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## INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

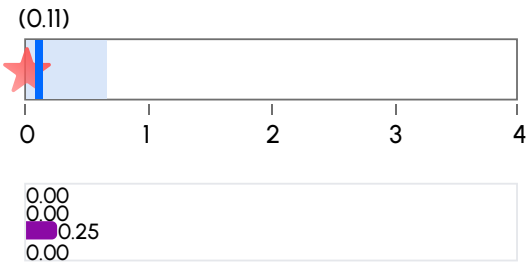
Strengths

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



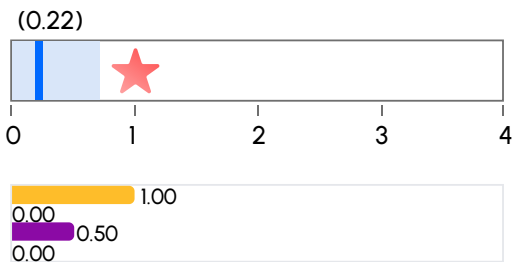
PURPOSEFUL PARTNERSHIP

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



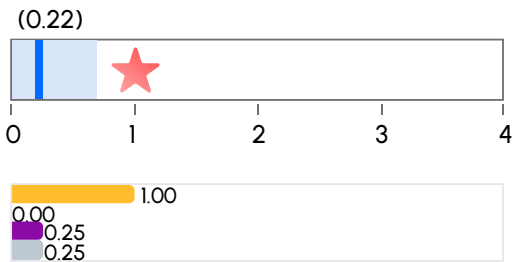
ENGAGE WITH EMPATHY

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



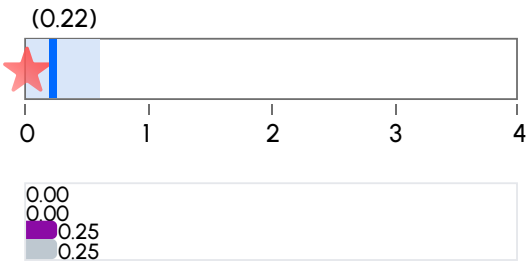
ENGAGE WITH EMPATHY

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



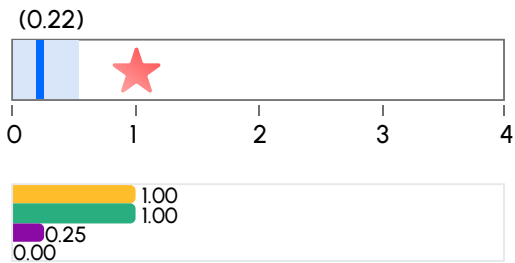
COURAGE TO ACT

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



STRENGTHS AND DEVELOPMENT NEEDS

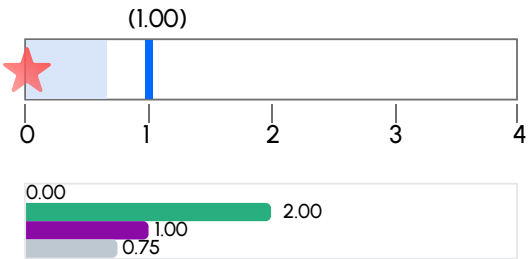
Development Needs

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



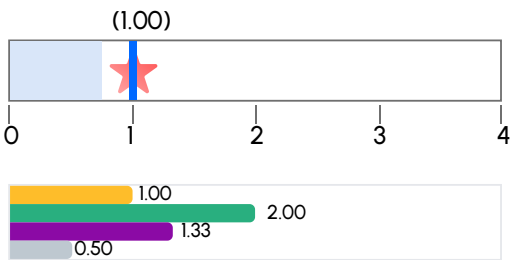
SPEAK UP

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



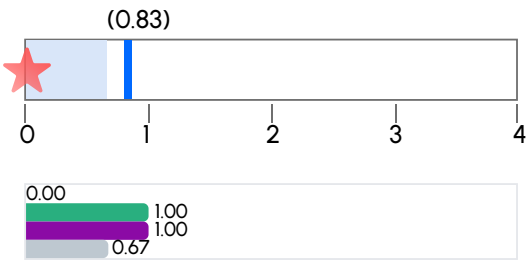
COURAGE TO ACT

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



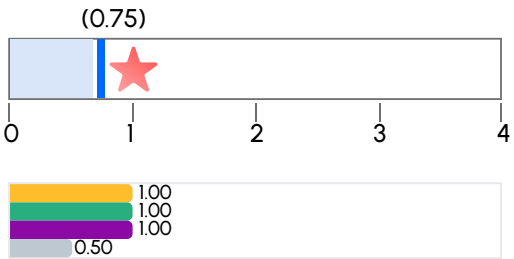
KEEP UP-TO-DATE

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



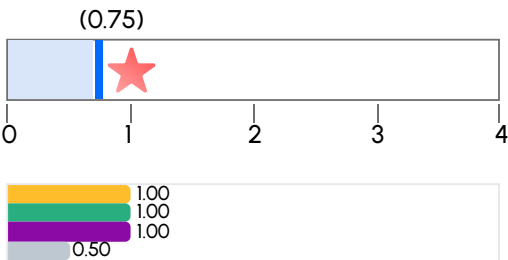
AGILE MINDSET

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

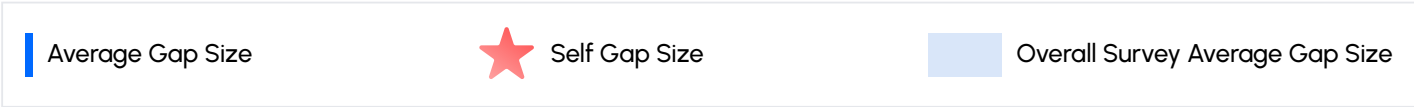


KNOW YOUR CUSTOMER

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



COMPETENCIES REPORT IN ASCENDING ORDER



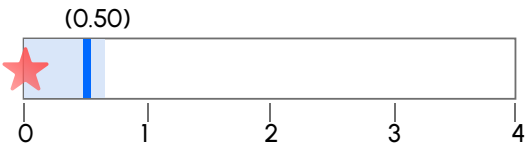
ENGAGE WITH EMPATHY



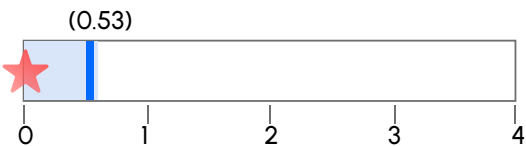
PURPOSEFUL PARTNERSHIP



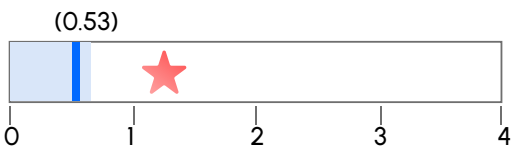
LIFELONG LEARNING



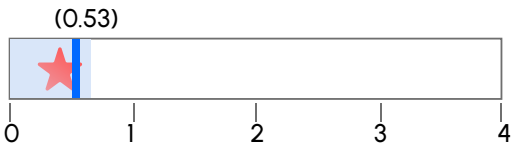
HOLISTIC THINKING



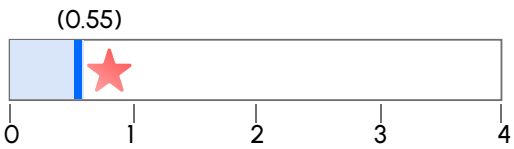
AGILE MINDSET



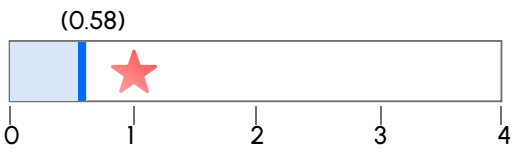
SPEAK UP



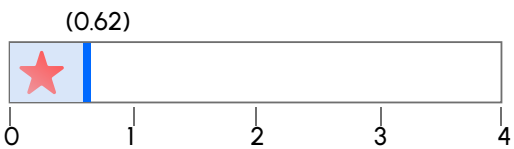
COURAGE TO ACT



KNOW YOUR CUSTOMER



KEEP UP-TO-DATE



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.50	-	3	-	1	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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



Agile Mindset

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

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

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

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

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

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

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

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

Know Your Customer

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

Engage With Empathy

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

Speak Up

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

Courage To Act

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

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

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

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

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

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

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

Lifelong Learning

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.25	-	3	1	-	-	-



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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.11
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.22
Q16. Empathise whilst balancing the need of individuals and the business.	0.22
Q28. Encourage and value innovative ideas and suggestions from others.	0.22
Q29. Maintain focus to deliver the chosen strategy.	0.22
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.33
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.33
Q38. Make effort to teach / coach/ mentor team members.	0.33
Q4. Manage teams' resources to collate information from multiple sources.	0.38
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.38
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.38
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.43
Q18. Leverage one's network and connection to gather market data.	0.43

Q8. Provide coaching to help others adapt and be more versatile.	0.44
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.44
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.44
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.44
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.44
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.44
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.44
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.50
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.50
Q15. Share similar experiences that may be adapted to their work circumstances.	0.50
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.50
Q3. Identify new possibilities to address current business issues.	0.56
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.56
Q6. Ensure change plans are executed effectively and in a timely manner.	0.63
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.63
Q30. Give space for self and team members to take risks and learn from mistakes.	0.63

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Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.63
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.67
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.67
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.75
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.75
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.75
Q36. Purposefully manage career development and professional growth of team members.	0.75
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.83
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	1.00
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.00

## QUALITATIVE FEEDBACK

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

- - staff management

First is on building good relationship between team members in which everybody feels comfortable to approach and

- work with Puan Rosidawati. Second is always demonstrating positive mindset to support Management's direction and high expectation for new tasks as well as changing roles.

- Team work Patient

- 1. Good leadership skill 2. Energetic

- She is a very experienced leader in Finance Dept and become a reference by colleagues for any advice required.

- Empathy & Courage

- Soft skill and easy to work with others internal or external

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

- - how to convince managemen

First is to demonstrate stronger confidence level in delivering proposals or new ideas so that can support quicker buy in

- by Management. Second is to hand hold potential team members to be ready for higher roles in a more open & proactive manner.

- Communication skill Firm and confident

- To become more visible at organisation level and proactively provide her opinion to enhance and simplified work process in Finance Department.

- Communication & Decision Making

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

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

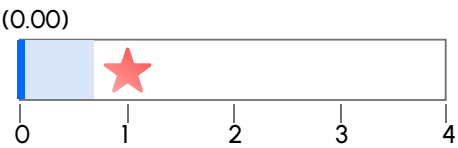
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

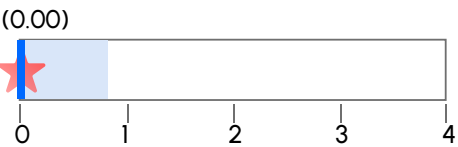
ENGAGE WITH EMPATHY

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



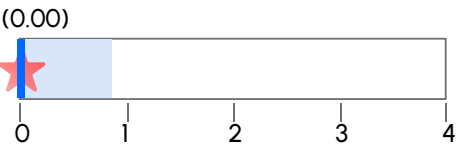
LIFELONG LEARNING

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



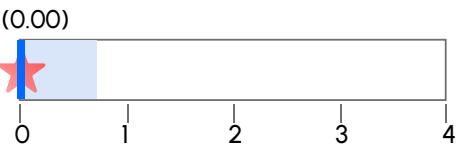
ENGAGE WITH EMPATHY

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



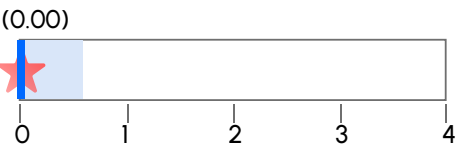
SPEAK UP

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



COURAGE TO ACT

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

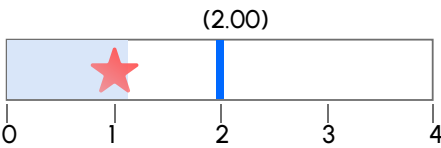
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

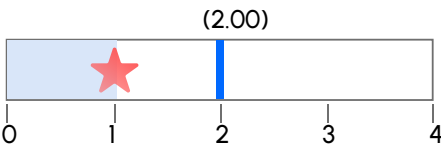
KEEP UP-TO-DATE

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



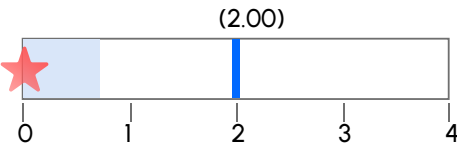
COURAGE TO ACT

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



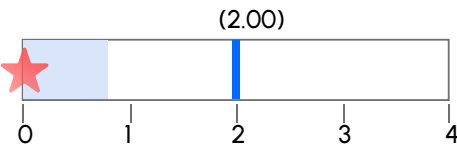
HOLISTIC THINKING

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



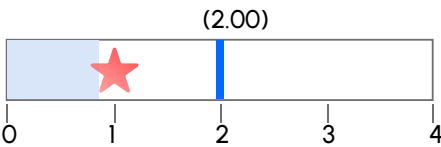
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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

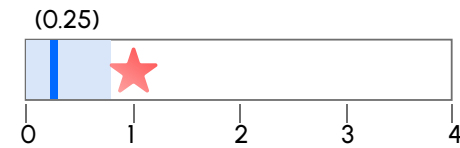
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

SPEAK UP

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



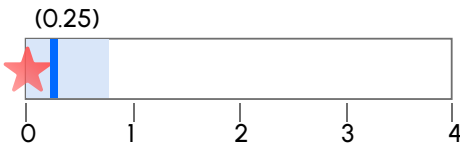
COURAGE TO ACT

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



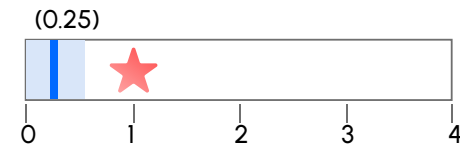
PURPOSEFUL PARTNERSHIP

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



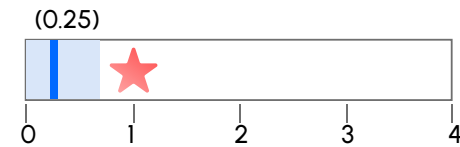
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



ENGAGE WITH EMPATHY

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

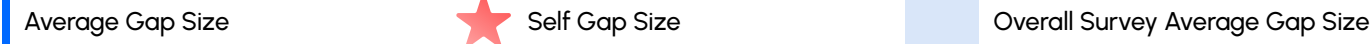




STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

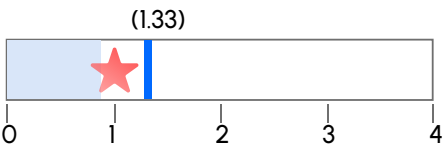
Development Needs

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



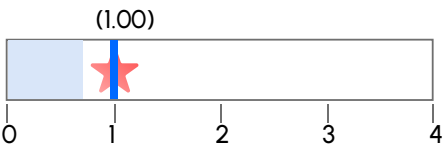
COURAGE TO ACT

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



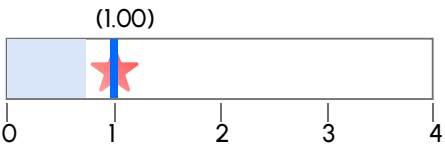
AGILE MINDSET

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



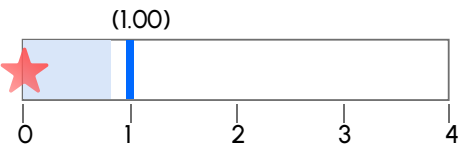
COURAGE TO ACT

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



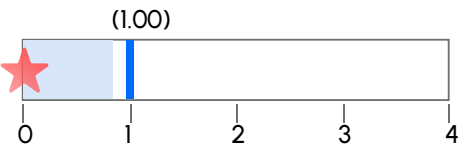
LIFELONG LEARNING

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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

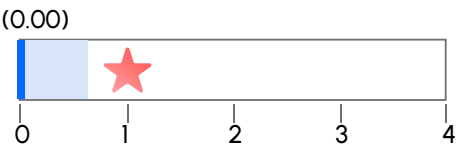
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

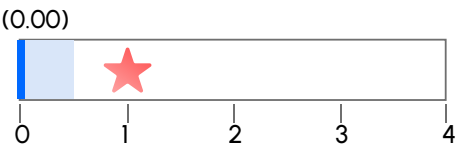
ENGAGE WITH EMPATHY

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



SPEAK UP

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



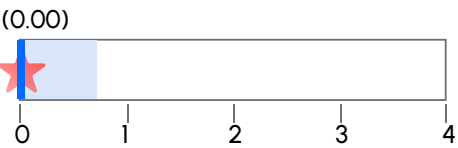
PURPOSEFUL PARTNERSHIP

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



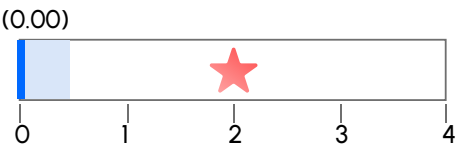
ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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

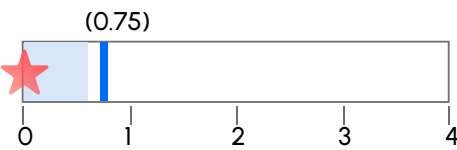
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

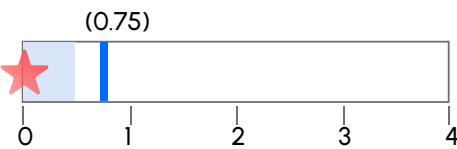
LIFELONG LEARNING

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



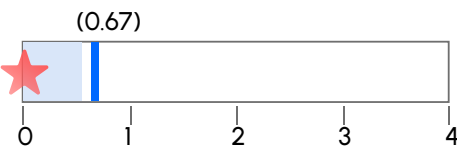
SPEAK UP

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



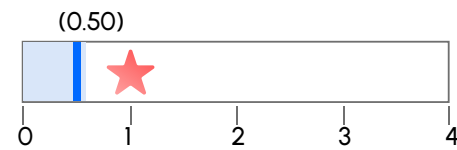
KEEP UP-TO-DATE

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



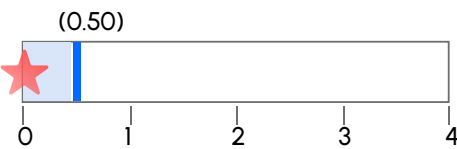
COURAGE TO ACT

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



HOLISTIC THINKING

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



## AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

### HOLISTIC THINKING

Self Gap Size Average Gap Size

- Q1. Leverage on own and others' relevant experience and insights to make decisions.
- Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.
- Q3. Identify new possibilities to address current business issues.
- Q4. Manage teams' resources to collate information from multiple sources.

### AGILE MINDSET

Self Gap Size Average Gap Size

- Q5. Assess the effectiveness and constantly update plans to adapt to different situations.
- Q6. Ensure change plans are executed effectively and in a timely manner.
- Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.
- Q8. Provide coaching to help others adapt and be more versatile.

### KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

- Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.
- Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.
- Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.
- Q12. Promote a Customer-centric culture by role modeling the behavior.

### ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

- Q13. Empathise in a way that motivates one to take action to help others in the work environment.
- Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.
- Q15. Share similar experiences that may be adapted to their work circumstances.

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

## PURPOSEFUL PARTNERSHIP

■ Self Gap Size ■ Average Gap Size

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

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

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

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

## SPEAK UP

■ Self Gap Size ■ Average Gap Size

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

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

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

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

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

## COURAGE TO ACT

■ Self Gap Size ■ Average Gap Size

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

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

## KEEP UP-TO-DATE

■ Self Gap Size ■ Average Gap Size

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

- Q32. Offer guidance to others on how to understand relevant trends and industry advancements.
- Q33. Create opportunities for the team to be in touch by having external exposure from related industries
- Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.

LIFELONG LEARNING

Self Gap Size  Average Gap Size

- Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.
- Q36. Purposefully manage career development and professional growth of team members.
- Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.
- Q38. Make effort to teach / coach/ mentor team members.
- Q39. Nurture an environment that supports coaching and honest performance feedback.

TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating  Average Gap Rating

SPEAK UP

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

KEEP UP-TO-DATE

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

LIFELONG LEARNING

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

HOLISTIC THINKING

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

KEEP UP-TO-DATE

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

TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating  Average Gap Rating

AGILE MINDSET

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

ENGAGE WITH EMPATHY

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

COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.

ENGAGE WITH EMPATHY

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

SPEAK UP

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



AVG GAP PER ROLE BY COMPETENCY

Self

Immediate Supervisor

Peers

Subordinates

(Please Turn Over)

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

RATING FROM SELF

CurrentExpected

AGILE MINDSET

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

ENGAGE WITH EMPATHY

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

COURAGE TO ACT

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

KNOW YOUR CUSTOMER

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

SPEAK UP

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

AGILE MINDSET

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

KEEP UP-TO-DATE

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

## KNOW YOUR CUSTOMER

---

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

## PURPOSEFUL PARTNERSHIP

---

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

## COURAGE TO ACT

---

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

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

RATING FROM IMMEDIATE SUPERVISOR

Current  Expected

COURAGE TO ACT

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

KEEP UP-TO-DATE

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

HOLISTIC THINKING

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

KNOW YOUR CUSTOMER

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

LIFELONG LEARNING

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

HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.

SPEAK UP

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

## KNOW YOUR CUSTOMER

---

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

## SPEAK UP

---

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

## AGILE MINDSET

---

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

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

RATING FROM PEERS

Current  Expected

COURAGE TO ACT

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

AGILE MINDSET

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

LIFELONG LEARNING

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

COURAGE TO ACT

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

ENGAGE WITH EMPATHY

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

KNOW YOUR CUSTOMER

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

KEEP UP-TO-DATE

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

### KEEP UP-TO-DATE

---

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

### KNOW YOUR CUSTOMER

---

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

### SPEAK UP

---

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

**CURRENT & EXPECTED BEHAVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)****RATING FROM SUBORDINATES** Current  Expected**LIFELONG LEARNING**

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

**KEEP UP-TO-DATE**

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

**SPEAK UP**

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

**COURAGE TO ACT**

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

**AGILE MINDSET**

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

**HOLISTIC THINKING**

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

**PURPOSEFUL PARTNERSHIP**

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



## COURAGE TO ACT

---

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

## HOLISTIC THINKING

---

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

## AGILE MINDSET

---

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

## TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	5.0	5.0	3.0	5.0	4.0	4.5	4.3	4.8
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	5.0	5.0	4.0	5.0	3.7	4.0	4.0	4.5
Q3. Identify new possibilities to address current business issues.	5.0	5.0	3.0	5.0	4.0	4.5	4.0	4.3
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	4.0	5.0	3.7	4.3	4.5	4.5
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	5.0	4.0	5.0	3.0	4.0	4.0	4.5
Q6. Ensure change plans are executed effectively and in a timely manner.	3.0	4.0	4.0	5.0	3.3	4.0	4.0	4.5
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.0	5.0	4.0	5.0	4.3	4.8	5.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	5.0	5.0	4.0	4.8	4.8	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	5.0	4.0	5.0	3.5	4.0	4.5	4.8
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	5.0	3.0	5.0	3.3	4.0	4.3	4.5
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	5.0	4.0	5.0	3.0	4.0	4.3	4.8
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	4.0	5.0	3.3	4.3	4.3	4.3

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	5.0	5.0	5.0	4.0	4.5	5.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	5.0	5.0	5.0	5.0	3.3	4.3	4.8	4.8
Q15. Share similar experiences that may be adapted to their work circumstances.	5.0	5.0	4.0	5.0	3.3	4.0	4.0	4.3
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	4.0	5.0	5.0	4.0	4.3	4.0	4.3
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	5.0	5.0	4.0	5.0	3.7	4.0	4.3	4.8
Q18. Leverage one's network and connection to gather market data.	4.0	5.0	3.0	4.0	3.7	4.3	4.7	4.7
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	5.0	5.0	4.0	5.0	4.0	4.3	4.5	4.8
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	5.0	5.0	4.3	4.5	4.8	4.8
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	5.0	3.0	4.0	3.8	4.3	4.3	4.3
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	5.0	5.0	4.0	4.0	3.8	4.5	4.5	4.8
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	5.0	3.0	4.0	4.0	4.3	4.0	4.5
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	5.0	5.0	3.0	5.0	3.8	4.8	3.8	4.5
Q25. Facilitate discussions with various views to converge and achieve a common objective.	5.0	5.0	4.0	5.0	4.0	4.5	4.8	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	3.0	5.0	2.7	4.0	4.3	4.8

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	4.0	5.0	3.3	4.3	4.0	4.5
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	4.0	5.0	5.0	4.3	4.5	4.8	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	4.0	5.0	4.3	4.5	4.5	4.5
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	5.0	3.0	4.0	4.0	4.7	4.0	4.5
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	3.0	5.0	3.7	4.3	4.5	4.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	5.0	5.0	4.0	5.0	4.0	4.5	4.3	4.5
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	5.0	5.0	3.0	4.0	3.5	4.5	4.3	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	5.0	5.0	3.0	4.0	3.0	4.0	4.0	4.3
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	5.0	5.0	4.0	4.0	3.8	4.3	4.0	4.8
Q36. Purposefully manage career development and professional growth of team members.	5.0	5.0	3.0	5.0	3.7	4.7	4.8	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	5.0	5.0	4.0	5.0	4.0	4.5	4.8	5.0
Q38. Make effort to teach / coach/ mentor team members.	5.0	5.0	5.0	5.0	4.3	4.8	4.5	4.8
Q39. Nurture an environment that supports coaching and honest performance feedback.	5.0	5.0	4.0	5.0	4.3	4.8	4.8	5.0

\* Responses based on Rating scale of 1-5