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INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

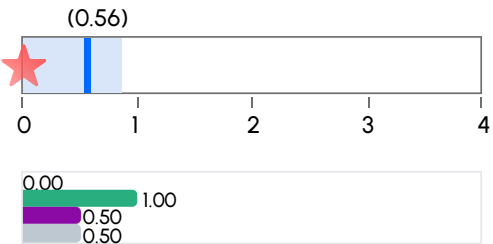
Strengths

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



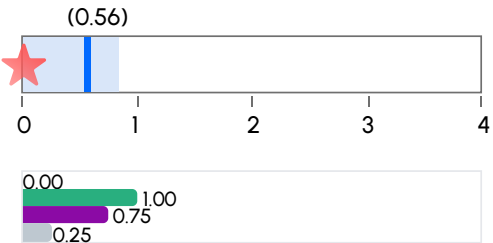
TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



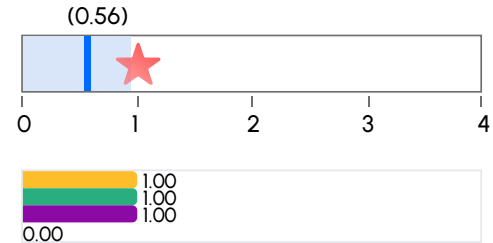
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



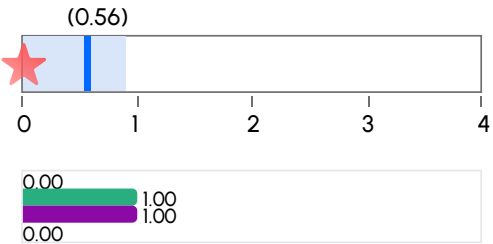
BUSINESS ACUMEN

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



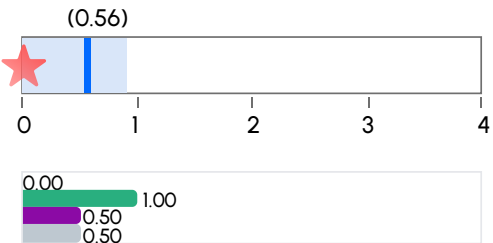
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



COMMUNICATE WITH IMPACT

Q29. Convey persuasive thoughts and views with confidence and clarity?



STRENGTHS AND DEVELOPMENT NEEDS

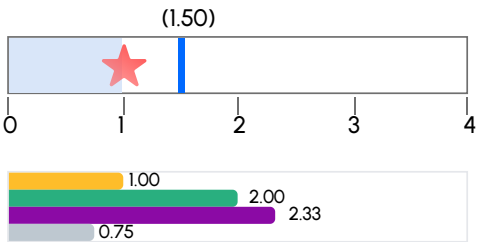
Development Needs

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



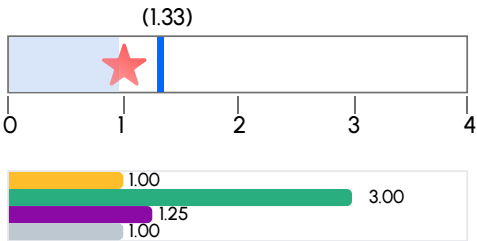
INNOVATIVE AND CRITICAL THINKING

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



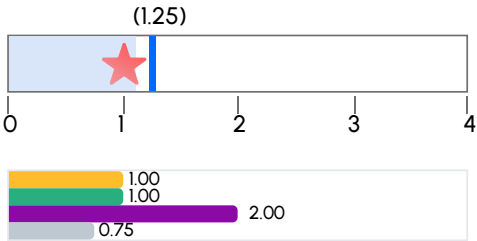
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



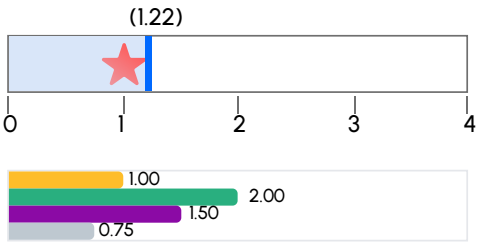
DEVELOP SELF AND OTHERS

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



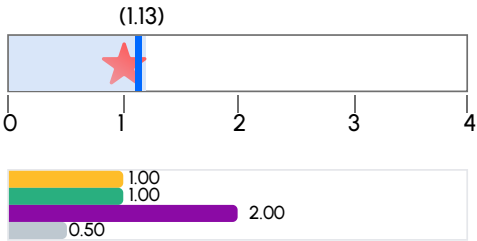
DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



SETS CLEAR DIRECTIONS

Q22. Set priorities which help subordinates focus on the most important issues or objectives.



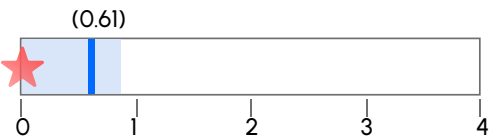
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

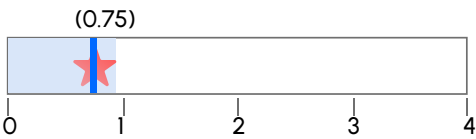
★ Self Gap Size

Overall Survey Average Gap Size

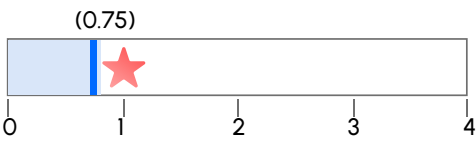
TECHNICAL CAPABILITIES



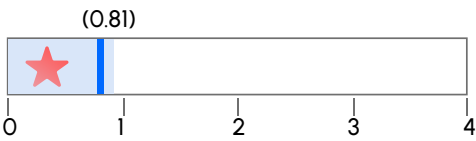
FOSTER TEAMWORK



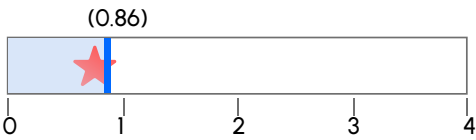
BUSINESS ACUMEN



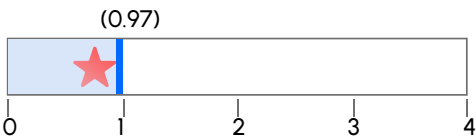
COMMUNICATE WITH IMPACT



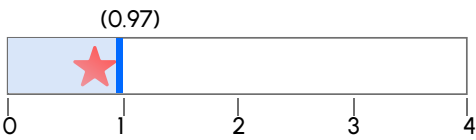
CLIENT-FOCUSED



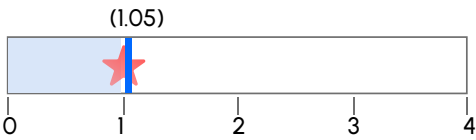
INNOVATIVE AND CRITICAL THINKING



SETS CLEAR DIRECTIONS



DRIVES FOR RESULT



DEVELOP SELF AND OTHERS



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?

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

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	2	1	-	1	-
Subordinates	0.25	-	3	1	-	-	-

Innovative and Critical Thinking

Q3. Develop well thought-out conclusions and solutioning plan?

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

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.33	-	-	1	-	2	-
Subordinates	0.75	-	1	3	-	-	-

Q5. Challenge the status quo and push for positive change and impact?

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

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	2	-	1	-
Subordinates	0.25	-	3	1	-	-	-

Foster Teamwork

Q7. Treat all team members in a respectful, courteous and professional manner?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?

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

Q9. Take accountability and ownership of his/her team’s performance?

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

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?

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

Business Acumen

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.25	-	3	1	-	-	-

Q12. Keep up to date with business trends and industry development for potential business opportunities?

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



Q13. Instill a business-oriented mindset that drives the business of YYC?

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	-	-
Subordinates	0.25	-	3	1	-	-	-

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?

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	-	-
Subordinates	0.00	-	4	-	-	-	-

Client-Focused

Q15. Build cross functional team relationship that can effectively address the needs of clients?

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

Q16. Respond and Resolve client issues effectively?

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

Q17. Demonstrate personal accountability to serve clients well?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.25	-	3	1	-	-	-

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?

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

Sets Clear Directions

Q19. Take action despite ambiguity?

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

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?

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

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.25	-	3	1	-	-	-

Q22. Set priorities which help subordinates focus on the most important issues or objectives.

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

Drives For Result

Q23. Show initiative, energy and the feeling that the work must be done quickly?

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

Q24. 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	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.75	-	2	1	1	-	-

Q25. Push himself/herself and others every day for results?

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

Q26. Bring clarity and decisiveness during crisis management?

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

Q27. Provide to subordinates 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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	0.50	-	2	2	-	-	-

Communicate With Impact

Q28. Communicate with enthusiasm and passion to inspire and motivate others?

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

Q29. Convey persuasive thoughts and views with confidence and clarity?

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

Q30. Express concept in writing, clearly, concisely and with positive impact?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	2	-	1	-	1
Subordinates	0.25	-	3	1	-	-	-

Develop Self And Others

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?

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

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	0.50	-	2	2	-	-	-

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?

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

Q34. Active listening, without making judgements, to help others explore solutions?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	1	1	-	2	-
Subordinates	0.50	-	2	2	-	-	-

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?

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

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.56
Q7. Treat all team members in a respectful, courteous and professional manner?	0.56
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	0.56
Q16. Respond and Resolve client issues effectively?	0.56
Q29. Convey persuasive thoughts and views with confidence and clarity?	0.56
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	0.67
Q3. Develop well thought-out conclusions and solutioning plan?	0.67
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	0.67
Q13. Instill a business-oriented mindset that drives the business of YYC?	0.67
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	0.78
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.78
Q23. Show initiative, energy and the feeling that the work must be done quickly?	0.78
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	0.88
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	0.88
Q5. Challenge the status quo and push for positive change and impact?	0.89

Q17. Demonstrate personal accountability to serve clients well?	0.89
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.89
Q19. Take action despite ambiguity?	0.89
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	0.89
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	0.89
Q9. Take accountability and ownership of his/her team's performance?	1.00
Q12. Keep up to date with business trends and industry development for potential business opportunities?	1.00
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.00
Q25. Push himself/herself and others every day for results?	1.00
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.00
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.00
Q15. Build cross functional team relationship that can effectively address the needs of clients?	1.11
Q26. Bring clarity and decisiveness during crisis management?	1.11
Q34. Active listening, without making judgements, to help others explore solutions?	1.11
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.13
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.13
Q24. Deal in a clear, strong way with subordinates who are not performing?	1.22
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.25



Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	1.33
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.50

## QUALITATIVE FEEDBACK

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

- Technical expert in tax and can speak passionately
- Very strong technically and a good speaker
- Technically strong in Tax Confidence in public speaking As Tax Practice Leader, he led the direction of Tax capability of the Group

Communication - Able to communicate clearly and effectively and always give genuine opinions and feedbacks. Strong technical

- knowledge - always able to try his best to solve all the technical issues raised to him - requires short time to handle technical issues

- 1. Able to articulate things clearly and effectively. 2. Willing to share, teach and coach wholeheartedly.

Zen has demonstrated exceptional public speaking and professional abilities in the workplace. His confident and articulate communication style captivates the audience and clients and colleagues. He possesses a strong command of language and professionalism, which enables him to effectively engage everyone through his well-structured presentations. His professionalism shines through his interactions with colleagues and clients, as he consistently displays integrity, reliability, and a positive attitude.

Appreciate Zen's guidance and coaching along my career development path. He has shown professionalism and the most

- important traits I see in him as other than being a superior, he is also my mentor and role model that I can learn to develop myself professionally.
- technical support and also mentor in handling on giving advice to complicated tax advisory case and also how to close more deals when comes to cold market for webinar.

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

- To be able to accept feedback and improve selling skills. Need to read more to improve business acumen.
- Read more to gain business acumen. Develop longer term thinking abilities.
- People management Prioritisation
- Leadership and time management
- 1. Think and make decision on a long-term basis. 2. Build stronger business acumen.

While Zen already demonstrates strong public speaking abilities, further developing his overall communication skills can greatly enhance their effectiveness in the organization. This includes improving active listening skills, being mindful of non-verbal cues, and adapting his communication style to different audiences and situations. By enhancing his soft communication skills, Zen can foster better understanding, collaboration, and build stronger relationships with colleagues and clients.

- Let's continue to work together to achieve the organisation's goals.
  
- 1. Working closely with the team to provide support as an when needed. 2. Bring along seniors to learn on the job to better have hands on practical experience on the job learning.

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.

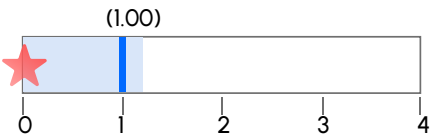
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

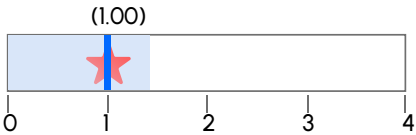
TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



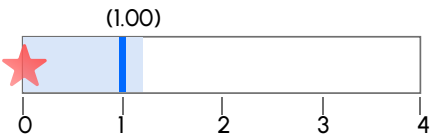
INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



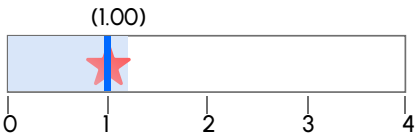
BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

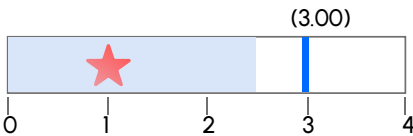
Development Needs

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



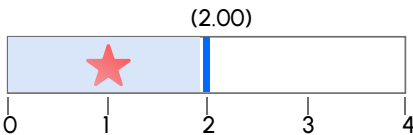
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



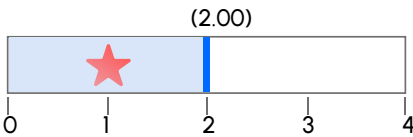
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



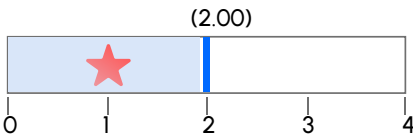
DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?



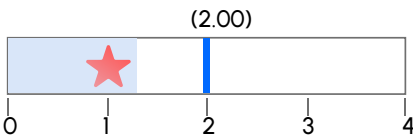
BUSINESS ACUMEN

Q12. Keep up to date with business trends and industry development for potential business opportunities?



DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

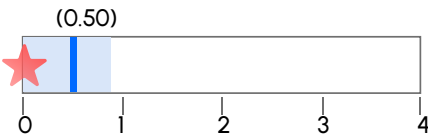
Strengths

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



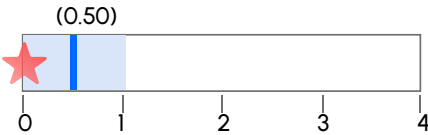
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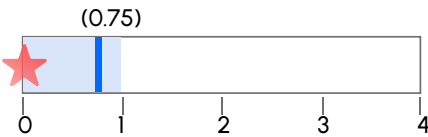
COMMUNICATE WITH IMPACT

Q29. Convey persuasive thoughts and views with confidence and clarity?



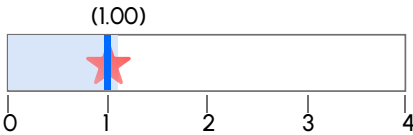
FOSTER TEAMWORK

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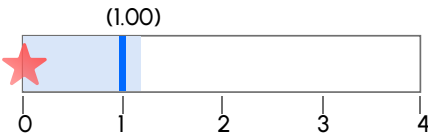
DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?



COMMUNICATE WITH IMPACT

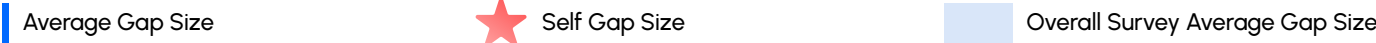
Q28. Communicate with enthusiasm and passion to inspire and motivate others?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

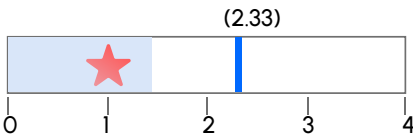
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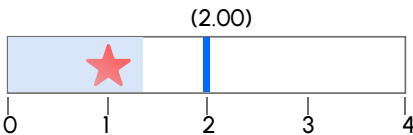
INNOVATIVE AND CRITICAL THINKING

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



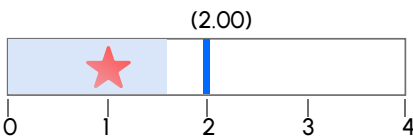
DEVELOP SELF AND OTHERS

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



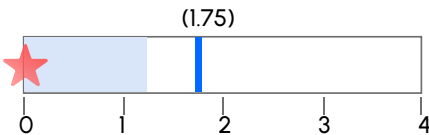
SETS CLEAR DIRECTIONS

Q22. Set priorities which help subordinates focus on the most important issues or objectives.



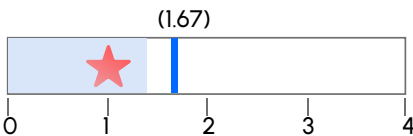
DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



INNOVATIVE AND CRITICAL THINKING

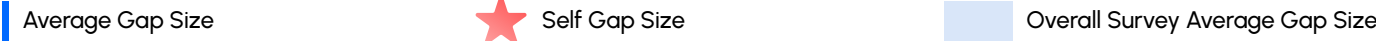
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

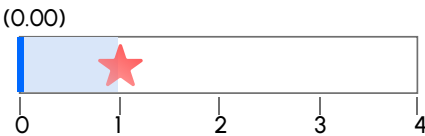
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INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



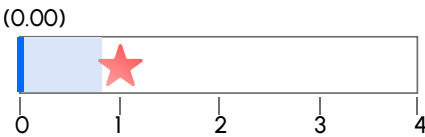
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



FOSTER TEAMWORK

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



FOSTER TEAMWORK

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



BUSINESS ACUMEN

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?





STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

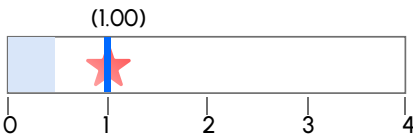
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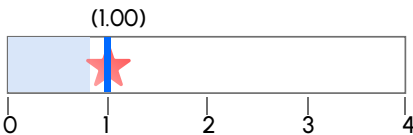
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



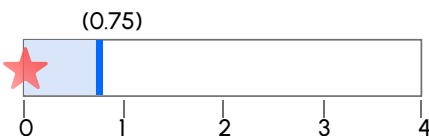
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



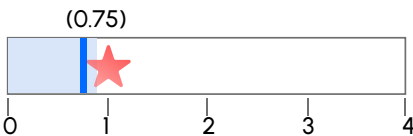
COMMUNICATE WITH IMPACT

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

TECHNICAL CAPABILITIES

Self Gap SizeAverage Gap Size

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



INNOVATIVE AND CRITICAL THINKING

Self Gap SizeAverage Gap Size

Q3. Develop well thought-out conclusions and solutioning plan?



Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



Q5. Challenge the status quo and push for positive change and impact?



Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



FOSTER TEAMWORK

Self Gap SizeAverage Gap Size

Q7. Treat all team members in a respectful, courteous and professional manner?



Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



Q9. Take accountability and ownership of his/her team's performance?



Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



BUSINESS ACUMEN

Self Gap Size    Average Gap Size

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



Q12. Keep up to date with business trends and industry development for potential business opportunities?



Q13. Instill a business-oriented mindset that drives the business of YYC?



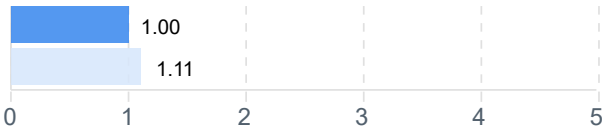
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



CLIENT-FOCUSED

Self Gap SizeAverage Gap Size

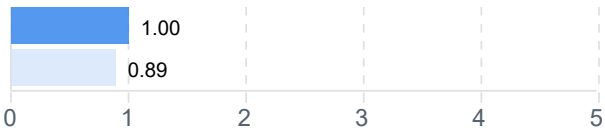
Q15. Build cross functional team relationship that can effectively address the needs of clients?



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



SETS CLEAR DIRECTIONS

Self Gap SizeAverage Gap Size

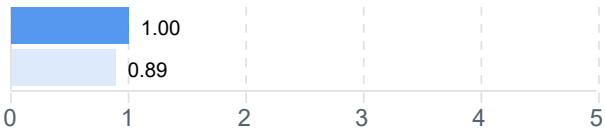
Q19. Take action despite ambiguity?



Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



Q22. Set priorities which help subordinates focus on the most important issues or objectives.



DRIVES FOR RESULT

Self Gap Size    Average Gap Size

Q23. Show initiative, energy and the feeling that the work must be done quickly?



Q24. Deal in a clear, strong way with subordinates who are not performing?



Q25. Push himself/herself and others every day for results?



Q26. Bring clarity and decisiveness during crisis management?



Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



COMMUNICATE WITH IMPACT

Self Gap Size    Average Gap Size

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



Q29. Convey persuasive thoughts and views with confidence and clarity?



Q30. Express concept in writing, clearly, concisely and with positive impact?



DEVELOP SELF AND OTHERS

Self Gap Size    Average Gap Size

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



Q34. Active listening, without making judgements, to help others explore solutions?



Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



SETS CLEAR DIRECTIONS

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



COMMUNICATE WITH IMPACT

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



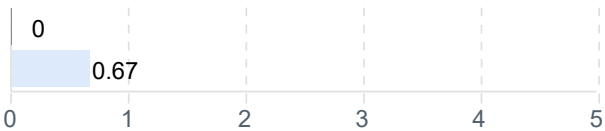
INNOVATIVE AND CRITICAL THINKING

Q5. Challenge the status quo and push for positive change and impact?



TECHNICAL CAPABILITIES

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

BUSINESS ACUMEN

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



FOSTER TEAMWORK

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



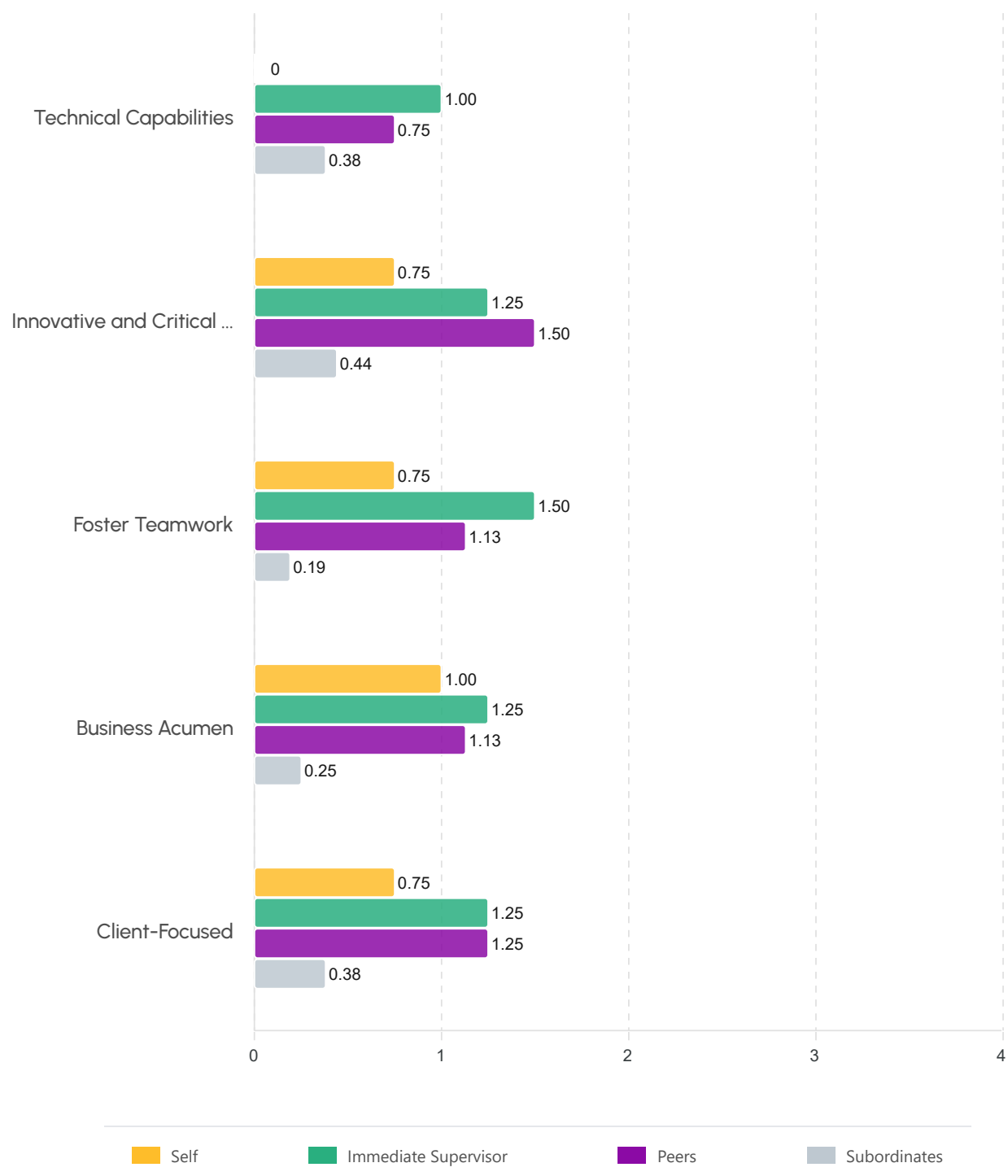
DRIVES FOR RESULT

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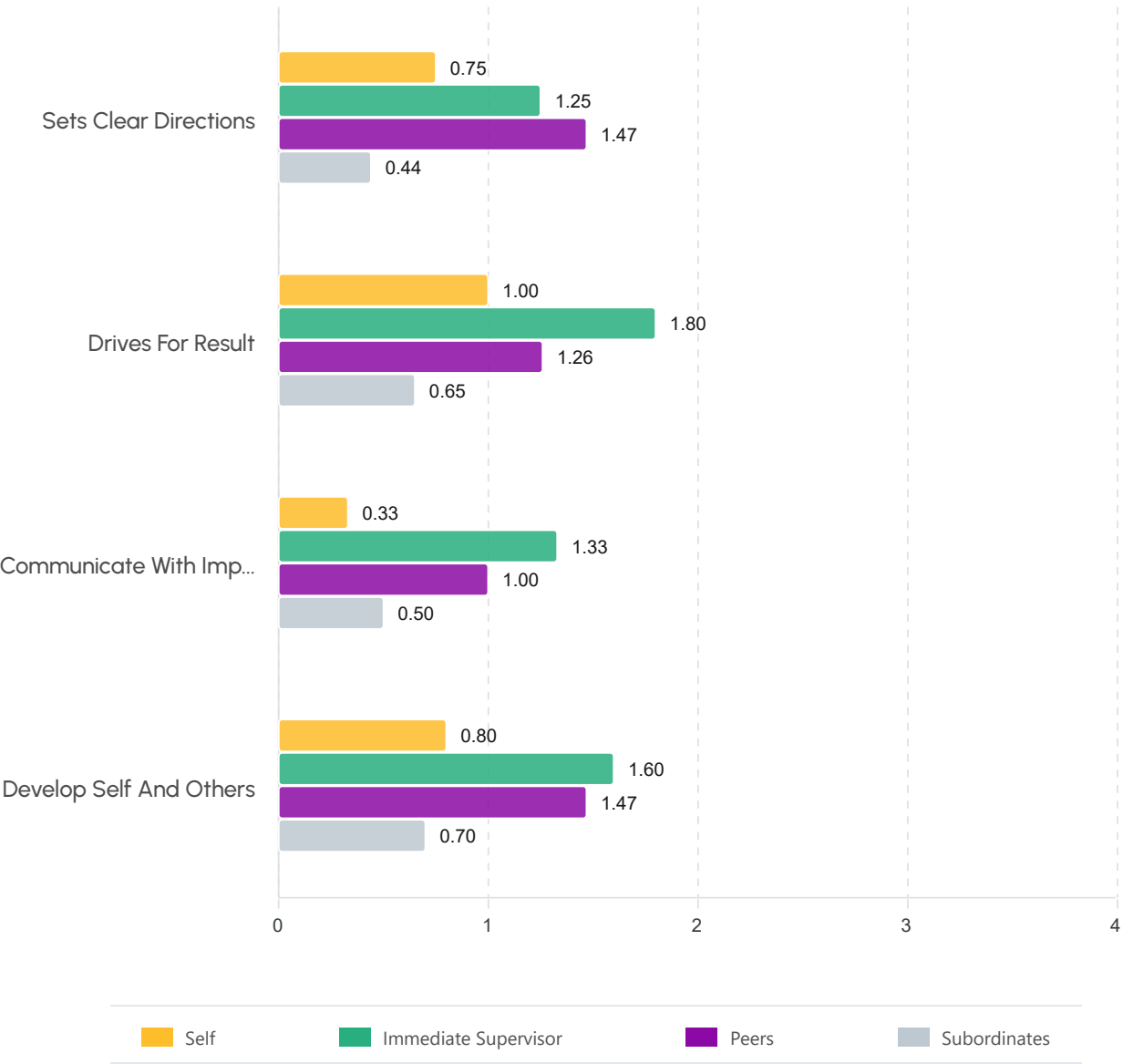




AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



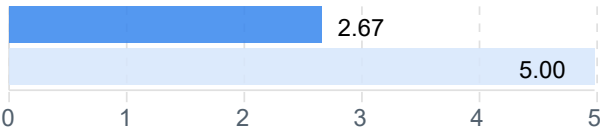
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

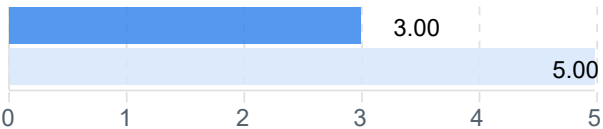
INNOVATIVE AND CRITICAL THINKING

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



DEVELOP SELF AND OTHERS

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



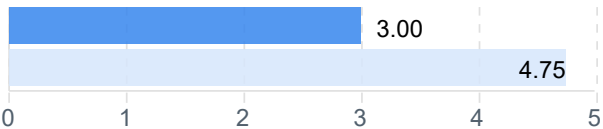
SETS CLEAR DIRECTIONS

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Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



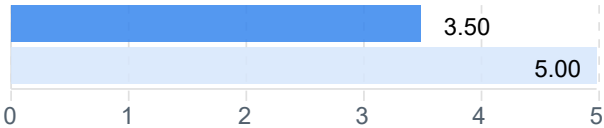
DRIVES FOR RESULT

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



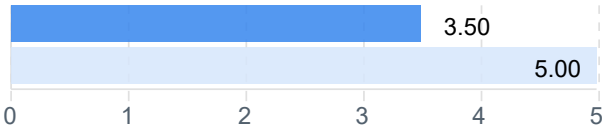
DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



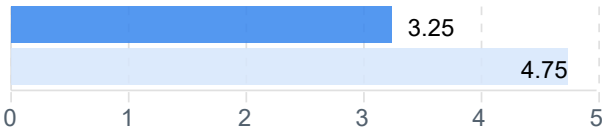
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



SETS CLEAR DIRECTIONS

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



COMMUNICATE WITH IMPACT

Q30. Express concept in writing, clearly, concisely and with positive impact?



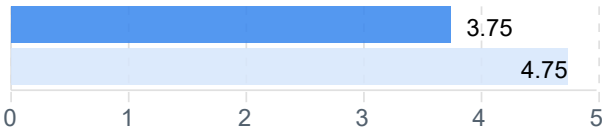
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

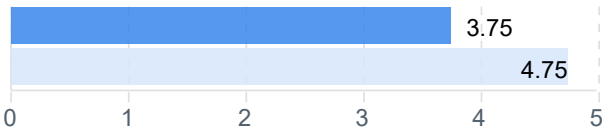
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



CLIENT-FOCUSED

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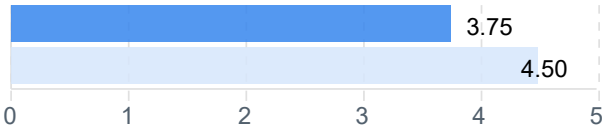
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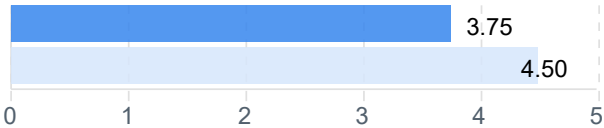
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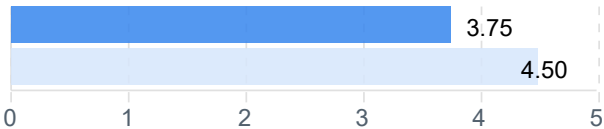
DRIVES FOR RESULT

Q25. Push himself/herself and others every day for results?



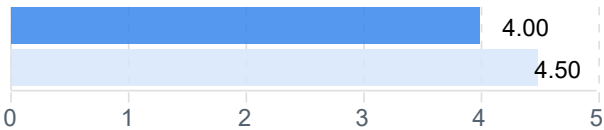
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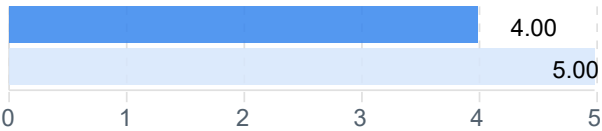
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



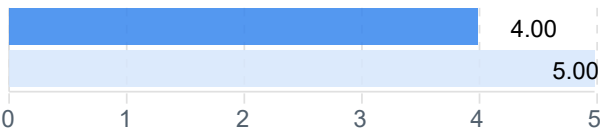
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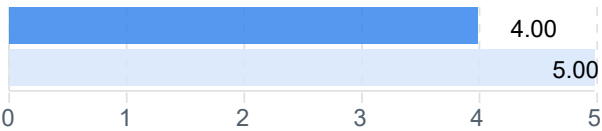
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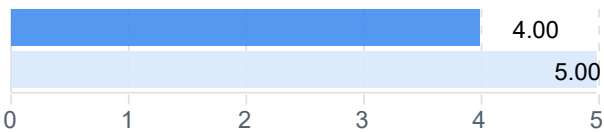
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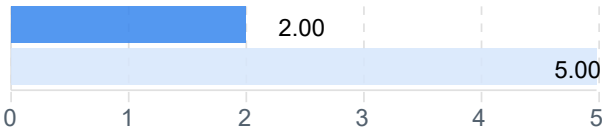
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

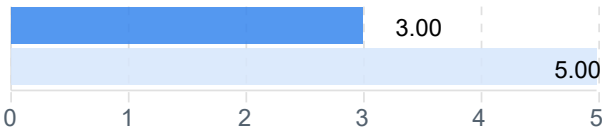
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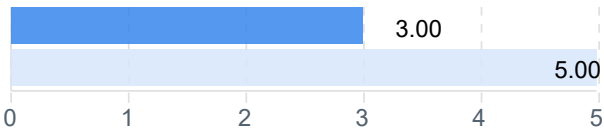
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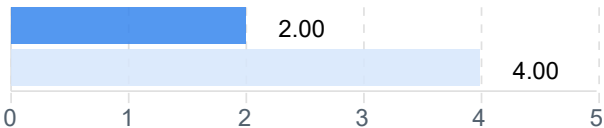
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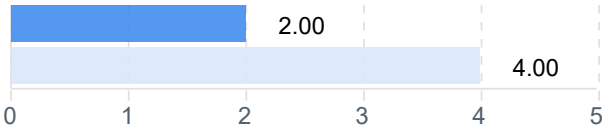
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Q12. Keep up to date with business trends and industry development for potential business opportunities?



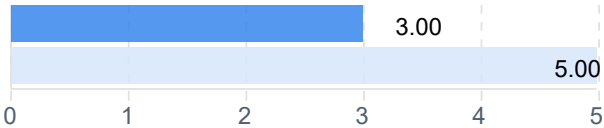
DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



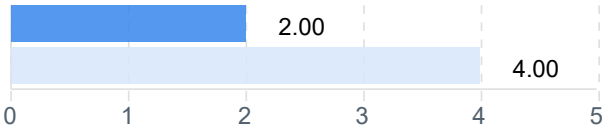
DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



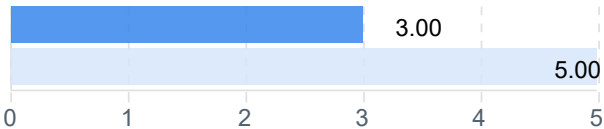
INNOVATIVE AND CRITICAL THINKING

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



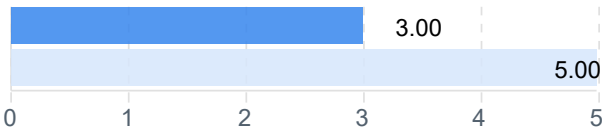
FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



DRIVES FOR RESULT

Q25. Push himself/herself and others every day for results?



## 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. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	4.3	4.8	4.3	4.8	5.0	5.0	3.0	4.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	4.0	5.0	4.5	4.8	5.0	5.0	4.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	3.8	5.0	4.3	4.3	4.0	5.0	3.0	4.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	2.7	5.0	4.0	4.8	4.0	5.0	2.0	4.0
Q5. Challenge the status quo and push for positive change and impact?	4.0	5.0	3.8	4.3	5.0	5.0	3.0	4.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	3.3	5.0	4.3	4.5	4.0	5.0	3.0	4.0
Q7. Treat all team members in a respectful, courteous and professional manner?	4.0	4.8	4.3	4.5	5.0	5.0	3.0	4.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.5	4.8	4.3	4.3	4.0	5.0	3.0	4.0
Q9. Take accountability and ownership of his/her team's performance?	3.8	5.0	4.3	4.8	4.0	5.0	3.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	3.5	4.8	4.5	4.5	4.0	5.0	3.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	3.8	5.0	4.3	4.5	4.0	5.0	3.0	4.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	3.8	5.0	4.3	4.8	4.0	5.0	2.0	4.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	4.0	5.0	4.5	4.8	4.0	5.0	3.0	4.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	4.0	5.0	4.3	4.3	4.0	5.0	3.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Build cross functional team relationship that can effectively address the needs of clients?	3.5	4.8	3.5	4.3	4.0	5.0	3.0	5.0
Q16. Respond and Resolve client issues effectively?	3.8	4.8	4.3	4.3	5.0	5.0	4.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	3.5	5.0	4.5	4.8	4.0	5.0	4.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.8	5.0	4.3	4.8	4.0	5.0	3.0	4.0
Q19. Take action despite ambiguity?	3.5	4.8	4.0	4.5	4.0	5.0	3.0	4.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.5	4.8	4.0	4.5	5.0	5.0	3.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.3	4.8	4.3	4.5	4.0	5.0	3.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.0	5.0	3.8	4.3	4.0	5.0	3.0	4.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.8	4.8	4.3	4.5	4.0	5.0	3.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.5	5.0	3.8	4.5	4.0	5.0	3.0	5.0
Q25. Push himself/herself and others every day for results?	3.8	4.8	3.8	4.5	4.0	5.0	3.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	3.5	4.8	3.8	4.8	4.0	5.0	3.0	4.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	3.3	5.0	4.0	4.5	4.0	5.0	3.0	5.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	4.0	5.0	4.0	4.8	5.0	5.0	3.0	4.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	4.5	5.0	4.3	4.8	5.0	5.0	3.0	4.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	3.3	4.8	4.3	4.5	4.0	5.0	2.0	4.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	3.8	5.0	3.8	4.8	4.0	5.0	2.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	3.7	5.0	4.3	4.8	4.0	5.0	2.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.0	5.0	4.0	4.8	4.0	5.0	3.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	3.0	4.8	4.3	4.8	5.0	5.0	3.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	4.0	5.0	3.8	4.5	4.0	5.0	3.0	4.0

\* Responses based on Rating scale of 1-5