# INSIGHT 360 FEEDBACK FOR LEADERS

**Company Name:** YYC

**Name:** JEFF LIM SIN CHEW

**Date:** 19/07/2023

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## STRENGTHS AND DEVELOPMENT NEEDS

### Strengths

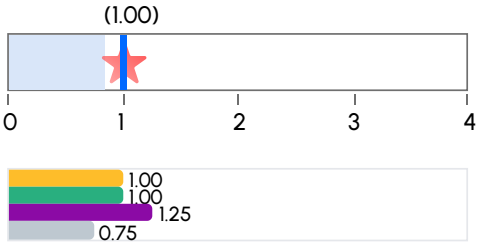
These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

Self | Immediate Supervisor | Peers | Subordinates

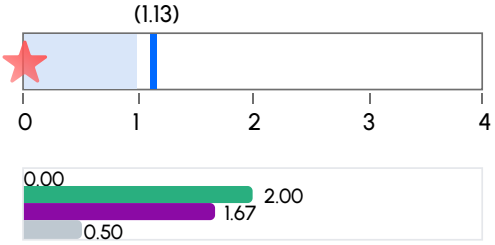
### FOSTER TEAMWORK

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



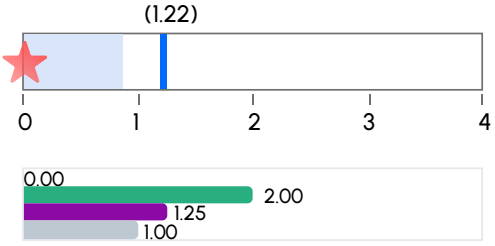

### COMMUNICATE WITH IMPACT

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



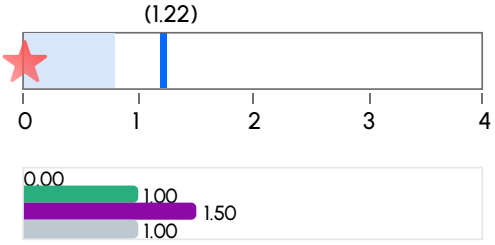

### TECHNICAL CAPABILITIES

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



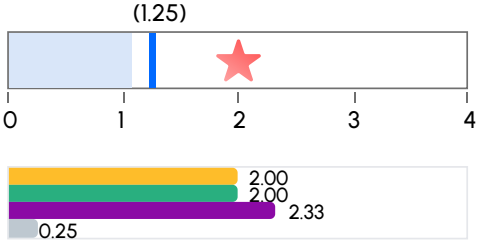

### BUSINESS ACUMEN

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




### DEVELOP SELF AND OTHERS

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

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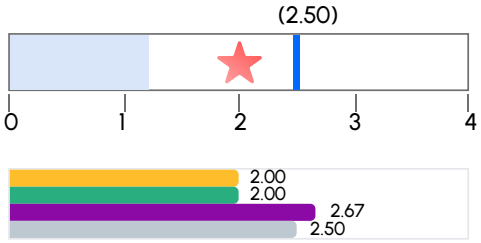
## STRENGTHS AND DEVELOPMENT NEEDS

### Development Needs

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

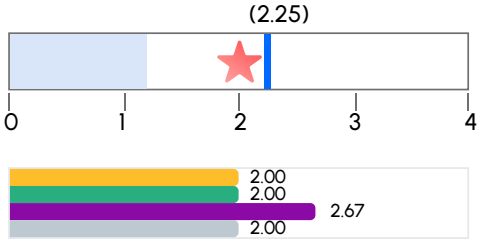
### SETS CLEAR DIRECTIONS

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



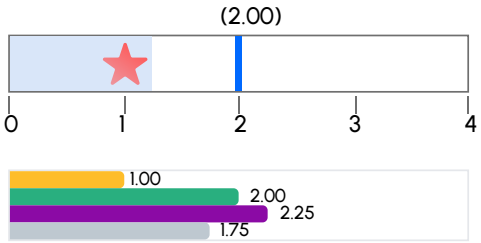

### SETS CLEAR DIRECTIONS

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



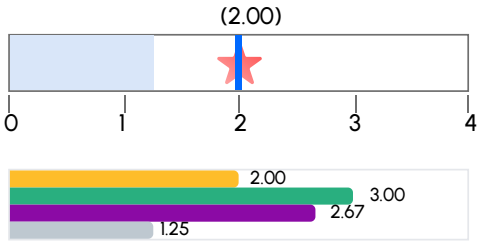

### INNOVATIVE AND CRITICAL THINKING

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



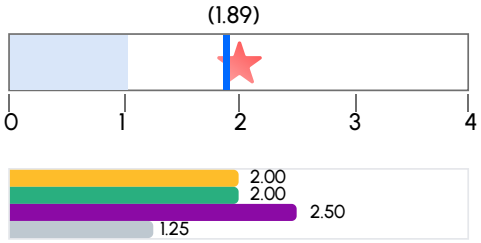

### DRIVES FOR RESULT

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




### CLIENT-FOCUSED

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

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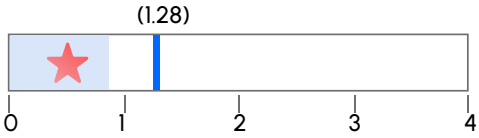
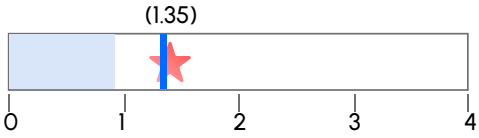
## COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

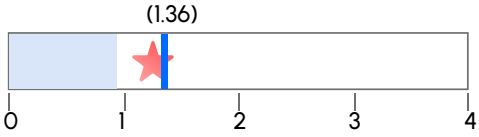
### TECHNICAL CAPABILITIES



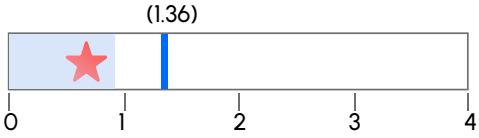

### DEVELOP SELF AND OTHERS



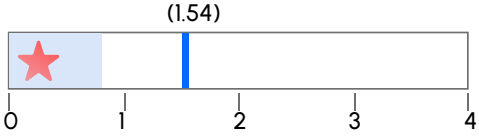

### FOSTER TEAMWORK




### COMMUNICATE WITH IMPACT




### BUSINESS ACUMEN

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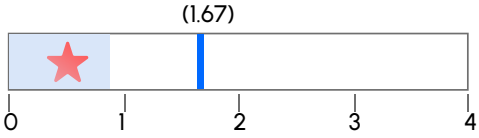
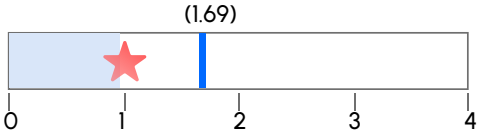
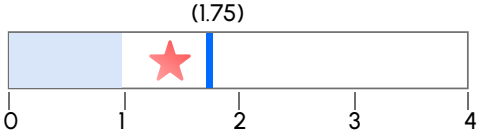
CLIENT-FOCUSED



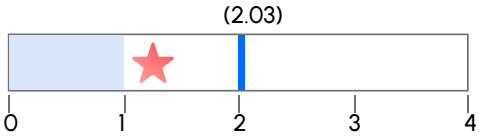

INNOVATIVE AND CRITICAL THINKING




DRIVES FOR RESULT




SETS CLEAR DIRECTIONS

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## 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 | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.25 | - | 1 | 1 | 2 | - | - |
| Subordinates | 1.00 | - | - | 4 | - | - | - |

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 | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.75 | - | - | 2 | 1 | 1 | - |
| Subordinates | 0.75 | - | 2 | 1 | 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 | 2.00 | - | - | - | 1 | - | - |
| Peers | 2.25 | - | - | 1 | 1 | 2 | - |
| Subordinates | 1.75 | - | - | 1 | 3 | - | - |

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 | 2.00 | - | 1 | - | 1 | 2 | - |
| Subordinates | 1.50 | - | - | 2 | 2 | - | - |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.75 | - | 1 | - | 2 | 1 | - |
| Subordinates | 0.75 | - | 2 | 1 | 1 | - | - |

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 | 2.25 | - | - | 1 | 1 | 2 | - |
| Subordinates | 1.25 | - | 1 | 1 | 2 | - | - |

## 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 | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.25 | - | - | 3 | 1 | - | - |
| Subordinates | 0.75 | - | 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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.00 | - | 1 | 2 | 1 | - | - |
| Subordinates | 1.75 | - | 1 | - | 2 | 1 | - |

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

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

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 | 0.00 | - | 1 | - | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 2.25 | - | - | 1 | 1 | 2 | - |
| Subordinates | 1.00 | - | 2 | 1 | - | 1 | - |

## 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 | 0.00 | 1 | - | - | - | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.50 | - | - | 2 | 2 | - | - |
| Subordinates | 1.00 | - | 2 | - | 2 | - | - |

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 | 2.75 | - | - | - | 1 | 3 | - |
| Subordinates | 0.50 | - | 2 | 2 | - | - | - |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|---|
| Self | 0.00 | - | 1 | - | - | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 2.00 | - | - | 1 | 2 | 1 | - |
| Subordinates | 1.25 | - | 2 | - | 1 | 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 | 0.00 | - | 1 | - | - | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 2.25 | - | - | - | 3 | 1 | - |
| Subordinates | 1.33 | - | - | 2 | 1 | - | - |

## 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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 2.50 | - | - | 1 | 1 | 1 | 1 |
| Subordinates | 1.25 | 1 | - | 2 | - | 1 | - |

Q16. Respond and Resolve client issues effectively?

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

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Q17. Demonstrate personal accountability to serve clients well?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|---|
| Self | 0.00 | - | 1 | - | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.50 | - | - | 2 | 2 | - | - |
| Subordinates | 1.75 | - | - | 2 | 1 | 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 | 0.00 | - | 1 | - | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.75 | - | - | 2 | 1 | 1 | - |
| Subordinates | 1.25 | - | 1 | 2 | - | 1 | - |

## Sets Clear Directions

Q19. Take action despite ambiguity?

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|---|
| Self | 0.00 | - | 1 | - | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.67 | - | 1 | - | 1 | 1 | - |
| Subordinates | 1.25 | - | 1 | 2 | - | 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 | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 2.50 | - | - | - | 3 | - | 1 |
| Subordinates | 1.25 | - | 1 | 2 | - | 1 | - |

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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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 2.67 | - | - | 1 | - | 1 | 1 |
| Subordinates | 2.50 | - | - | - | 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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 2.67 | - | - | - | 1 | 2 | - |
| Subordinates | 2.00 | - | - | 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 | 3.00 | - | - | - | - | 1 | - |
| Peers | 1.67 | - | - | 1 | 2 | - | - |
| Subordinates | 1.50 | - | 1 | 1 | 1 | 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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 3.00 | - | - | - | - | 3 | - |
| Subordinates | 0.50 | 1 | 1 | 2 | - | - | - |

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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 | 3.00 | - | - | - | - | 1 | - |
| Peers | 2.67 | - | - | - | 1 | 2 | - |
| Subordinates | 0.25 | - | 3 | 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 | 2.00 | - | - | - | 1 | - | - |
| Peers | 2.33 | - | 1 | - | - | 1 | 1 |
| Subordinates | 1.50 | - | - | 3 | - | 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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 3.00 | - | - | - | - | 1 | - |
| Peers | 2.67 | - | - | 1 | - | 1 | 1 |
| Subordinates | 1.25 | - | 1 | 1 | 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 | 2.00 | - | - | - | 1 | - | - |
| Peers | 1.67 | - | 1 | - | 1 | 1 | - |
| Subordinates | 0.50 | - | 2 | 2 | - | - | - |

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

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

## 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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 3.00 | - | - | - | - | 1 | - |
| Peers | 2.00 | - | - | 1 | 1 | 1 | - |
| Subordinates | 0.50 | - | 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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 2.00 | - | - | - | 1 | - | - |
| Peers | 2.33 | - | - | - | 2 | 1 | - |
| Subordinates | 0.25 | 1 | 2 | 1 | - | - | - |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|---|
| Self | 0.00 | - | 1 | - | - | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 2.33 | - | - | 1 | - | 2 | - |
| Subordinates | 0.75 | - | 1 | 3 | - | - | - |

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|---|
| Self | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 2.33 | - | - | - | 2 | 1 | - |
| 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 | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 2.67 | - | - | - | 1 | 2 | - |
| Subordinates | 0.75 | - | 2 | 1 | 1 | - | - |

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## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

| | |
|---|---|
| Q7. Treat all team members in a respectful, courteous and professional manner? | 1.00 |
| Q28. Communicate with enthusiasm and passion to inspire and motivate others? | 1.13 |
| Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements? | 1.22 |
| Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business? | 1.22 |
| Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve? | 1.25 |
| Q34. Active listening, without making judgements, to help others explore solutions? | 1.25 |
| Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients? | 1.33 |
| Q5. Challenge the status quo and push for positive change and impact? | 1.33 |
| Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results? | 1.33 |
| Q30. Express concept in writing, clearly, concisely and with positive impact? | 1.38 |
| Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen? | 1.38 |
| Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support? | 1.38 |
| Q9. Take accountability and ownership of his/her team's performance? | 1.44 |
| Q19. Take action despite ambiguity? | 1.50 |
| Q25. Push himself/herself and others every day for results? | 1.50 |

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| | |
|---|---|
| Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them? | 1.50 |
| Q13. Instill a business-oriented mindset that drives the business of YYC? | 1.56 |
| Q16. Respond and Resolve client issues effectively? | 1.56 |
| Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills? | 1.56 |
| Q29. Convey persuasive thoughts and views with confidence and clarity? | 1.56 |
| Q24. Deal in a clear, strong way with subordinates who are not performing? | 1.63 |
| Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement? | 1.67 |
| Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients? | 1.67 |
| Q12. Keep up to date with business trends and industry development for potential business opportunities? | 1.67 |
| Q17. Demonstrate personal accountability to serve clients well? | 1.67 |
| Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services? | 1.75 |
| Q23. Show initiative, energy and the feeling that the work must be done quickly? | 1.75 |
| Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints? | 1.78 |
| Q26. Bring clarity and decisiveness during crisis management? | 1.88 |
| Q15. Build cross functional team relationship that can effectively address the needs of clients? | 1.89 |
| Q20. Align people and build commitment towards achieving YYC’s BHAG & XPX? | 1.89 |
| Q3. Develop well thought-out conclusions and solutioning plan? | 2.00 |

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| | |
|---|---|
| Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve? | 2.00 |
| Q22. Set priorities which help subordinates focus on the most important issues or objectives. | 2.25 |
| Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress? | 2.50 |

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## QUALITATIVE FEEDBACK

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

- Lecturing
- 1. Teach others how to become a leader 2. Kindness to others
- Excel in coaching
- business orientated mindset, good at dealing with clients to achieve our XPX.
- 1. Positive minded 2. Non stop learning
- Can facilitate well independently
- A good speaker and has good character
- Focus on execution Self Awareness Acknowledging the current result of the BU and willing to listen and improve

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

- Management and data mindset
- 1. Try to learn how to manage a team 2. Learn how to get a team less turnover
- Set priorities and lead by example
- time management.
- 1. Give clearer direction 2. Understand clearly every member's capacity
- * Time Management. To work on better prioritization and focus. * People management. To spend more time with clarifying tasks and role for team members.
- To stay focused and improve selling skills
- Need to take action faster and prioritise better

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- People management Building rapport

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## STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

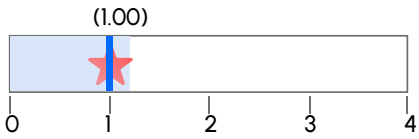
### Strengths

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

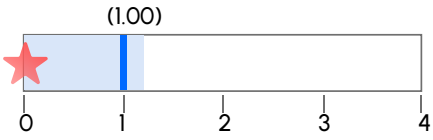
**FOSTER TEAMWORK**

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



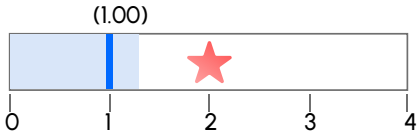

**BUSINESS ACUMEN**

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



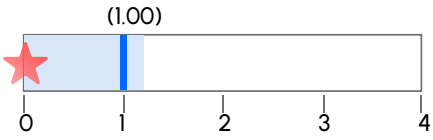

**FOSTER TEAMWORK**

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



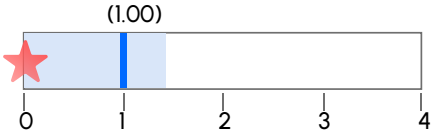

**DEVELOP SELF AND OTHERS**

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




**BUSINESS ACUMEN**

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

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## STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

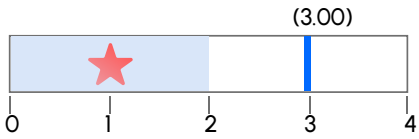
### Development Needs

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

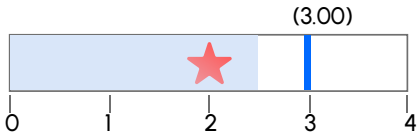
**DRIVES FOR RESULT**

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



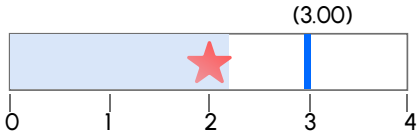

**DEVELOP SELF AND OTHERS**

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



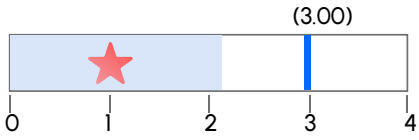

**FOSTER TEAMWORK**

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



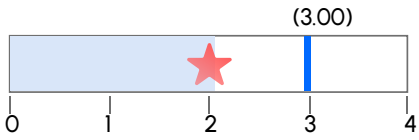

**DRIVES FOR RESULT**

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




**DRIVES FOR RESULT**

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

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## STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

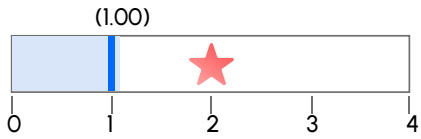
### Strengths

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

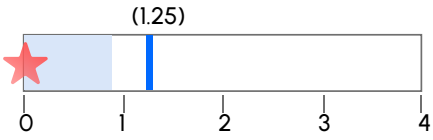
**FOSTER TEAMWORK**

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



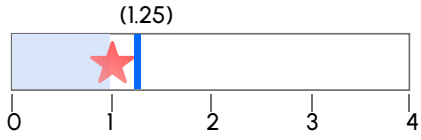

**TECHNICAL CAPABILITIES**

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



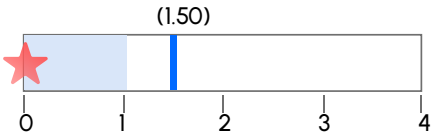

**FOSTER TEAMWORK**

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



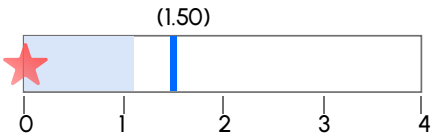

**BUSINESS ACUMEN**

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




**CLIENT-FOCUSED**

Q16. Respond and Resolve client issues effectively?

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## STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

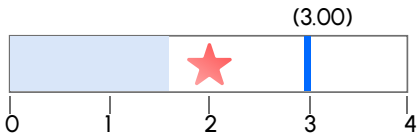
### Development Needs

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

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

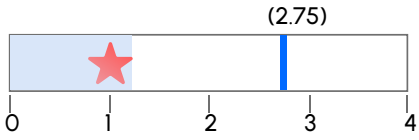
**DRIVES FOR RESULT**

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



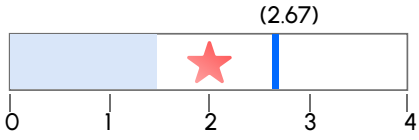

**BUSINESS ACUMEN**

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



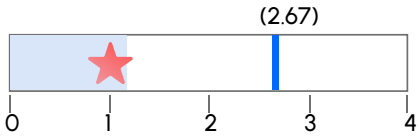

**SETS CLEAR DIRECTIONS**

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



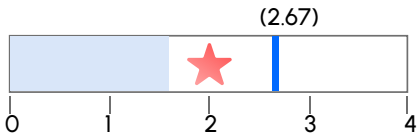

**DRIVES FOR RESULT**

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




**SETS CLEAR DIRECTIONS**

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

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## STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

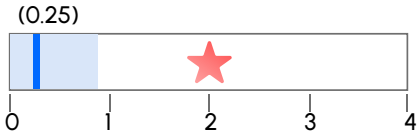
### Strengths

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

#### DEVELOP SELF AND OTHERS

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

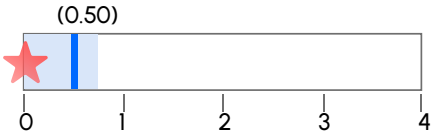



#### DRIVES FOR RESULT

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

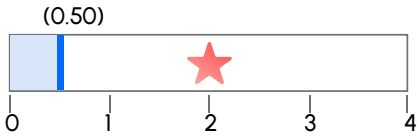
#### COMMUNICATE WITH IMPACT

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



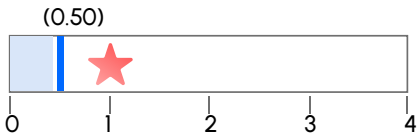

#### DEVELOP SELF AND OTHERS

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




#### BUSINESS ACUMEN

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

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## STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

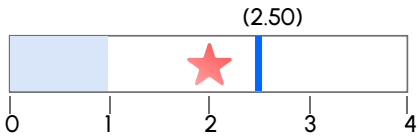
### Development Needs

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

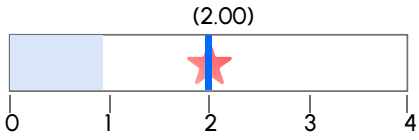
#### SETS CLEAR DIRECTIONS

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



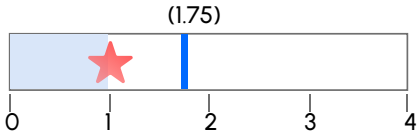

#### SETS CLEAR DIRECTIONS

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



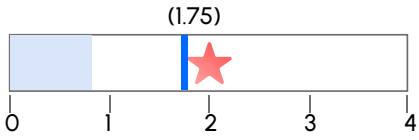

#### INNOVATIVE AND CRITICAL THINKING

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



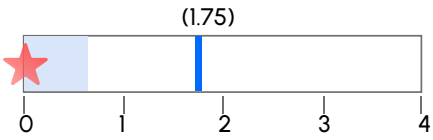

#### FOSTER TEAMWORK

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




#### CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?

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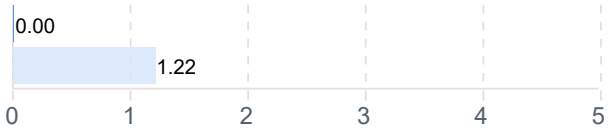
## AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

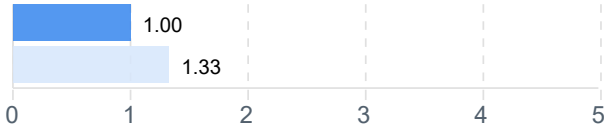
### TECHNICAL CAPABILITIES

Self Gap Size Average Gap Size

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



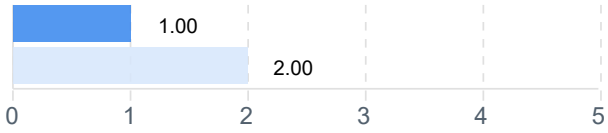

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



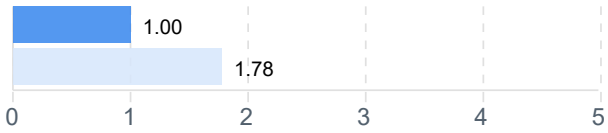

### INNOVATIVE AND CRITICAL THINKING

Self Gap Size Average Gap Size

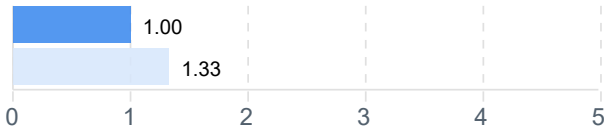
Q3. Develop well thought-out conclusions and solutioning plan?



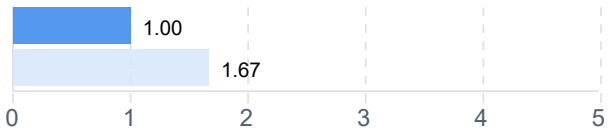

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?




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 Size Average Gap Size

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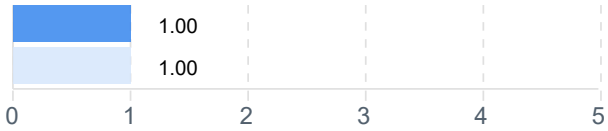
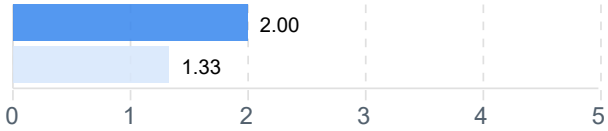
Q7. Treat all team members in a respectful, courteous and professional manner?




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



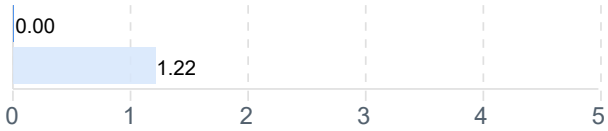

Q9. Take accountability and ownership of his/her team's performance?

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

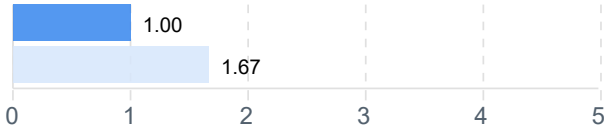
## BUSINESS ACUMEN

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?

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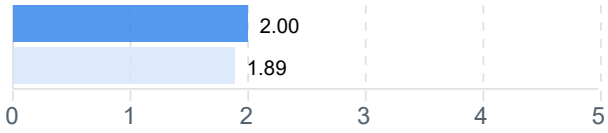
## CLIENT-FOCUSED

Self Gap Size Average Gap Size

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




Q16. Respond and Resolve client issues effectively?

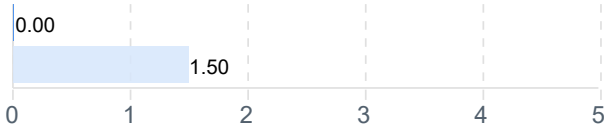
Q17. Demonstrate personal accountability to serve clients well?

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

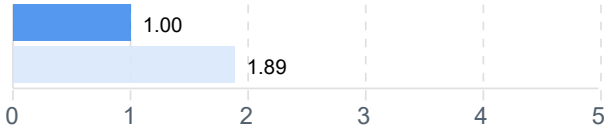
## SETS CLEAR DIRECTIONS

Self Gap Size Average Gap Size

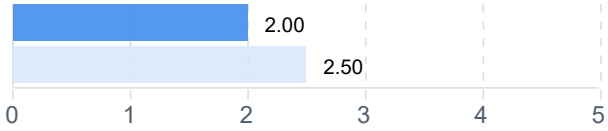
Q19. Take action despite ambiguity?




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?

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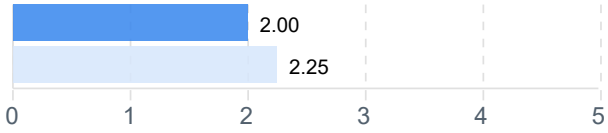
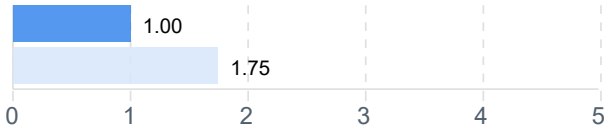
Q22. Set priorities which help subordinates focus on the most important issues or objectives.



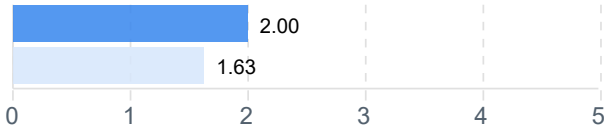

## DRIVES FOR RESULT

Self Gap Size Average Gap Size

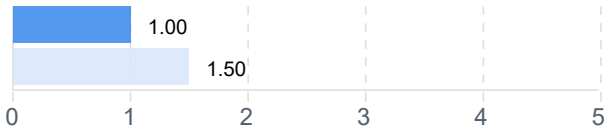
Q23. Show initiative, energy and the feeling that the work must be done quickly?



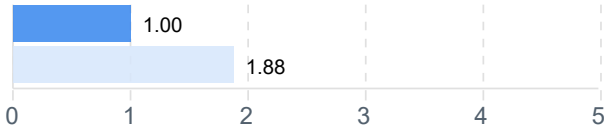

Q24. Deal in a clear, strong way with subordinates who are not performing?



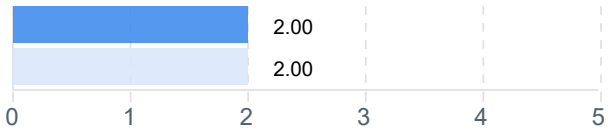

Q25. Push himself/herself and others every day for results?




Q26. Bring clarity and decisiveness during crisis management?



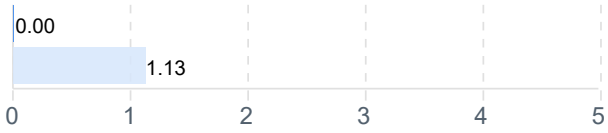

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?




## COMMUNICATE WITH IMPACT

Self Gap Size Average Gap Size

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

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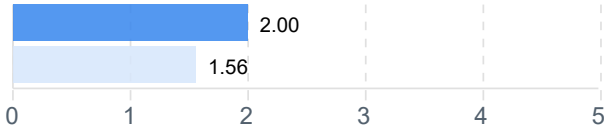
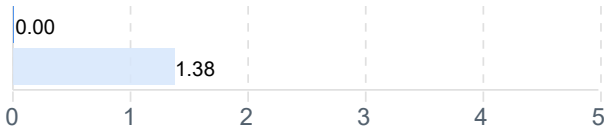
Q29. Convey persuasive thoughts and views with confidence and clarity?



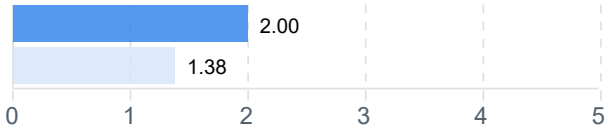

Q30. Express concept in writing, clearly, concisely and with positive impact?



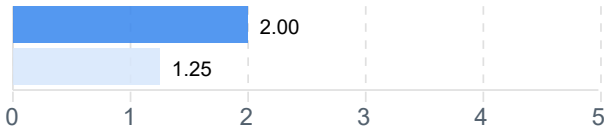

## DEVELOP SELF AND OTHERS

Self Gap Size Average Gap Size

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



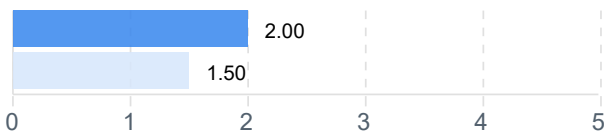

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?




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?

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## TOP 5 BLIND SPOTS

### 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?

#### CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?

#### FOSTER TEAMWORK

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

#### CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?

#### BUSINESS ACUMEN

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

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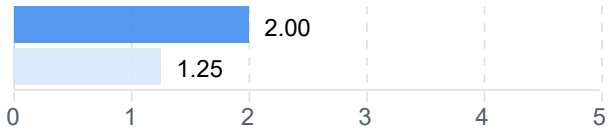
## TOP 5 UNDERESTIMATED COMPETENCIES

### AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

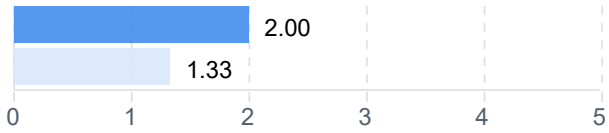
#### DEVELOP SELF AND OTHERS

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




#### FOSTER TEAMWORK

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

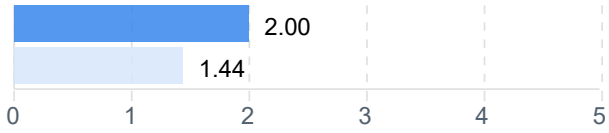



#### DEVELOP SELF AND OTHERS

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

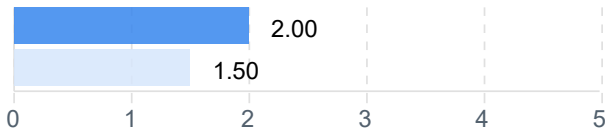
#### FOSTER TEAMWORK

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




#### DEVELOP SELF AND OTHERS

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

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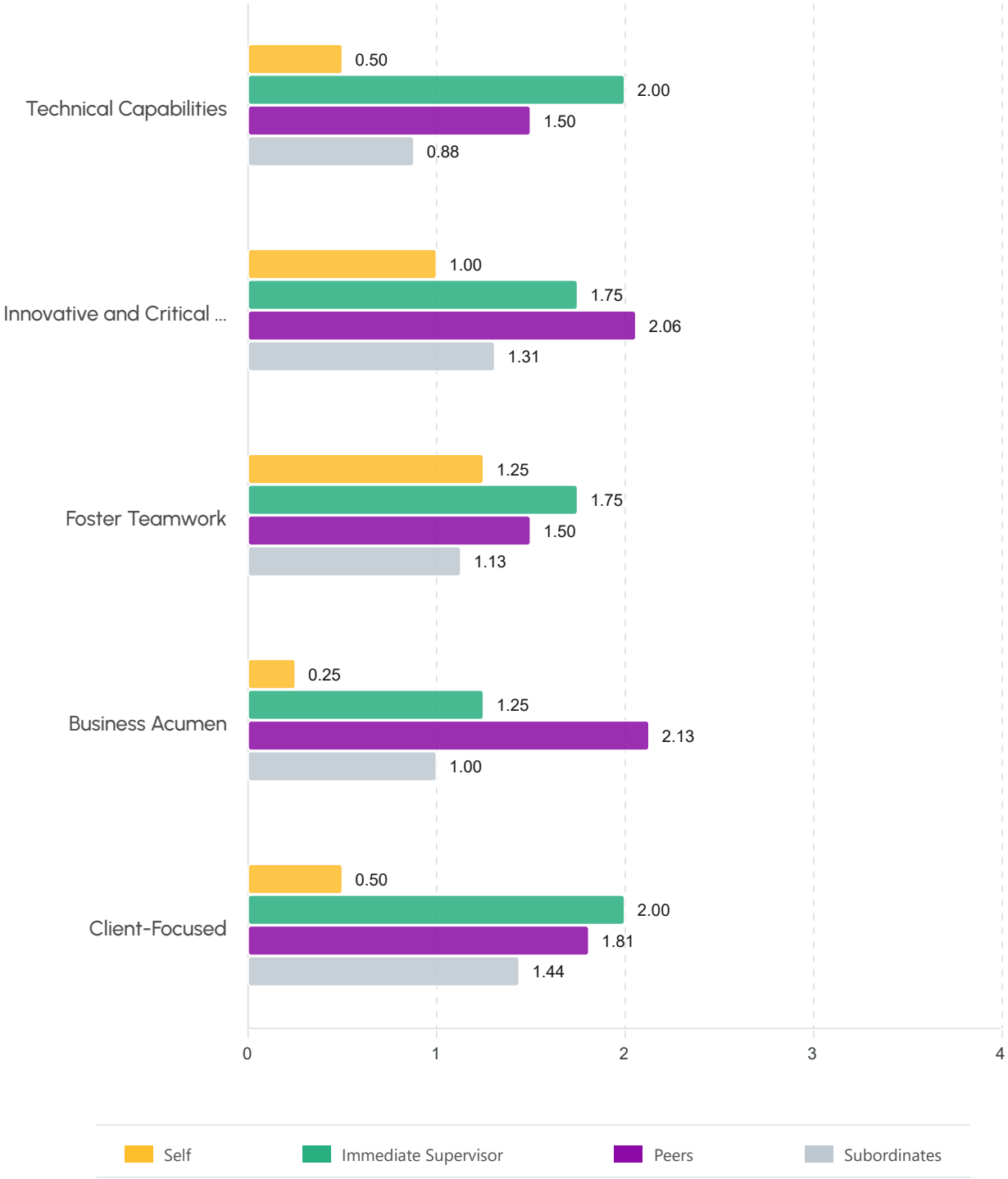
## AVG GAP PER ROLE BY COMPETENCY

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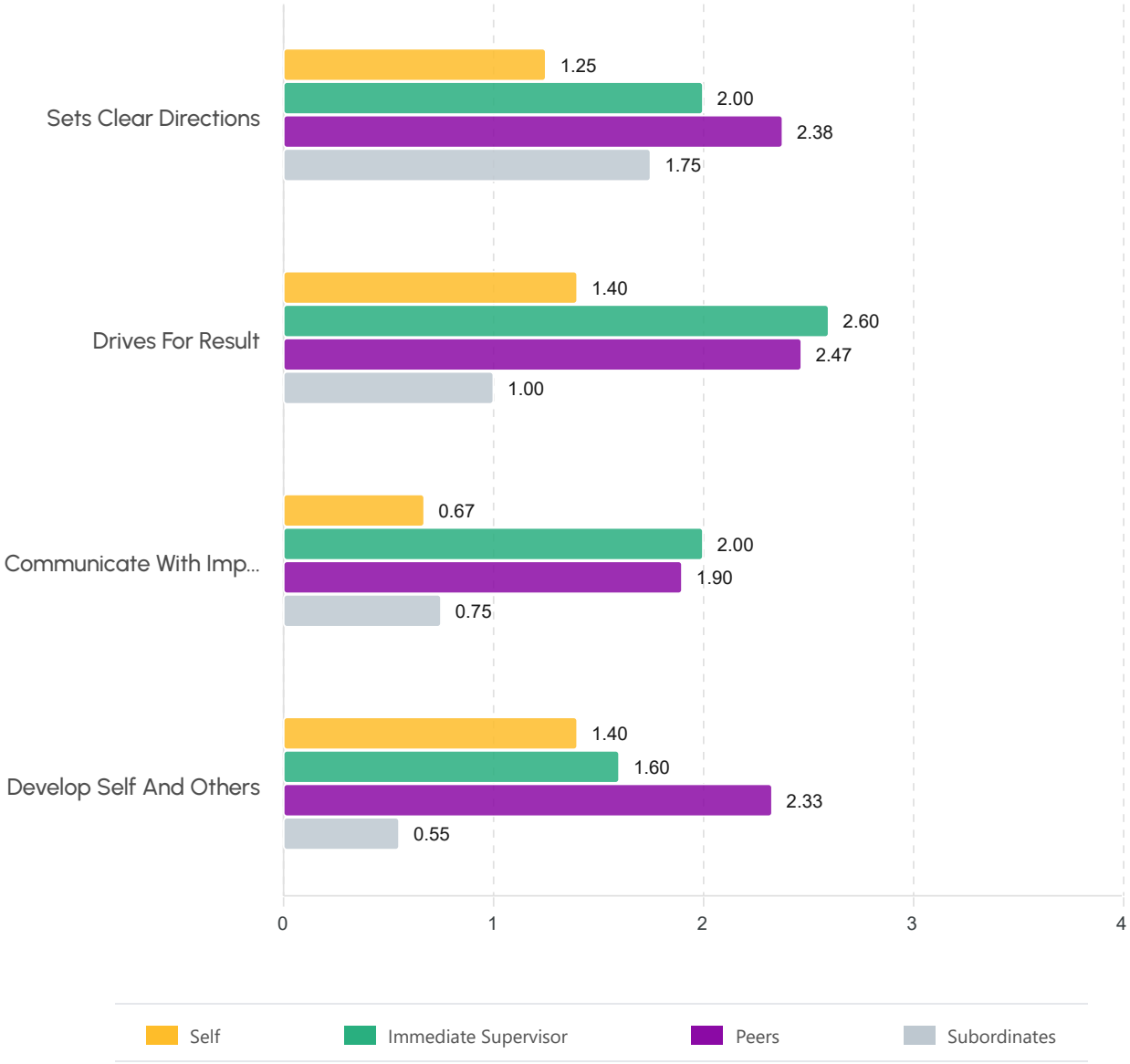


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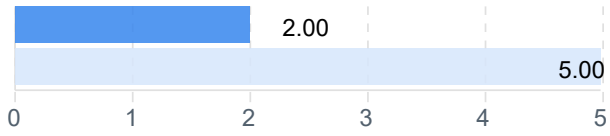
## CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

### RATING FROM PEERS

Current Expected

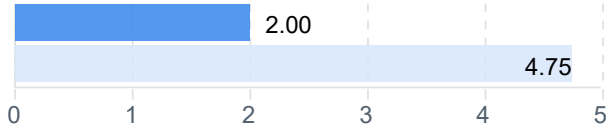
#### DRIVES FOR RESULT

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



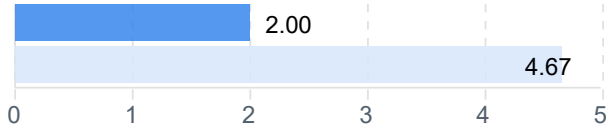

#### BUSINESS ACUMEN

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



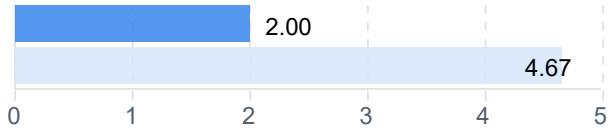

#### DRIVES FOR RESULT

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



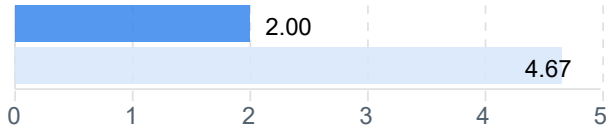

#### SETS CLEAR DIRECTIONS

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




#### SETS CLEAR DIRECTIONS

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

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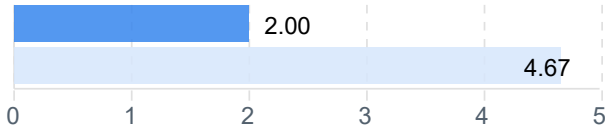
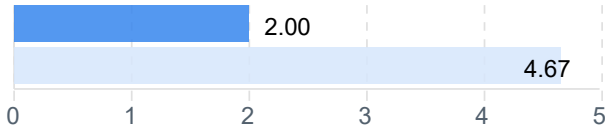
## DRIVES FOR RESULT

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



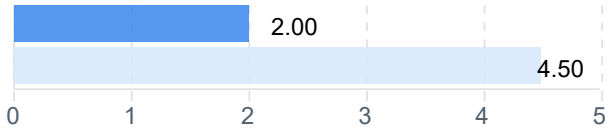

## DEVELOP SELF AND OTHERS

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



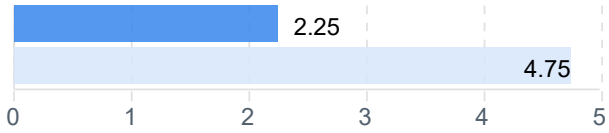

## CLIENT-FOCUSED

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




## SETS CLEAR DIRECTIONS

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

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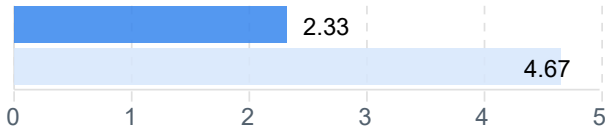
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?

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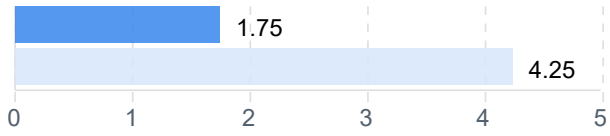
## CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

### RATING FROM SUBORDINATES

Current Expected

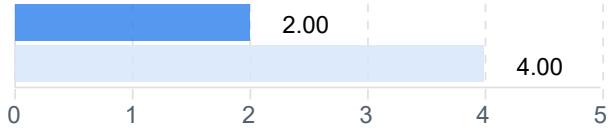
### SETS CLEAR DIRECTIONS

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



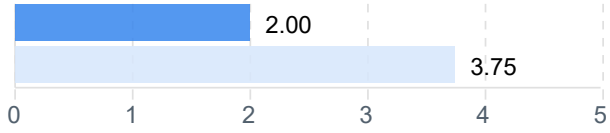

### SETS CLEAR DIRECTIONS

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



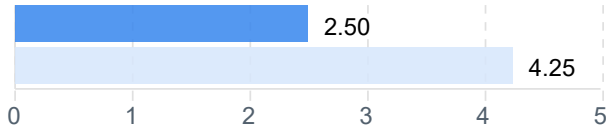

### INNOVATIVE AND CRITICAL THINKING

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



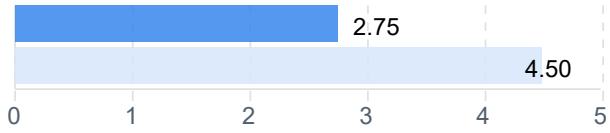

### CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?




### FOSTER TEAMWORK

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

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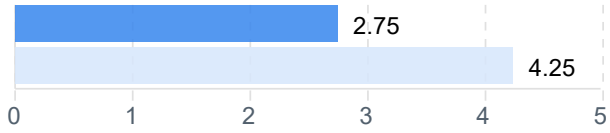
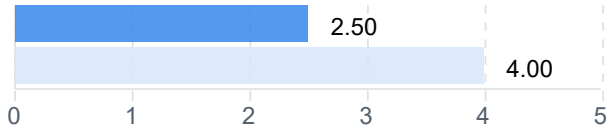
## DRIVES FOR RESULT

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



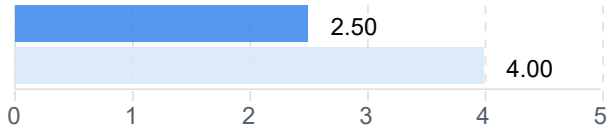

## INNOVATIVE AND CRITICAL THINKING

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



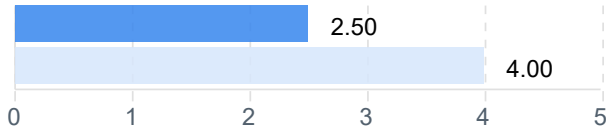

## CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



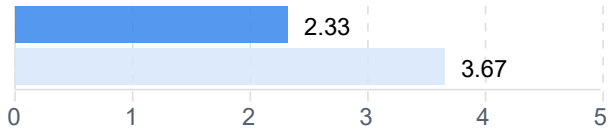

## DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?




## BUSINESS ACUMEN

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

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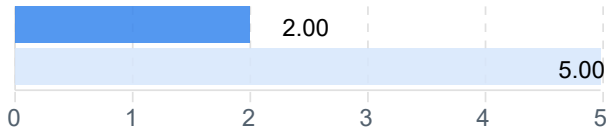
## CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

### RATING FROM IMMEDIATE SUPERVISOR

Current Expected

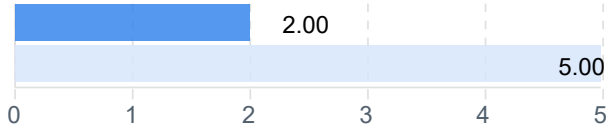
### DEVELOP SELF AND OTHERS

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



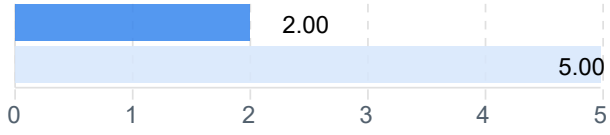

### DRIVES FOR RESULT

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



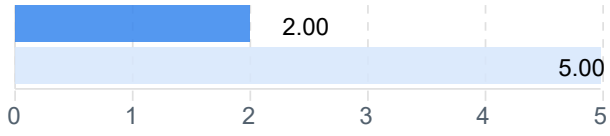

### DRIVES FOR RESULT

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



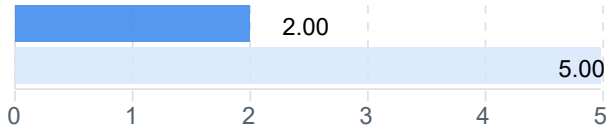

### FOSTER TEAMWORK

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




### DRIVES FOR RESULT

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

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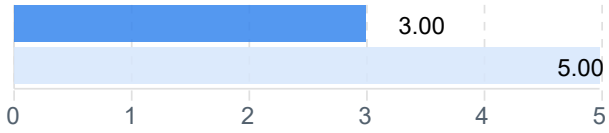
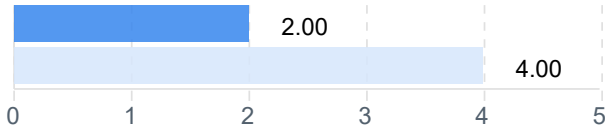
## CLIENT-FOCUSED

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



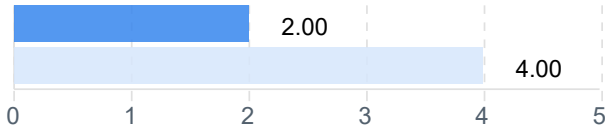

## COMMUNICATE WITH IMPACT

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



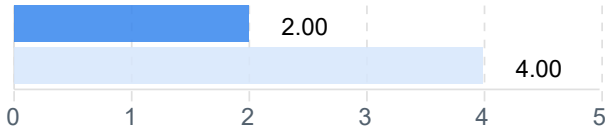

## SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



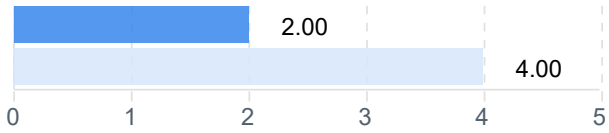

## INNOVATIVE AND CRITICAL THINKING

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




## TECHNICAL CAPABILITIES

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

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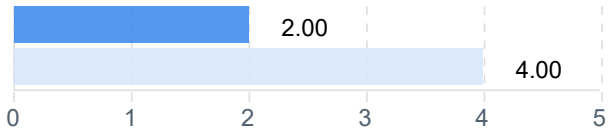
## CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

### RATING FROM SELF



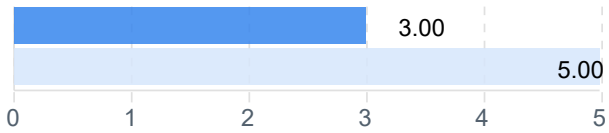

### CLIENT-FOCUSED

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



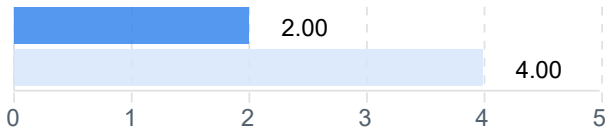

### DEVELOP SELF AND OTHERS

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



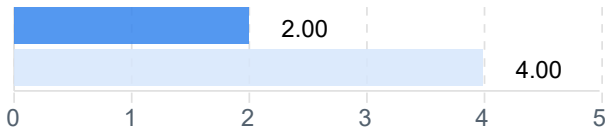

### COMMUNICATE WITH IMPACT

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



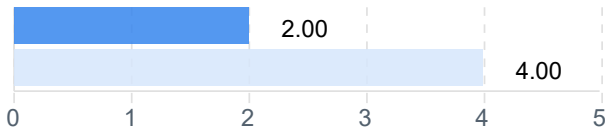

### FOSTER TEAMWORK

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




### DRIVES FOR RESULT

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

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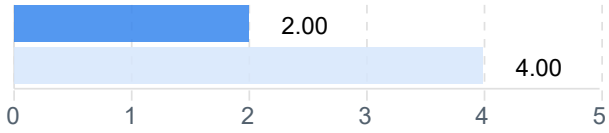
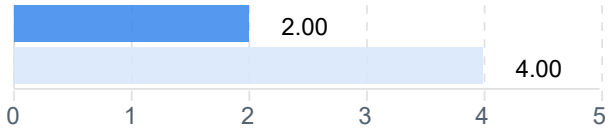
## DEVELOP SELF AND OTHERS

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



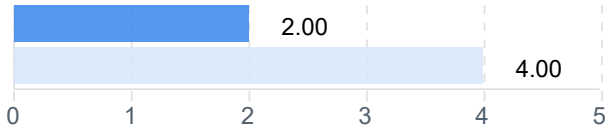

## FOSTER TEAMWORK

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



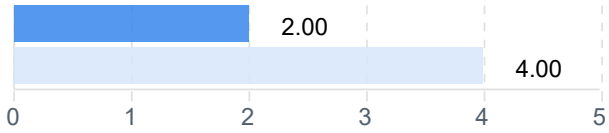

## SETS CLEAR DIRECTIONS

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



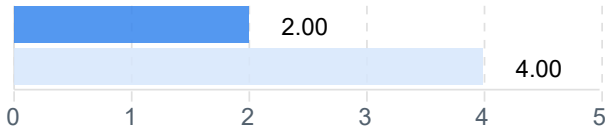

## SETS CLEAR DIRECTIONS

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




## DRIVES FOR RESULT

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

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## 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 | | Immediate Supervisor | | Self | |
|---|---|---|---|---|---|---|---|---|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements? | 2.5 | 3.8 | 2.8 | 3.8 | 2.0 | 4.0 | 4.0 | 4.0 |
| Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients? | 3.0 | 4.8 | 3.0 | 3.8 | 3.0 | 5.0 | 4.0 | 5.0 |
| Q3. Develop well thought-out conclusions and solutioning plan? | 2.3 | 4.5 | 2.0 | 3.8 | 2.0 | 4.0 | 3.0 | 4.0 |
| Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints? | 2.3 | 4.3 | 2.5 | 4.0 | 2.0 | 4.0 | 4.0 | 5.0 |
| Q5. Challenge the status quo and push for positive change and impact? | 2.8 | 4.5 | 3.0 | 3.8 | 2.0 | 4.0 | 4.0 | 5.0 |
| Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement? | 2.3 | 4.5 | 2.8 | 4.0 | 3.0 | 4.0 | 3.0 | 4.0 |
| Q7. Treat all team members in a respectful, courteous and professional manner? | 3.5 | 4.8 | 3.5 | 4.3 | 3.0 | 4.0 | 3.0 | 4.0 |
| Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results? | 3.5 | 4.5 | 2.8 | 4.5 | 3.0 | 4.0 | 2.0 | 4.0 |
| Q9. Take accountability and ownership of his/her team's performance? | 3.3 | 4.8 | 3.3 | 4.3 | 2.0 | 5.0 | 2.0 | 4.0 |
| Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients? | 2.5 | 4.8 | 3.5 | 4.5 | 3.0 | 5.0 | 4.0 | 4.0 |
| Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business? | 3.0 | 4.5 | 3.0 | 4.0 | 3.0 | 4.0 | 5.0 | 4.0 |
| Q12. Keep up to date with business trends and industry development for potential business opportunities? | 2.0 | 4.8 | 3.0 | 3.5 | 2.0 | 4.0 | 4.0 | 5.0 |
| Q13. Instill a business-oriented mindset that drives the business of YYC? | 2.5 | 4.5 | 3.0 | 4.3 | 3.0 | 4.0 | 4.0 | 4.0 |
| Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services? | 2.3 | 4.5 | 2.3 | 3.7 | 3.0 | 4.0 | 4.0 | 4.0 |

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| How often does this person demonstrate the following - | Peers | | Subordinates | | Immediate Supervisor | | Self | |
|---|---|---|---|---|---|---|---|---|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q15. Build cross functional team relationship that can effectively address the needs of clients? | 2.0 | 4.5 | 3.0 | 4.0 | 3.0 | 5.0 | 2.0 | 4.0 |
| Q16. Respond and Resolve client issues effectively? | 3.0 | 4.5 | 2.5 | 4.0 | 3.0 | 5.0 | 4.0 | 4.0 |
| Q17. Demonstrate personal accountability to serve clients well? | 3.3 | 4.8 | 2.5 | 4.3 | 3.0 | 5.0 | 4.0 | 4.0 |
| Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills? | 3.0 | 4.8 | 2.8 | 4.0 | 3.0 | 5.0 | 4.0 | 4.0 |
| Q19. Take action despite ambiguity? | 2.7 | 4.3 | 2.8 | 4.0 | 2.0 | 4.0 | 4.0 | 4.0 |
| Q20. Align people and build commitment towards achieving YYC's BHAG & XPX? | 2.3 | 4.8 | 3.0 | 4.3 | 3.0 | 5.0 | 3.0 | 4.0 |
| Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress? | 2.0 | 4.7 | 1.8 | 4.3 | 2.0 | 4.0 | 2.0 | 4.0 |
| Q22. Set priorities which help subordinates focus on the most important issues or objectives. | 2.0 | 4.7 | 2.0 | 4.0 | 2.0 | 4.0 | 2.0 | 4.0 |
| Q23. Show initiative, energy and the feeling that the work must be done quickly? | 3.0 | 4.7 | 2.8 | 4.3 | 2.0 | 5.0 | 3.0 | 4.0 |
| Q24. Deal in a clear, strong way with subordinates who are not performing? | 2.0 | 5.0 | 3.3 | 3.5 | 3.0 | 5.0 | 2.0 | 4.0 |
| Q25. Push himself/herself and others every day for results? | 2.0 | 4.7 | 3.3 | 3.5 | 2.0 | 5.0 | 3.0 | 4.0 |
| Q26. Bring clarity and decisiveness during crisis management? | 2.3 | 4.7 | 2.5 | 4.0 | 2.0 | 4.0 | 3.0 | 4.0 |
| Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve? | 2.0 | 4.7 | 2.5 | 3.8 | 2.0 | 5.0 | 2.0 | 4.0 |
| Q28. Communicate with enthusiasm and passion to inspire and motivate others? | 3.0 | 4.7 | 3.0 | 3.5 | 2.0 | 4.0 | 4.0 | 4.0 |
| Q29. Convey persuasive thoughts and views with confidence and clarity? | 2.3 | 4.3 | 2.5 | 3.5 | 2.0 | 4.0 | 2.0 | 4.0 |
| Q30. Express concept in writing, clearly, concisely and with positive impact? | 2.3 | 4.3 | 2.8 | 3.5 | 2.0 | 4.0 | 4.0 | 4.0 |
| Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen? | 2.7 | 4.7 | 3.3 | 3.8 | 2.0 | 5.0 | 3.0 | 5.0 |

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| How often does this person demonstrate the following - | Peers | | Subordinates | | Immediate Supervisor | | Self | |
|---|---|---|---|---|---|---|---|---|
| | 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? | 2.3 | 4.7 | 3.5 | 3.5 | 2.0 | 4.0 | 2.0 | 4.0 |
| Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support? | 2.3 | 4.7 | 3.0 | 3.8 | 3.0 | 4.0 | 4.0 | 4.0 |
| Q34. Active listening, without making judgements, to help others explore solutions? | 2.3 | 4.7 | 3.3 | 3.8 | 3.0 | 4.0 | 3.0 | 4.0 |
| Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them? | 2.0 | 4.7 | 3.3 | 4.0 | 3.0 | 4.0 | 2.0 | 4.0 |

* Responses based on Rating scale of 1-5

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