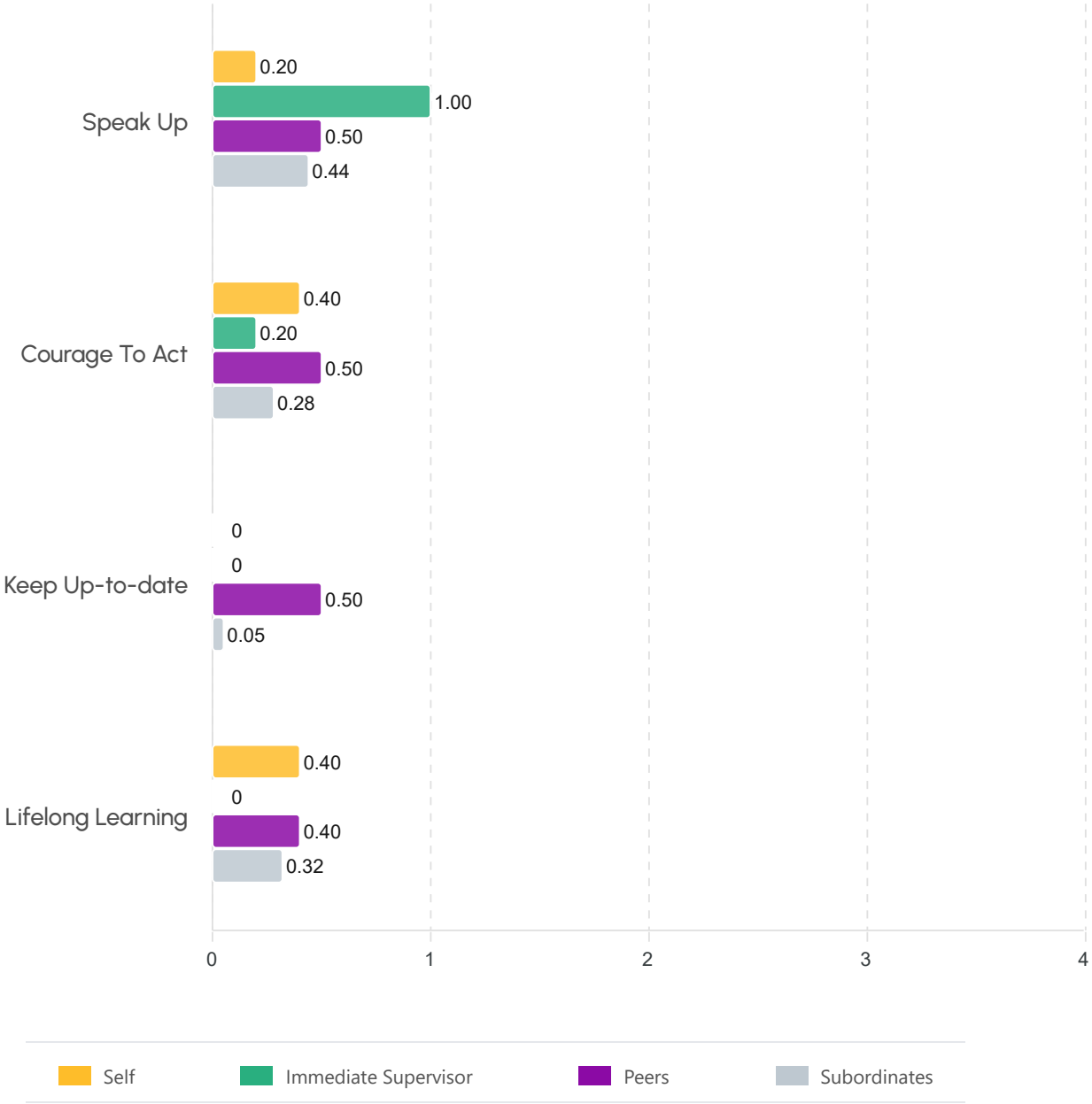
Q9. Analyse trends and Customers’ needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



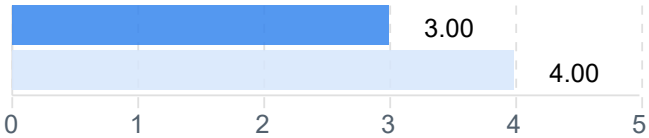
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

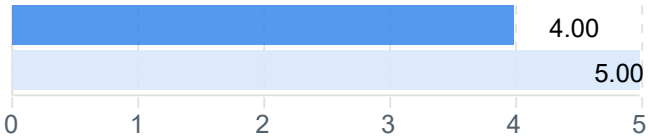
COURAGE TO ACT

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



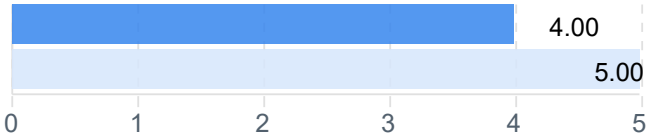
AGILE MINDSET

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



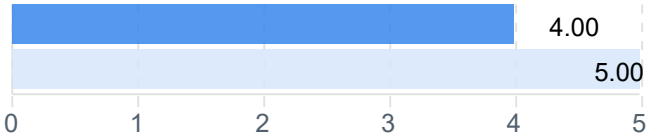
KNOW YOUR CUSTOMER

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



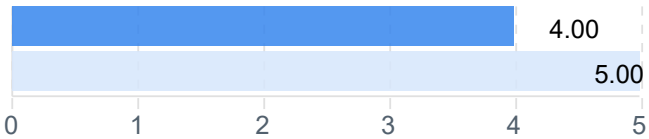
PURPOSEFUL PARTNERSHIP

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



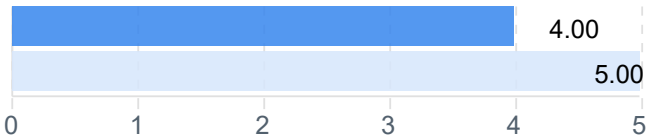
KNOW YOUR CUSTOMER

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



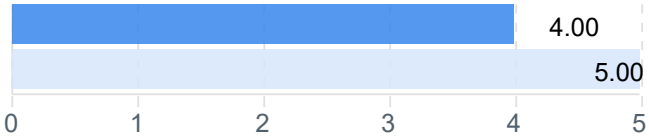
LIFELONG LEARNING

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



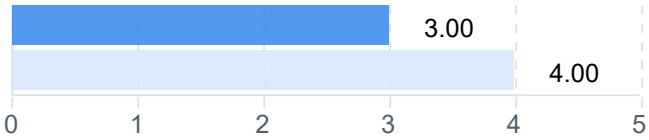
LIFELONG LEARNING

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



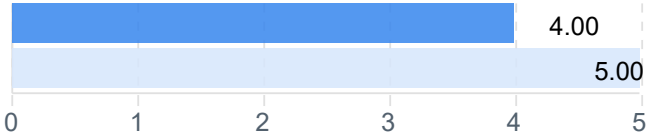
SPEAK UP

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



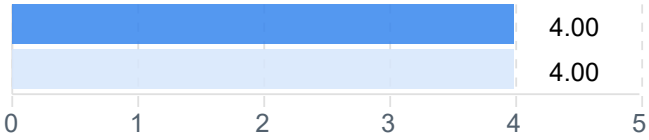
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



SPEAK UP

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





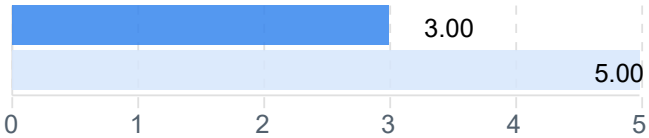
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

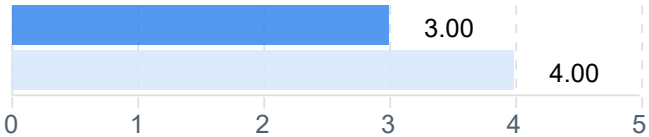
AGILE MINDSET

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



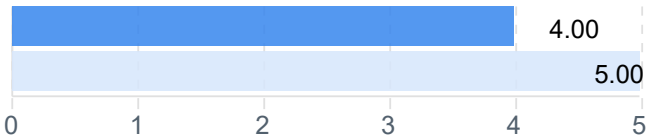
SPEAK UP

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



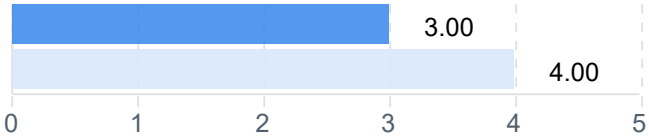
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



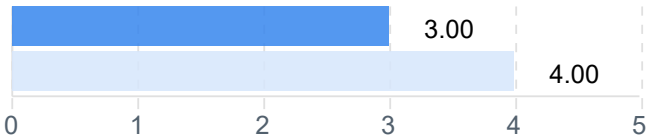
SPEAK UP

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



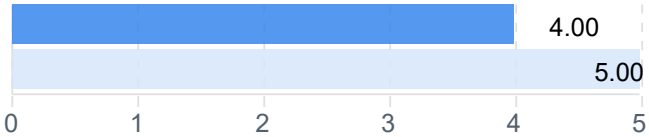
KNOW YOUR CUSTOMER

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



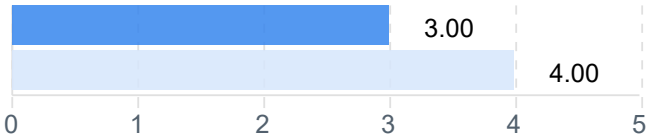
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



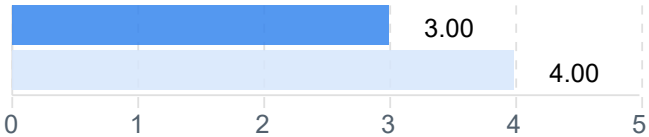
SPEAK UP

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



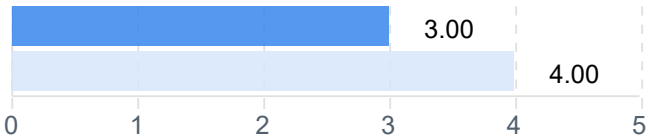
KNOW YOUR CUSTOMER

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



SPEAK UP

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



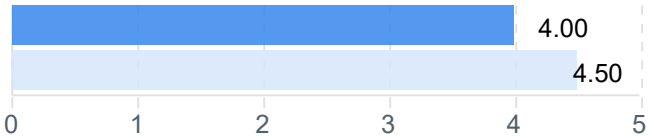
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

SPEAK UP

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



HOLISTIC THINKING

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



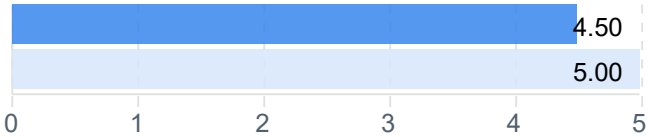
AGILE MINDSET

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



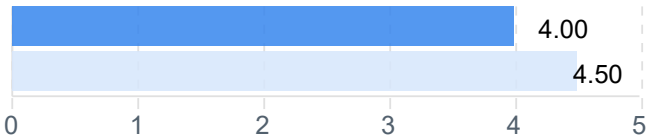
PURPOSEFUL PARTNERSHIP

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



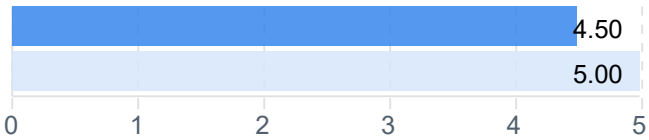
KEEP UP-TO-DATE

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



ENGAGE WITH EMPATHY

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



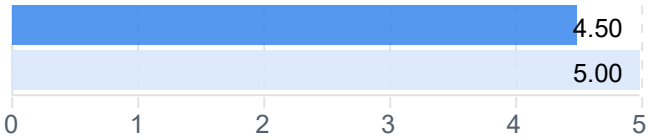
KNOW YOUR CUSTOMER

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



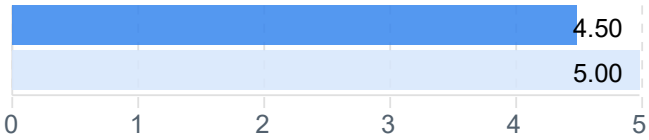
COURAGE TO ACT

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



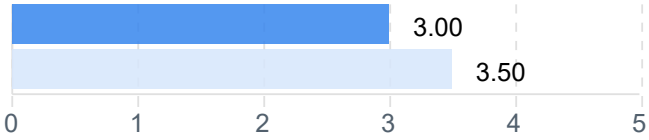
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



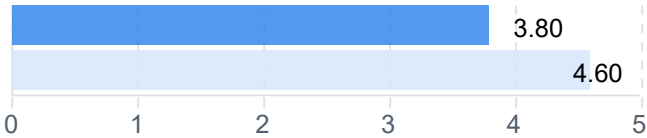
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

ENGAGE WITH EMPATHY

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



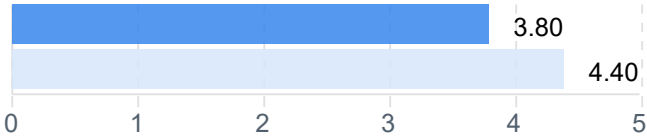
SPEAK UP

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



LIFELONG LEARNING

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



PURPOSEFUL PARTNERSHIP

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



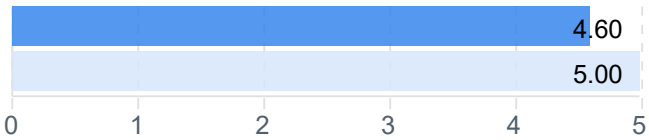
HOLISTIC THINKING

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



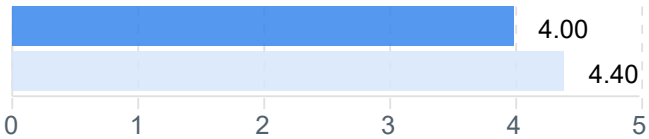
PURPOSEFUL PARTNERSHIP

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



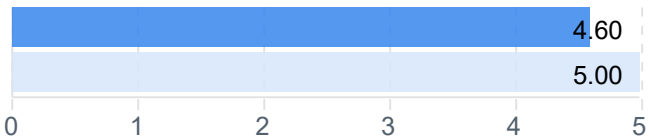
COURAGE TO ACT

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



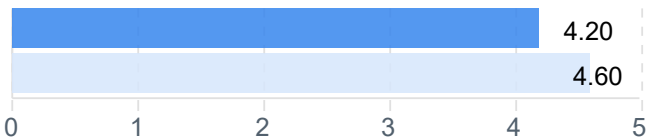
SPEAK UP

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



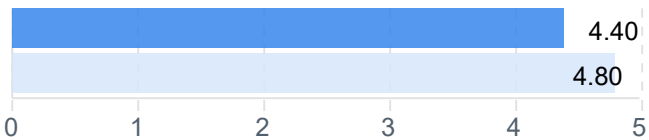
SPEAK UP

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.



## 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	5.0	5.0	4.5	5.0	5.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	4.0	5.0	5.0	4.5	5.0	5.0	4.8
Q3. Identify new possibilities to address current business issues.	5.0	5.0	4.0	5.0	4.5	4.5	4.8	5.0
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	4.0	5.0	4.5	5.0	4.4	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	5.0	4.0	5.0	4.5	5.0	4.2	4.4
Q6. Ensure change plans are executed effectively and in a timely manner.	5.0	5.0	5.0	5.0	4.5	5.0	5.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	5.0	5.0	5.0	5.0	4.5	5.0	4.6	4.8
Q8. Provide coaching to help others adapt and be more versatile.	5.0	5.0	3.0	5.0	4.5	5.0	4.4	4.6
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	5.0	3.0	4.0	4.5	5.0	4.4	4.6
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	5.0	3.0	4.0	4.5	5.0	4.2	4.4
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	4.0	3.0	4.0	4.5	5.0	4.4	4.6
Q12. Promote a Customer-centric culture by role modeling the behavior.	5.0	5.0	4.0	5.0	4.5	5.0	5.0	5.0

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.	5.0	5.0	5.0	5.0	4.5	5.0	3.8	4.6
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	4.0	4.0	4.0	4.5	4.5	4.2	4.2
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	4.0	4.0	4.0	4.5	5.0	5.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	4.0	4.0	4.0	4.5	5.0	4.8	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	4.0	4.0	4.0	4.5	5.0	4.4	4.8
Q18. Leverage one's network and connection to gather market data.	4.0	5.0	4.0	4.0	3.0	3.5	4.6	4.6
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	5.0	5.0	4.0	4.0	4.5	5.0	4.2	4.8
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	4.0	4.0	4.5	5.0	4.6	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	4.0	3.0	4.0	4.0	4.5	4.2	4.6
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	5.0	5.0	3.0	4.0	4.0	4.0	4.2	4.6
Q23. Encourage constructive feedback and be objective in addressing disagreements.	5.0	5.0	3.0	4.0	4.5	4.5	4.2	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	4.0	3.0	4.0	4.0	4.0	4.4	4.6
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	4.0	3.0	4.0	4.0	4.5	4.6	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.0	4.0	4.0	4.0	4.5	4.5	4.8	5.0



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.	5.0	5.0	4.0	4.0	4.5	5.0	4.8	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	5.0	5.0	4.0	4.0	4.5	5.0	4.6	4.8
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	4.0	4.0	4.5	5.0	4.6	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	2.0	2.0	3.0	4.0	4.5	4.5	4.0	4.4
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	4.0	4.0	4.0	4.0	4.5	4.8	4.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	4.0	4.0	4.0	4.0	4.5	4.8	4.6
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.0	4.0	4.0	4.0	4.0	4.5	4.6	4.4
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.0	4.0	4.0	4.0	4.0	4.5	4.8	4.6
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	4.0	4.0	4.0	4.0	4.0	4.2	4.4
Q36. Purposefully manage career development and professional growth of team members.	4.0	5.0	4.0	4.0	4.5	5.0	3.8	4.4
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	4.0	4.0	4.5	5.0	4.6	4.4
Q38. Make effort to teach / coach/ mentor team members.	4.0	4.0	4.0	4.0	5.0	5.0	4.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	4.0	4.0	4.0	4.5	5.0	4.2	4.4

\* Responses based on Rating scale of 1-5