



INSIGHT 360 FEEDBACK FOR LEADERS

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Date: 15/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

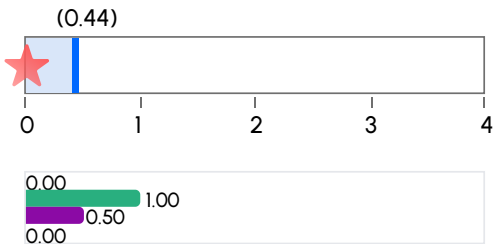
Strengths

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



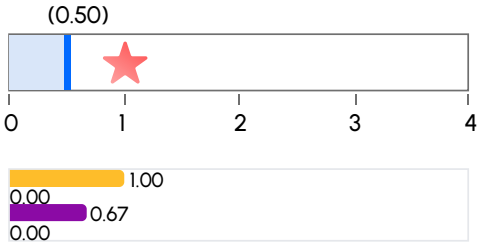
ETHICS AND STANDARDS

Q8. Demonstrate high work ethics and principles that are in accordance with PUNB's standards and practices?



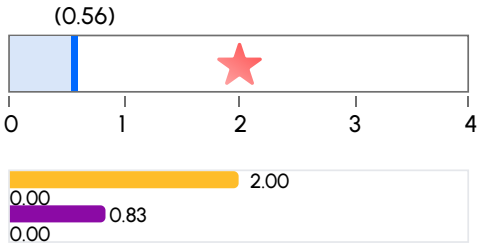
GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q19. Identify and plan for contingencies?



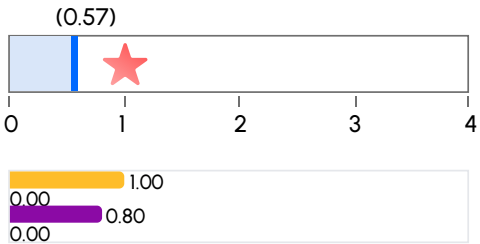
ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY

Q21. Take personal accountability for his/her team's performance and actions?



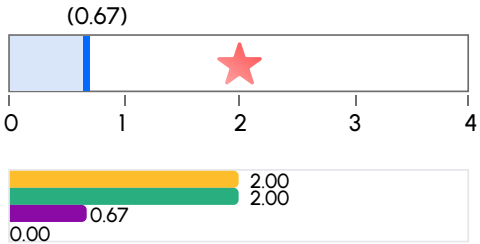
GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q18. Deal in a clear, strong way with subordinates who are not performing?



ETHICS AND STANDARDS

Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself?



STRENGTHS AND DEVELOPMENT NEEDS

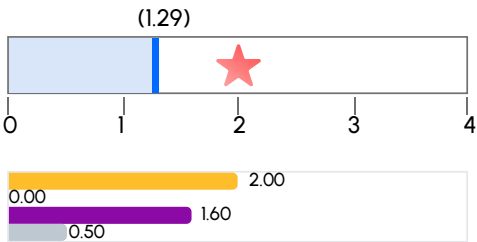
Development Needs

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



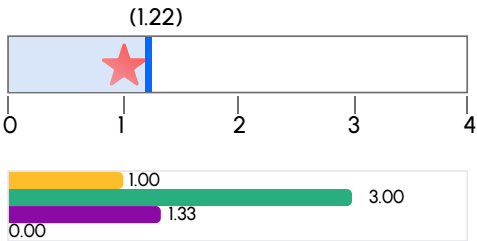
QUALITY AND PRODUCTIVITY

Q15. Coach others to improve work quality or standards?



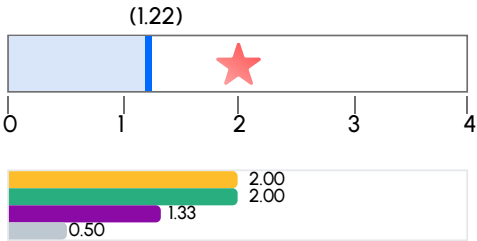
ETHICS AND STANDARDS

Q9. Lead the effort in adapting the standards to new demands and requirements?



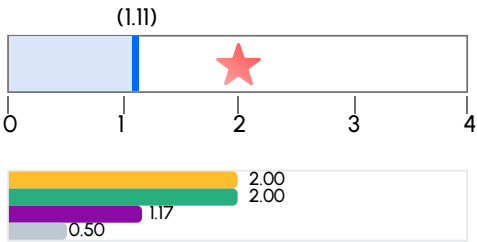
TEAMWORK

Q28. Create a positive work environment through team engagement and empowerment?



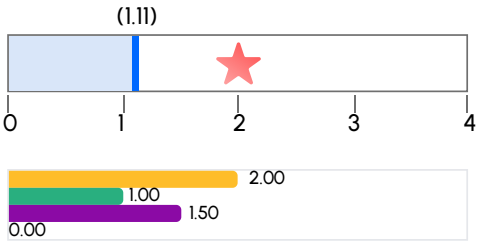
TEAMWORK

Q29. Treat all team members in a respectful, courteous and professional manner?



PROBLEM SOLVING AND DECISION MAKING

Q32. Display the skills of decision making, considering both the short and long-term view before making a decision?



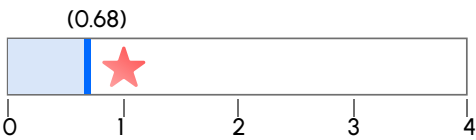
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

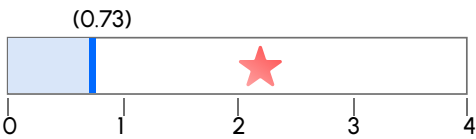
★ Self Gap Size

Overall Survey Average Gap Size

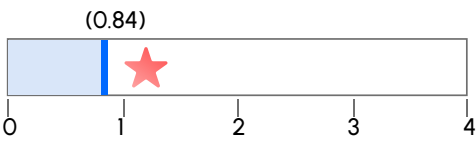
GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN



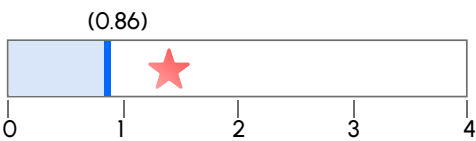
ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY



ETHICS AND STANDARDS



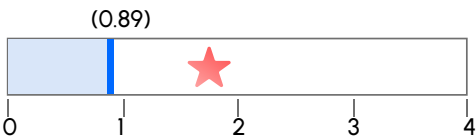
CUSTOMER-FOCUS



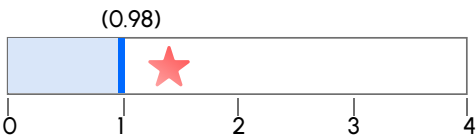
QUALITY AND PRODUCTIVITY



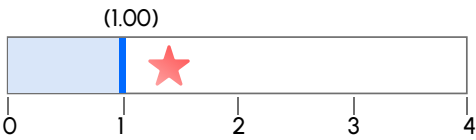
COMMUNICATION



TEAMWORK



PROBLEM SOLVING AND DECISION MAKING



INDIVIDUAL PRACTICES REPORT

Customer-Focus

Q1. Analyse customers' needs and take action to meet those needs to the satisfaction of customers?

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

Q2. Show ability to anticipate future customers' requirements?

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

Q3. Instil customer focus throughout the department/unit?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 0.80 | - | 2 | 2 | 1 | - | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

Q4. Resolve customers' issues quickly?

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

Q5. Establish and maintain effective relationship with customers with good rapport, listening and relationship skills?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.17 | - | 2 | 2 | 1 | 1 | - |
| Subordinates | 0.00 | 1 | 1 | - | - | - | - |

Ethics and Standards

Q6. Act as role model for ethical behaviour within the group?

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

Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself?

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

Q8. Demonstrate high work ethics and principles that are in accordance with PUNB's standards and practices?

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

Q9. Lead the effort in adapting the standards to new demands and requirements?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 3.00 | - | - | - | - | 1 | - |
| Peers | 1.33 | - | 1 | 2 | 3 | - | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

Q10. Make transparent and fair decisions and transactions?

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

Quality and Productivity

Q11. Instil and insist on high quality work standards from his/her department/unit?

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

Q12. Challenge status quo thinking to ensure output is delivered on time and with quality?

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

Q13. Stretch the capability of the team in achieving greater output?

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

Q14. Explore new ways to improve efficiency and effectiveness?

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

Q15. Coach others to improve work quality or standards?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|--------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.60 | - | - | 2 | 3 | - | - |
| Subordinates | 0.50 | - | 1 | 1 | - | - | - |

Goal Orientated And Drive For Results/Achievement Driven

Q16. Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|--------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.20 | - | 1 | 2 | 2 | - | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

Q17. Maintain high standards in delivering results and implementing plans in a timely manner for self and others?

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

| Q18. Deal in a clear, strong way with subordinates who are not performing? | Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|--|--------------|--------------|---|---|---|---|---|---|
| | Self | 1.00 | - | - | 1 | - | - | - |
| | Peers | 0.80 | - | 2 | 2 | 1 | - | - |
| | Subordinates | 0.00 | - | 2 | - | - | - | - |

| Q19. Identify and plan for contingencies? | Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|--------------|--------------|---|---|---|---|---|---|
| | Self | 1.00 | - | - | 1 | - | - | - |
| | Peers | 0.67 | - | 3 | 2 | 1 | - | - |
| | Subordinates | 0.00 | 1 | 1 | - | - | - | - |

| Q20. Strive beyond his/her job to deliver exceptional results and services? | Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|----------------------|--------------|---|---|---|---|---|---|
| | Self | 1.00 | - | - | 1 | - | - | - |
| | Immediate Supervisor | 0.00 | - | 1 | - | - | - | - |
| | Peers | 1.17 | - | 1 | 3 | 2 | - | - |
| | Subordinates | 0.00 | - | 2 | - | - | - | - |

Accountability, Responsibility And Dependability

| Q21. Take personal accountability for his/her team's performance and actions? | Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|----------------------|--------------|---|---|---|---|---|---|
| | Self | 2.00 | - | - | - | 1 | - | - |
| | Immediate Supervisor | 0.00 | - | 1 | - | - | - | - |
| | Peers | 0.83 | - | 2 | 3 | 1 | - | - |
| | Subordinates | 0.00 | - | 2 | - | - | - | - |

| Q22. Take decisive action as the circumstances change or when there is partial information? | Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|--------------|--------------|---|---|---|---|---|---|
| | Self | 2.00 | - | - | - | 1 | - | - |
| | Peers | 1.20 | - | 1 | 2 | 2 | - | - |
| | Subordinates | 0.00 | - | 2 | - | - | - | - |

Q23. Discharge authority accorded to the position responsibly?

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

Q24. Accept responsibility and does not blame others?

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

Q25. Show reliability and can be depended upon?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.83 | - | 3 | 1 | 2 | - | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

Teamwork

Q26. Resolve team conflicts quickly and amicably while encouraging diverse options?

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

Q27. Lead team to work effectively with others to achieve shared goals?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 0.83 | - | 2 | 3 | 1 | - | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

Q28. Create a positive work environment through team engagement and empowerment?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.33 | - | 1 | 2 | 3 | - | - |
| Subordinates | 0.50 | - | 1 | 1 | - | - | - |

Q29. Treat all team members in a respectful, courteous and professional manner?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.17 | - | 1 | 3 | 2 | - | - |
| Subordinates | 0.50 | - | 1 | 1 | - | - | - |

Q30. Build team spirit and teamwork within and across teams?

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

Problem Solving And Decision Making

Q31. Balance the risks, returns, complexity and speed in decision making?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.33 | - | - | 4 | 2 | - | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

Q32. Display the skills of decision making, considering both the short and long-term view before making a decision?

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

Q33. Make decisions based on a mixture of analysis, wisdom, experience and judgement?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.33 | - | 1 | 2 | 3 | - | - |
| Subordinates | 0.00 | 1 | 1 | - | - | - | - |

Q34. Show resourcefulness in resolving problems or issues?

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

Q35. Stimulate new thinking by asking critical questions?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.17 | - | 1 | 3 | 2 | - | - |
| Subordinates | 0.00 | 1 | 1 | - | - | - | - |

Communication

Q36. Listen actively to others and ask questions to enhance own understanding?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.17 | - | 1 | 4 | - | 1 | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

Q37. Demonstrate confidence and effectiveness when speaking or interacting with others in a variety of situations?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 0.83 | - | 4 | - | 1 | 1 | - |
| Subordinates | 0.00 | 1 | 1 | - | - | - | - |

Q38. Express concepts in writing clearly, concisely and with impact?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.17 | - | 1 | 3 | 2 | - | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

Q39. Present with impact to influence and gain buy-in and commitment?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.33 | - | - | 4 | 2 | - | - |
| Subordinates | 0.00 | - | 2 | - | - | - | - |

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

| | |
|--|------|
| Q8. Demonstrate high work ethics and principles that are in accordance with PUNB's standards and practices? | 0.44 |
| Q19. Identify and plan for contingencies? | 0.50 |
| Q21. Take personal accountability for his/her team's performance and actions? | 0.56 |
| Q18. Deal in a clear, strong way with subordinates who are not performing? | 0.57 |
| Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself? | 0.67 |
| Q17. Maintain high standards in delivering results and implementing plans in a timely manner for self and others? | 0.67 |
| Q25. Show reliability and can be depended upon? | 0.67 |
| Q3. Instil customer focus throughout the department/unit? | 0.75 |
| Q12. Challenge status quo thinking to ensure output is delivered on time and with quality? | 0.75 |
| Q13. Stretch the capability of the team in achieving greater output? | 0.75 |
| Q2. Show ability to anticipate future customers' requirements? | 0.78 |
| Q11. Instil and insist on high quality work standards from his/her department/unit? | 0.78 |
| Q20. Strive beyond his/her job to deliver exceptional results and services? | 0.78 |
| Q24. Accept responsibility and does not blame others? | 0.78 |
| Q27. Lead team to work effectively with others to achieve shared goals? | 0.78 |
| Q37. Demonstrate confidence and effectiveness when speaking or interacting with others in a variety of situations? | 0.78 |

| | |
|--|------|
| Q16. Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve? | 0.86 |
| Q22. Take decisive action as the circumstances change or when there is partial information? | 0.86 |
| Q23. Discharge authority accorded to the position responsibly? | 0.86 |
| Q26. Resolve team conflicts quickly and amicably while encouraging diverse options? | 0.88 |
| Q1. Analyse customers' needs and take action to meet those needs to the satisfaction of customers? | 0.89 |
| Q4. Resolve customers' issues quickly? | 0.89 |
| Q10. Make transparent and fair decisions and transactions? | 0.89 |
| Q14. Explore new ways to improve efficiency and effectiveness? | 0.89 |
| Q30. Build team spirit and teamwork within and across teams? | 0.89 |
| Q34. Show resourcefulness in resolving problems or issues? | 0.89 |
| Q36. Listen actively to others and ask questions to enhance own understanding? | 0.89 |
| Q38. Express concepts in writing clearly, concisely and with impact? | 0.89 |
| Q5. Establish and maintain effective relationship with customers with good rapport, listening and relationship skills? | 1.00 |
| Q6. Act as role model for ethical behaviour within the group? | 1.00 |
| Q31. Balance the risks, returns, complexity and speed in decision making? | 1.00 |
| Q33. Make decisions based on a mixture of analysis, wisdom, experience and judgement? | 1.00 |
| Q35. Stimulate new thinking by asking critical questions? | 1.00 |
| Q39. Present with impact to influence and gain buy-in and commitment? | 1.00 |
| Q29. Treat all team members in a respectful, courteous and professional manner? | 1.11 |

| | |
|---|------|
| Q32. Display the skills of decision making, considering both the short and long-term view before making a decision? | 1.11 |
| Q9. Lead the effort in adapting the standards to new demands and requirements? | 1.22 |
| Q28. Create a positive work environment through team engagement and empowerment? | 1.22 |
| Q15. Coach others to improve work quality or standards? | 1.29 |

QUALITATIVE FEEDBACK

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

- 1) focus in her work, result-driven 2) responsible in completing her tasks
- 1. Haliza is full of new ideas and innovation. 2. She is a straightforward person. Always clearly communicates her thought to others, honest and did not hide her opinion.
- Courteous Diligent
- 1-leadership: leading teams to achieve goals, taking charge in challenging situations, or inspiring others through her vision and actions. 2-communication skill : Individuals with strong communication skills, able to express her ideas clearly and collaborate effectively.
- Teamwork. Interpersonal skills.

I am not involved with her directly with daily work, do not know her closely, therefore my assessment is based on my experience when I deal with her or her team members. 1) Dedication - She is a very dedicated person in carrying out her duties, knows what she is doing, likes to share ideas. 2) Good leader - She is a passionate leader, always make sure the team is in the best performance. I am happy dealing with her team. They are helpful and resourceful. I believe a good team has a good leader too.

- 1. Focus on objectives 2. Fast action

She is a transactional leader that I looked up to. Able to predefined targets with clear directives. Despite being directive, she also practices laisses faire management style which allows her subordinate to work independently as long as meet the predetermined goals.

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

- 1) view changes positively towards the achievement of management's objectives 2) view and understand matters objectively in order to spread the positivity among other team members and fellow employees in general
- 1. To improve on negotiable skill 2. To improve skills in handling conflict
- Confidence Level Self-appearance
- 1- emotional control.
- Managing performance. Strategic Planning.

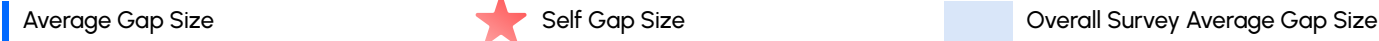
I have no issue with her except for one thing, her emotions are unpredictable. She is very transparent in expressing her feelings. As a head of unit in the Employee Experience Department, it would be nice if she could be more friendly, open and approachable at all times. It would be great if I could talk to her at any time without having to think twice :)

- 1. To be more flexible and listen more 2. To show interest in subject matter.
- To adopt a coaching and mentoring approach in her leadership style and to develop transformational leadership style

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

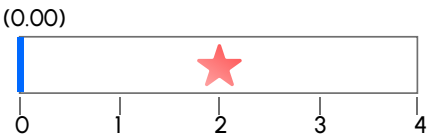
Strengths

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



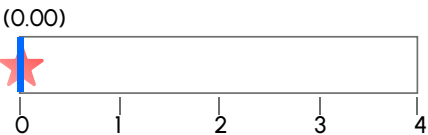
ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY

Q21. Take personal accountability for his/her team’s performance and actions?



GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q17. Maintain high standards in delivering results and implementing plans in a timely manner for self and others?



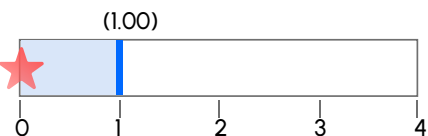
GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q20. Strive beyond his/her job to deliver exceptional results and services?



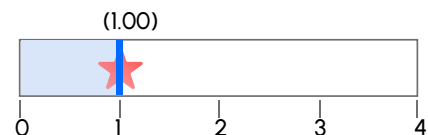
QUALITY AND PRODUCTIVITY

Q11. Instil and insist on high quality work standards from his/her department/unit?



PROBLEM SOLVING AND DECISION MAKING

Q31. Balance the risks, returns, complexity and speed in decision making?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

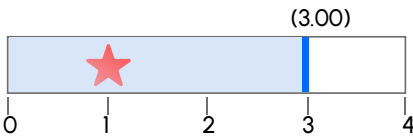
Development Needs

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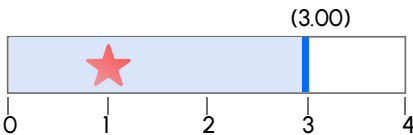
ETHICS AND STANDARDS

Q6. Act as role model for ethical behaviour within the group?



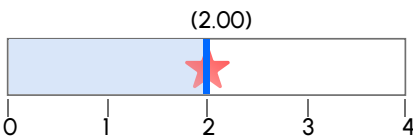
ETHICS AND STANDARDS

Q9. Lead the effort in adapting the standards to new demands and requirements?



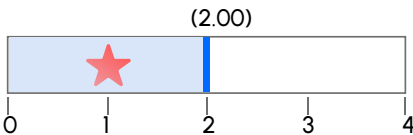
CUSTOMER-FOCUS

Q1. Analyse customers' needs and take action to meet those needs to the satisfaction of customers?



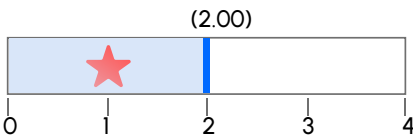
TEAMWORK

Q27. Lead team to work effectively with others to achieve shared goals?



COMMUNICATION

Q37. Demonstrate confidence and effectiveness when speaking or interacting with others in a variety of situations?



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.

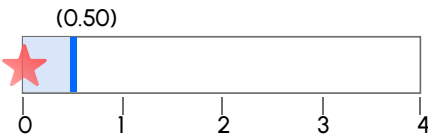
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

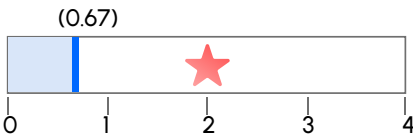
ETHICS AND STANDARDS

Q8. Demonstrate high work ethics and principles that are in accordance with PUNB’s standards and practices?



ETHICS AND STANDARDS

Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself?



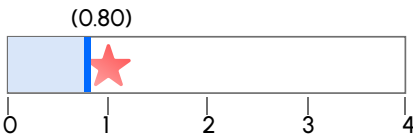
GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q19. Identify and plan for contingencies?



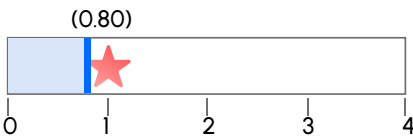
CUSTOMER-FOCUS

Q3. Instil customer focus throughout the department/unit?



GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

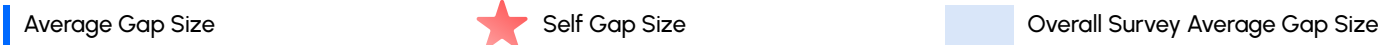
Q18. Deal in a clear, strong way with subordinates who are not performing?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

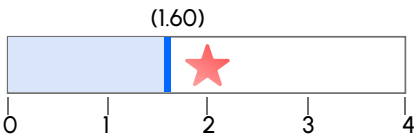
Development Needs

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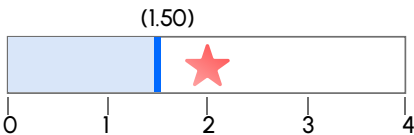
QUALITY AND PRODUCTIVITY

Q15. Coach others to improve work quality or standards?



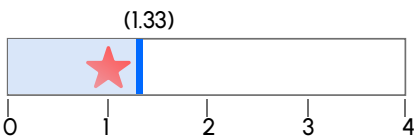
PROBLEM SOLVING AND DECISION MAKING

Q32. Display the skills of decision making, considering both the short and long-term view before making a decision?



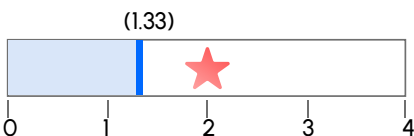
PROBLEM SOLVING AND DECISION MAKING

Q31. Balance the risks, returns, complexity and speed in decision making?



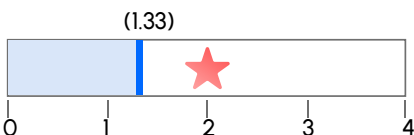
TEAMWORK

Q28. Create a positive work environment through team engagement and empowerment?



PROBLEM SOLVING AND DECISION MAKING

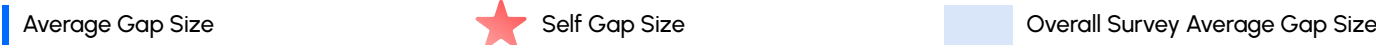
Q33. Make decisions based on a mixture of analysis, wisdom, experience and judgement?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

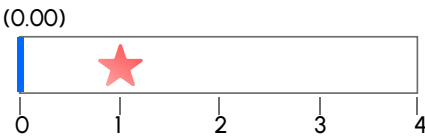
Strengths

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



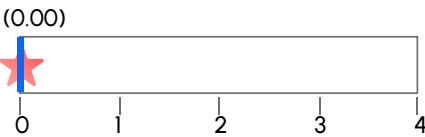
TEAMWORK

Q26. Resolve team conflicts quickly and amicably while encouraging diverse options?



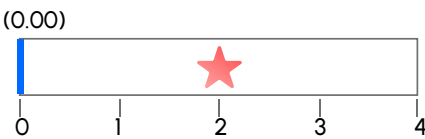
QUALITY AND PRODUCTIVITY

Q11. Instil and insist on high quality work standards from his/her department/unit?



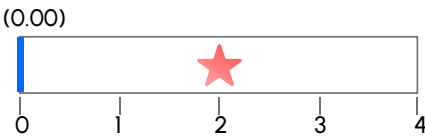
GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q16. Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



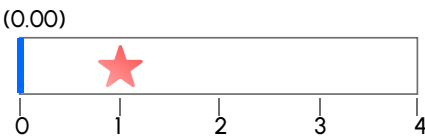
ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY

Q21. Take personal accountability for his/her team's performance and actions?



PROBLEM SOLVING AND DECISION MAKING

Q31. Balance the risks, returns, complexity and speed in decision making?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

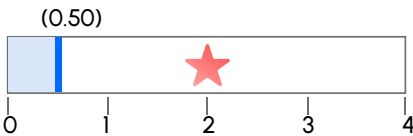
Development Needs

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



TEAMWORK

Q28. Create a positive work environment through team engagement and empowerment?



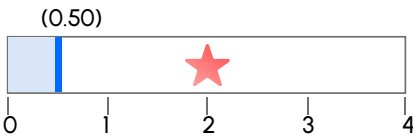
CUSTOMER-FOCUS

Q4. Resolve customers' issues quickly?



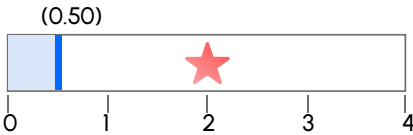
TEAMWORK

Q29. Treat all team members in a respectful, courteous and professional manner?



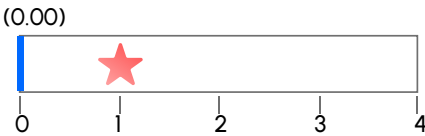
QUALITY AND PRODUCTIVITY

Q15. Coach others to improve work quality or standards?



TEAMWORK

Q26. Resolve team conflicts quickly and amicably while encouraging diverse options?

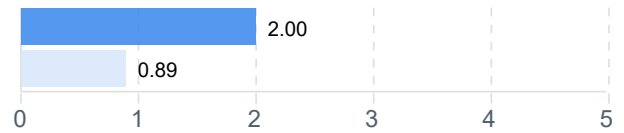


AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

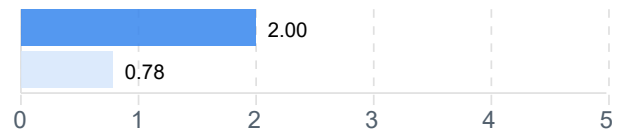
CUSTOMER-FOCUS

Self Gap Size Average Gap Size

Q1. Analyse customers' needs and take action to meet those needs to the satisfaction of customers?



Q2. Show ability to anticipate future customers' requirements?



Q3. Instil customer focus throughout the department/unit?



Q4. Resolve customers' issues quickly?



Q5. Establish and maintain effective relationship with customers with good rapport, listening and relationship skills?



ETHICS AND STANDARDS

Self Gap Size Average Gap Size

Q6. Act as role model for ethical behaviour within the group?



Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself?



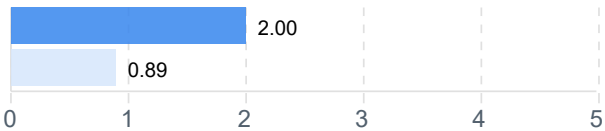
Q8. Demonstrate high work ethics and principles that are in accordance with PUNB’s standards and practices?



Q9. Lead the effort in adapting the standards to new demands and requirements?



Q10. Make transparent and fair decisions and transactions?



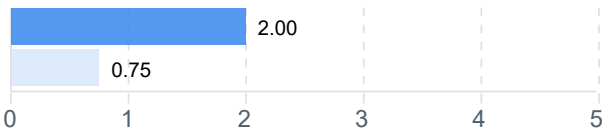
QUALITY AND PRODUCTIVITY

Self Gap Size Average Gap Size

Q11. Instil and insist on high quality work standards from his/her department/unit?



Q12. Challenge status quo thinking to ensure output is delivered on time and with quality?



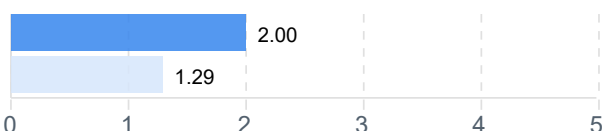
Q13. Stretch the capability of the team in achieving greater output?



Q14. Explore new ways to improve efficiency and effectiveness?



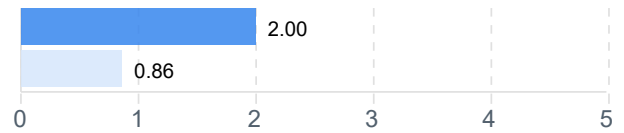
Q15. Coach others to improve work quality or standards?



GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Self Gap Size Average Gap Size

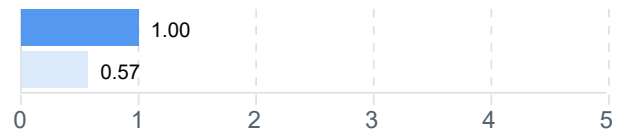
Q16. Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



Q17. Maintain high standards in delivering results and implementing plans in a timely manner for self and others?



Q18. Deal in a clear, strong way with subordinates who are not performing?



Q19. Identify and plan for contingencies?



Q20. Strive beyond his/her job to deliver exceptional results and services?

**ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY**

Self Gap Size Average Gap Size

Q21. Take personal accountability for his/her team's performance and actions?



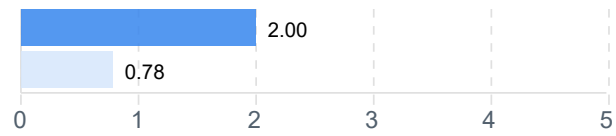
Q22. Take decisive action as the circumstances change or when there is partial information?



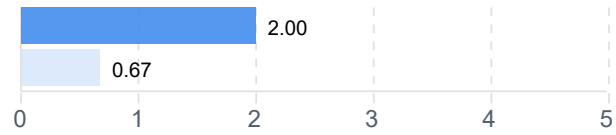
Q23. Discharge authority accorded to the position responsibly?



Q24. Accept responsibility and does not blame others?



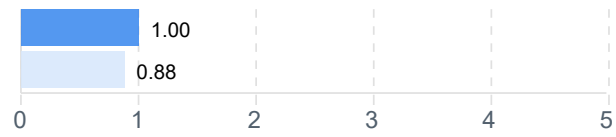
Q25. Show reliability and can be depended upon?



TEAMWORK

Self Gap Size Average Gap Size

Q26. Resolve team conflicts quickly and amicably while encouraging diverse options?



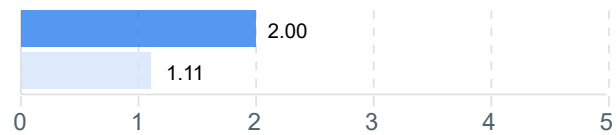
Q27. Lead team to work effectively with others to achieve shared goals?



Q28. Create a positive work environment through team engagement and empowerment?



Q29. Treat all team members in a respectful, courteous and professional manner?



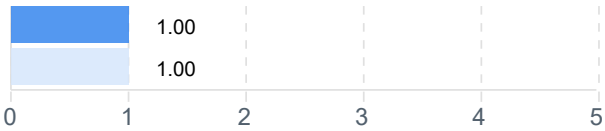
Q30. Build team spirit and teamwork within and across teams?



PROBLEM SOLVING AND DECISION MAKING

Self Gap Size Average Gap Size

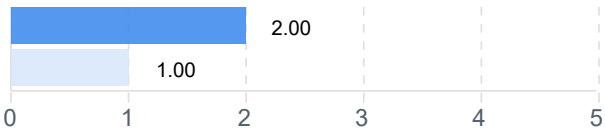
Q31. Balance the risks, returns, complexity and speed in decision making?



Q32. Display the skills of decision making, considering both the short and long-term view before making a decision?



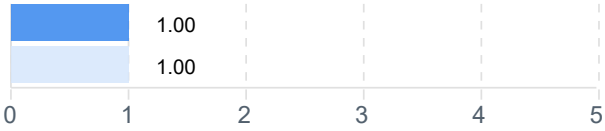
Q33. Make decisions based on a mixture of analysis, wisdom, experience and judgement?



Q34. Show resourcefulness in resolving problems or issues?



Q35. Stimulate new thinking by asking critical questions?



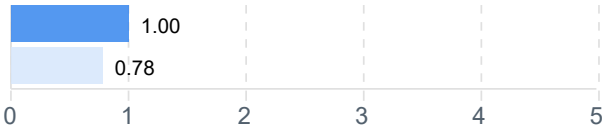
COMMUNICATION

Self Gap Size Average Gap Size

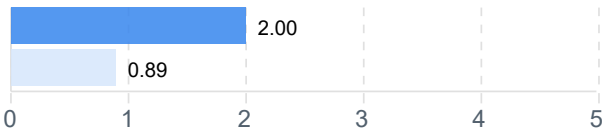
Q36. Listen actively to others and ask questions to enhance own understanding?



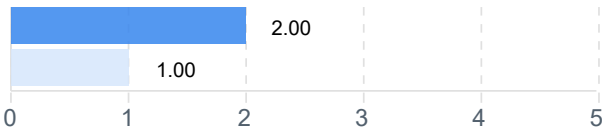
Q37. Demonstrate confidence and effectiveness when speaking or interacting with others in a variety of situations?



Q38. Express concepts in writing clearly, concisely and with impact?



Q39. Present with impact to influence and gain buy-in and commitment?



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

QUALITY AND PRODUCTIVITY

Q11. Instil and insist on high quality work standards from his/her department/unit?



GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q17. Maintain high standards in delivering results and implementing plans in a timely manner for self and others?



ETHICS AND STANDARDS

Q8. Demonstrate high work ethics and principles that are in accordance with PUNB's standards and practices?



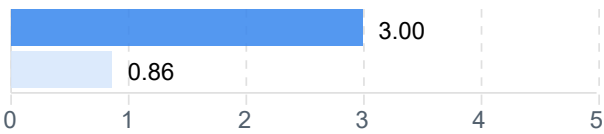
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

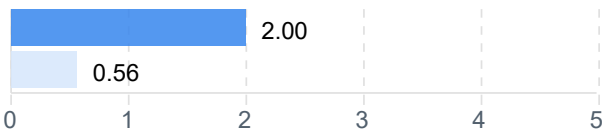
ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY

Q23. Discharge authority accorded to the position responsibly?



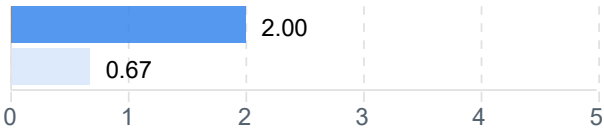
ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY

Q21. Take personal accountability for his/her team's performance and actions?



ETHICS AND STANDARDS

Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself?



ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY

Q25. Show reliability and can be depended upon?

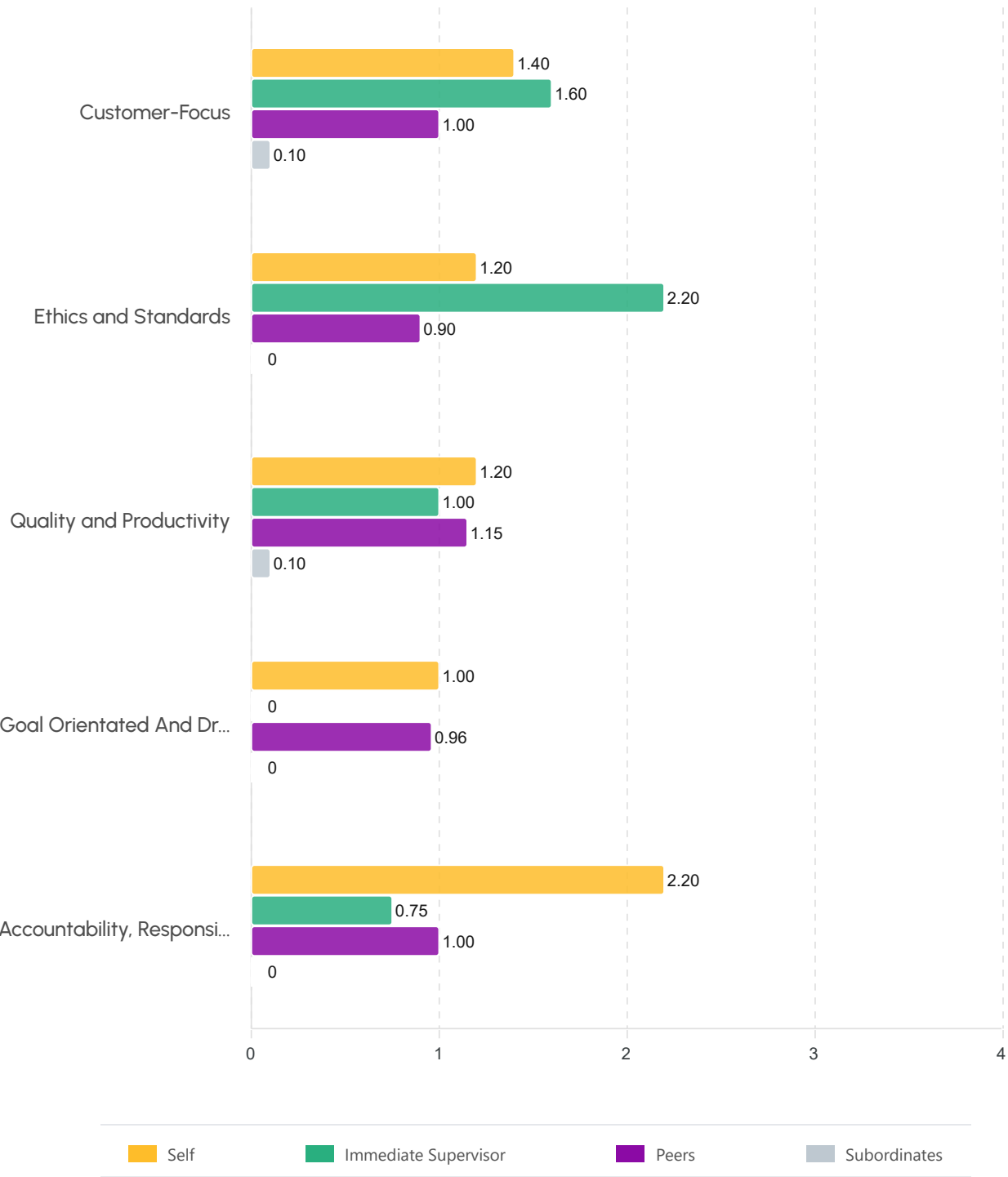


QUALITY AND PRODUCTIVITY

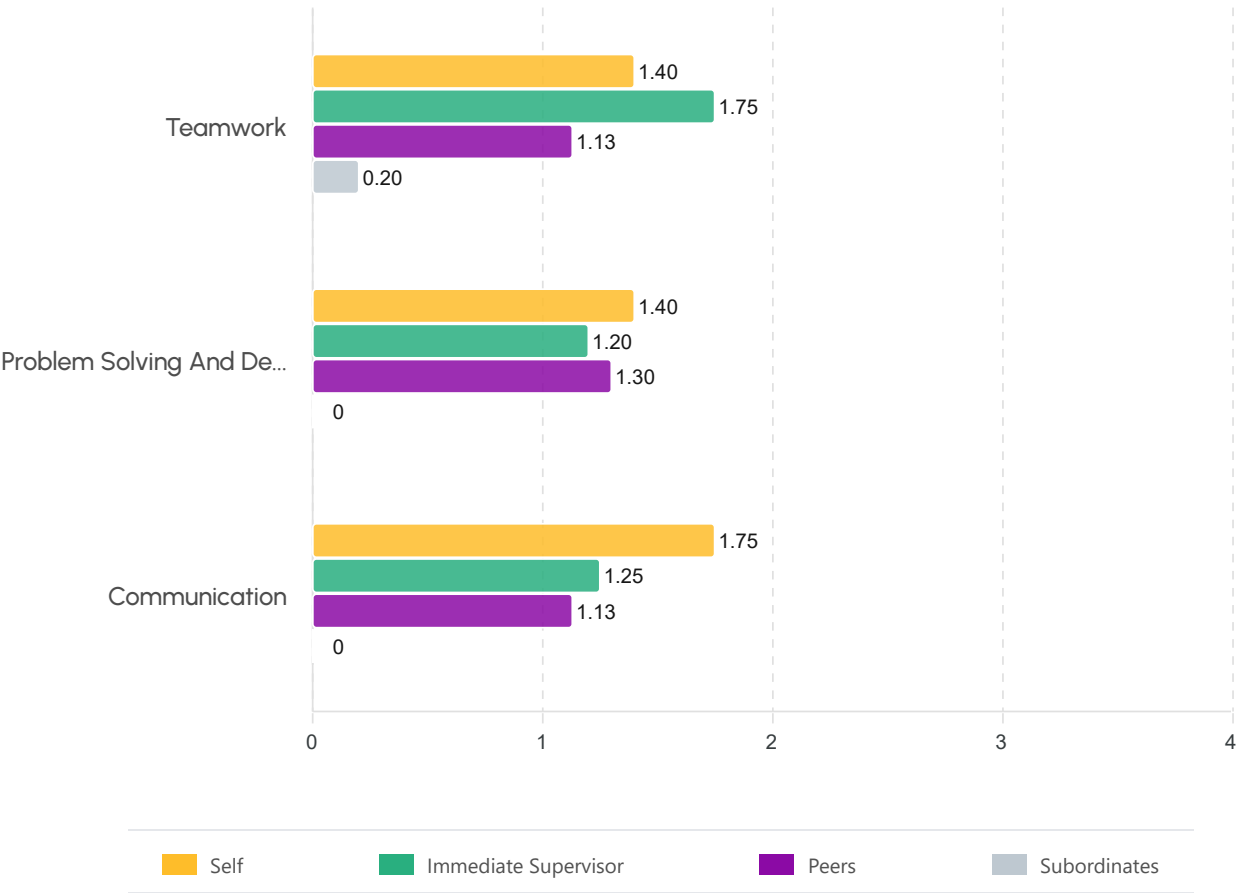
Q12. Challenge status quo thinking to ensure output is delivered on time and with quality?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



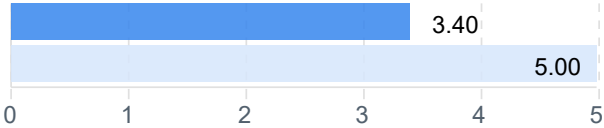
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

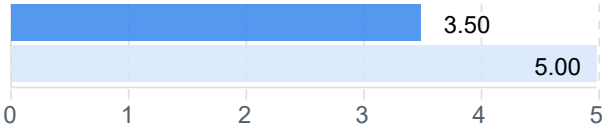
QUALITY AND PRODUCTIVITY

Q15. Coach others to improve work quality or standards?



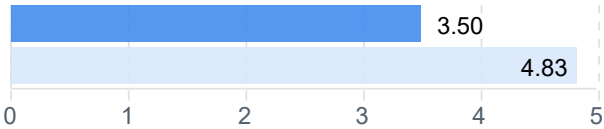
PROBLEM SOLVING AND DECISION MAKING

Q32. Display the skills of decision making, considering both the short and long-term view before making a decision?



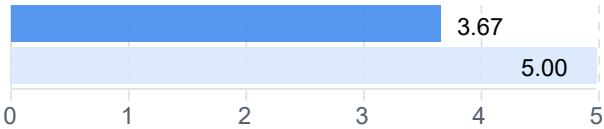
PROBLEM SOLVING AND DECISION MAKING

Q31. Balance the risks, returns, complexity and speed in decision making?



TEAMWORK

Q28. Create a positive work environment through team engagement and empowerment?



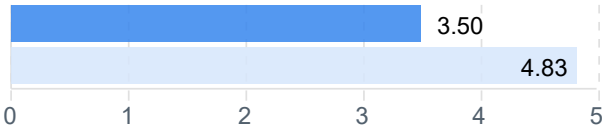
PROBLEM SOLVING AND DECISION MAKING

Q33. Make decisions based on a mixture of analysis, wisdom, experience and judgement?



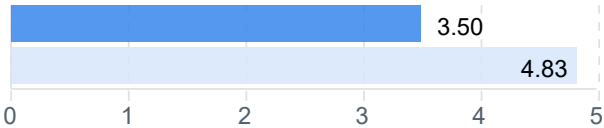
COMMUNICATION

Q39. Present with impact to influence and gain buy-in and commitment?



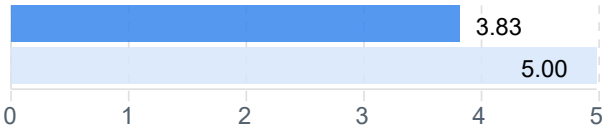
ETHICS AND STANDARDS

Q9. Lead the effort in adapting the standards to new demands and requirements?



TEAMWORK

Q26. Resolve team conflicts quickly and amicably while encouraging diverse options?



GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q16. Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



COMMUNICATION

Q38. Express concepts in writing clearly, concisely and with impact?



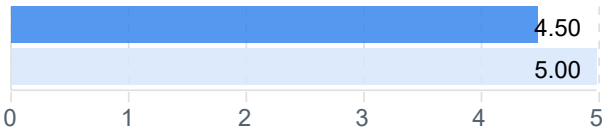
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

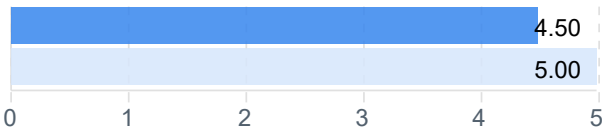
TEAMWORK

Q28. Create a positive work environment through team engagement and empowerment?



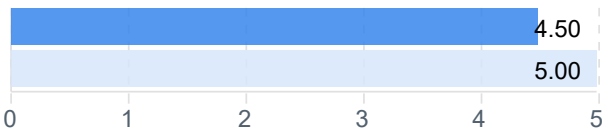
CUSTOMER-FOCUS

Q4. Resolve customers' issues quickly?



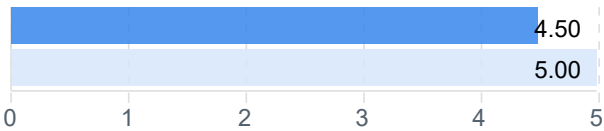
TEAMWORK

Q29. Treat all team members in a respectful, courteous and professional manner?



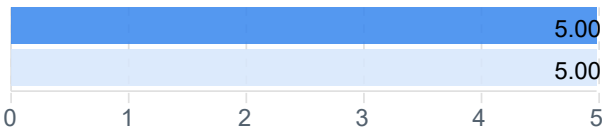
QUALITY AND PRODUCTIVITY

Q15. Coach others to improve work quality or standards?



QUALITY AND PRODUCTIVITY

Q11. Instil and insist on high quality work standards from his/her department/unit?



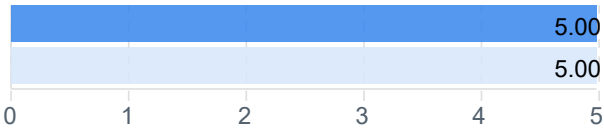
GOAL ORIENTATED AND DRIVE FOR RESULTS/ACHIEVEMENT DRIVEN

Q16. Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



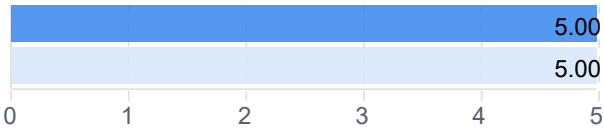
ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY

Q21. Take personal accountability for his/her team's performance and actions?



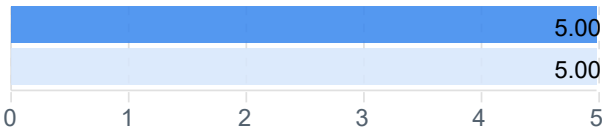
PROBLEM SOLVING AND DECISION MAKING

Q31. Balance the risks, returns, complexity and speed in decision making?



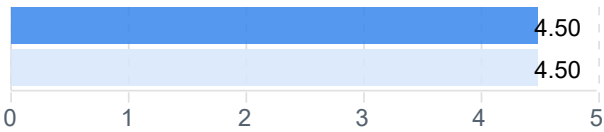
COMMUNICATION

Q36. Listen actively to others and ask questions to enhance own understanding?



CUSTOMER-FOCUS

Q1. Analyse customers' needs and take action to meet those needs to the satisfaction of customers?



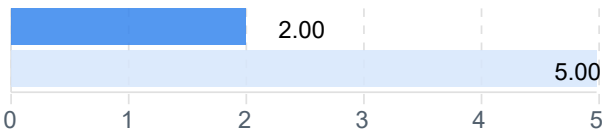
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

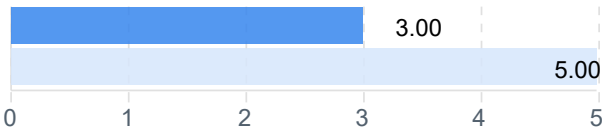
ACCOUNTABILITY, RESPONSIBILITY AND
DEPENDABILITY

Q23. Discharge authority accorded to the position responsibly?



GOAL ORIENTATED AND DRIVE FOR
RESULTS/ACHIEVEMENT DRIVEN

Q16. Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



ACCOUNTABILITY, RESPONSIBILITY AND
DEPENDABILITY

Q21. Take personal accountability for his/her team's performance and actions?



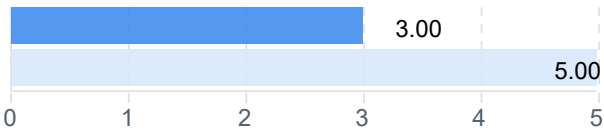
COMMUNICATION

Q36. Listen actively to others and ask questions to enhance own understanding?



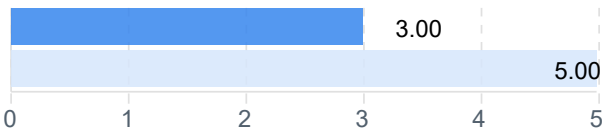
CUSTOMER-FOCUS

Q1. Analyse customers' needs and take action to meet those needs to the satisfaction of customers?



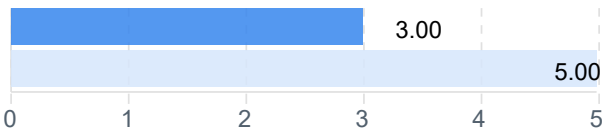
PROBLEM SOLVING AND DECISION MAKING

Q32. Display the skills of decision making, considering both the short and long-term view before making a decision?



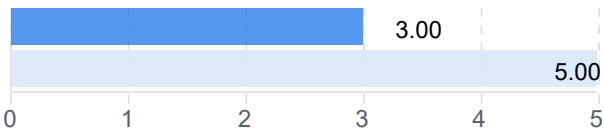
ACCOUNTABILITY, RESPONSIBILITY AND DEPENDABILITY

Q22. Take decisive action as the circumstances change or when there is partial information?



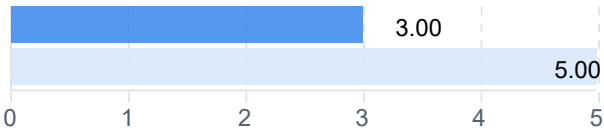
QUALITY AND PRODUCTIVITY

Q12. Challenge status quo thinking to ensure output is delivered on time and with quality?



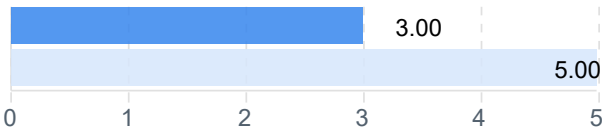
ETHICS AND STANDARDS

Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself?



CUSTOMER-FOCUS

Q2. Show ability to anticipate future customers' requirements?



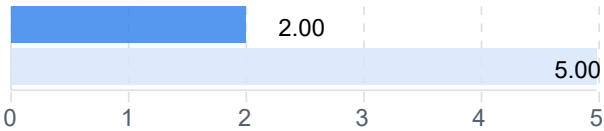
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

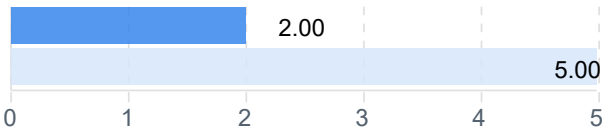
ETHICS AND STANDARDS

Q6. Act as role model for ethical behaviour within the group?



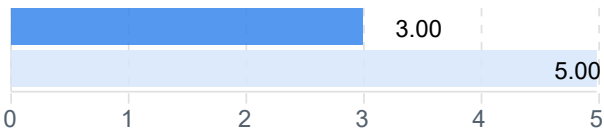
ETHICS AND STANDARDS

Q9. Lead the effort in adapting the standards to new demands and requirements?



CUSTOMER-FOCUS

Q1. Analyse customers' needs and take action to meet those needs to the satisfaction of customers?



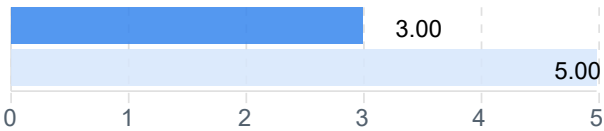
TEAMWORK

Q27. Lead team to work effectively with others to achieve shared goals?



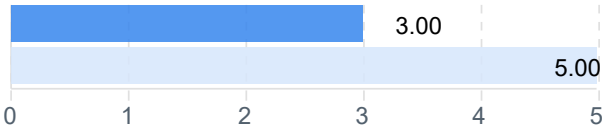
COMMUNICATION

Q37. Demonstrate confidence and effectiveness when speaking or interacting with others in a variety of situations?



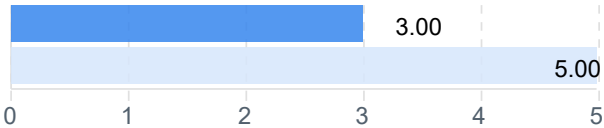
ETHICS AND STANDARDS

Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself?



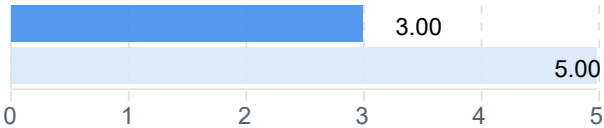
TEAMWORK

Q28. Create a positive work environment through team engagement and empowerment?



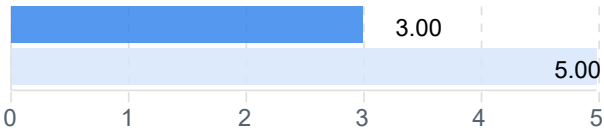
CUSTOMER-FOCUS

Q3. Instil customer focus throughout the department/unit?



TEAMWORK

Q29. Treat all team members in a respectful, courteous and professional manner?



CUSTOMER-FOCUS

Q5. Establish and maintain effective relationship with customers with good rapport, listening and relationship skills?

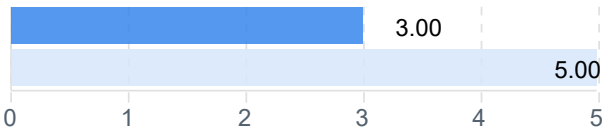


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

| How often does this person demonstrate the following - | Peers | | Subordinates | | Self | | Immediate Supervisor | |
|--|-------|-----|--------------|-----|------|-----|----------------------|-----|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q1. Analyse customers' needs and take action to meet those needs to the satisfaction of customers? | 3.8 | 4.8 | 4.5 | 4.5 | 3.0 | 5.0 | 3.0 | 5.0 |
| Q2. Show ability to anticipate future customers' requirements? | 3.8 | 4.8 | 5.0 | 4.5 | 3.0 | 5.0 | 4.0 | 5.0 |
| Q3. Instil customer focus throughout the department/unit? | 4.0 | 4.8 | 4.5 | 4.5 | 4.0 | 5.0 | 3.0 | 5.0 |
| Q4. Resolve customers' issues quickly? | 3.8 | 4.8 | 4.5 | 5.0 | 4.0 | 5.0 | 4.0 | 5.0 |
| Q5. Establish and maintain effective relationship with customers with good rapport, listening and relationship skills? | 3.7 | 4.8 | 5.0 | 4.5 | 4.0 | 5.0 | 3.0 | 5.0 |
| Q6. Act as role model for ethical behaviour within the group? | 3.8 | 4.8 | 4.5 | 4.0 | 4.0 | 5.0 | 2.0 | 5.0 |
| Q7. Act with honesty and truthfulness in the way he/she conducts himself/herself? | 4.3 | 5.0 | 5.0 | 5.0 | 3.0 | 5.0 | 3.0 | 5.0 |
| Q8. Demonstrate high work ethics and principles that are in accordance with PUNB's standards and practices? | 4.5 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 4.0 | 5.0 |
| Q9. Lead the effort in adapting the standards to new demands and requirements? | 3.5 | 4.8 | 5.0 | 5.0 | 4.0 | 5.0 | 2.0 | 5.0 |
| Q10. Make transparent and fair decisions and transactions? | 4.0 | 5.0 | 4.0 | 4.0 | 3.0 | 5.0 | 3.0 | 5.0 |
| Q11. Instil and insist on high quality work standards from his/her department/unit? | 4.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 4.0 | 5.0 |
| Q12. Challenge status quo thinking to ensure output is delivered on time and with quality? | 3.8 | 4.8 | 4.5 | 4.0 | 3.0 | 5.0 | 4.0 | 5.0 |
| Q13. Stretch the capability of the team in achieving greater output? | 3.8 | 4.8 | 4.5 | 4.0 | 4.0 | 5.0 | 4.0 | 5.0 |
| Q14. Explore new ways to improve efficiency and effectiveness? | 3.5 | 4.7 | 5.0 | 4.5 | 4.0 | 5.0 | 4.0 | 5.0 |
| Q15. Coach others to improve work quality or standards? | 3.4 | 5.0 | 4.5 | 5.0 | 3.0 | 5.0 | - | - |

| How often does this person demonstrate the following - | Peers | | Subordinates | | Self | | Immediate Supervisor | |
|---|-------|-----|--------------|-----|------|-----|----------------------|-----|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q16. Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve? | 3.8 | 5.0 | 5.0 | 5.0 | 3.0 | 5.0 | - | - |
| Q17. Maintain high standards in delivering results and implementing plans in a timely manner for self and others? | 3.8 | 4.8 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 |
| Q18. Deal in a clear, strong way with subordinates who are not performing? | 4.0 | 4.8 | 5.0 | 5.0 | 4.0 | 5.0 | - | - |
| Q19. Identify and plan for contingencies? | 4.0 | 4.7 | 5.0 | 4.5 | 4.0 | 5.0 | - | - |
| Q20. Strive beyond his/her job to deliver exceptional results and services? | 3.8 | 5.0 | 5.0 | 5.0 | 4.0 | 5.0 | 4.0 | 4.0 |
| Q21. Take personal accountability for his/her team's performance and actions? | 4.2 | 5.0 | 5.0 | 5.0 | 3.0 | 5.0 | 5.0 | 5.0 |
| Q22. Take decisive action as the circumstances change or when there is partial information? | 3.6 | 4.8 | 4.0 | 4.0 | 3.0 | 5.0 | - | - |
| Q23. Discharge authority accorded to the position responsibly? | 3.8 | 5.0 | 4.5 | 4.5 | 2.0 | 5.0 | 4.0 | 5.0 |
| Q24. Accept responsibility and does not blame others? | 4.0 | 5.0 | 5.0 | 5.0 | 3.0 | 5.0 | 4.0 | 5.0 |
| Q25. Show reliability and can be depended upon? | 4.0 | 4.8 | 5.0 | 5.0 | 3.0 | 5.0 | 4.0 | 5.0 |
| Q26. Resolve team conflicts quickly and amicably while encouraging diverse options? | 3.8 | 5.0 | 5.0 | 4.5 | 4.0 | 5.0 | - | - |
| Q27. Lead team to work effectively with others to achieve shared goals? | 4.0 | 4.8 | 5.0 | 5.0 | 4.0 | 5.0 | 3.0 | 5.0 |
| Q28. Create a positive work environment through team engagement and empowerment? | 3.7 | 5.0 | 4.5 | 5.0 | 3.0 | 5.0 | 3.0 | 5.0 |
| Q29. Treat all team members in a respectful, courteous and professional manner? | 3.8 | 5.0 | 4.5 | 5.0 | 3.0 | 5.0 | 3.0 | 5.0 |
| Q30. Build team spirit and teamwork within and across teams? | 3.8 | 5.0 | 5.0 | 5.0 | 4.0 | 5.0 | 4.0 | 5.0 |
| Q31. Balance the risks, returns, complexity and speed in decision making? | 3.5 | 4.8 | 5.0 | 5.0 | 4.0 | 5.0 | 4.0 | 5.0 |
| Q32. Display the skills of decision making, considering both the short and long-term view before making a decision? | 3.5 | 5.0 | 4.5 | 4.5 | 3.0 | 5.0 | 4.0 | 5.0 |

| How often does this person demonstrate the following - | Peers | | Subordinates | | Self | | Immediate Supervisor | |
|--|-------|-----|--------------|-----|------|-----|----------------------|-----|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q33. Make decisions based on a mixture of analysis, wisdom, experience and judgement? | 3.5 | 4.8 | 5.0 | 4.5 | 3.0 | 5.0 | 4.0 | 5.0 |
| Q34. Show resourcefulness in resolving problems or issues? | 3.8 | 5.0 | 5.0 | 4.5 | 4.0 | 5.0 | 4.0 | 5.0 |
| Q35. Stimulate new thinking by asking critical questions? | 3.5 | 4.7 | 5.0 | 4.5 | 4.0 | 5.0 | 3.0 | 5.0 |
| Q36. Listen actively to others and ask questions to enhance own understanding? | 3.7 | 4.8 | 5.0 | 5.0 | 3.0 | 5.0 | 4.0 | 5.0 |
| Q37. Demonstrate confidence and effectiveness when speaking or interacting with others in a variety of situations? | 4.0 | 4.8 | 5.0 | 4.5 | 4.0 | 5.0 | 3.0 | 5.0 |
| Q38. Express concepts in writing clearly, concisely and with impact? | 3.8 | 5.0 | 5.0 | 5.0 | 3.0 | 5.0 | 4.0 | 5.0 |
| Q39. Present with impact to influence and gain buy-in and commitment? | 3.5 | 4.8 | 5.0 | 5.0 | 3.0 | 5.0 | 4.0 | 5.0 |

* Responses based on Rating scale of 1-5