



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

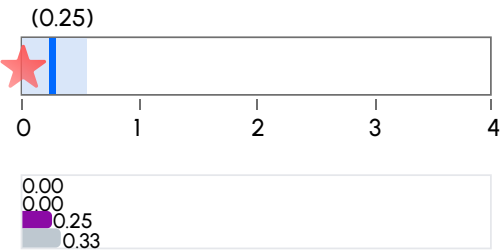
Strengths

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



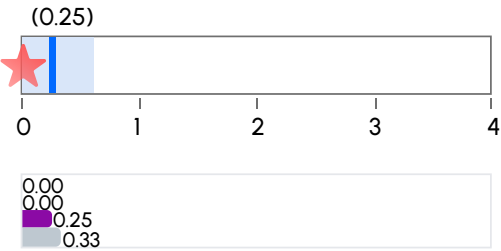
ENGAGE WITH EMPATHY

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



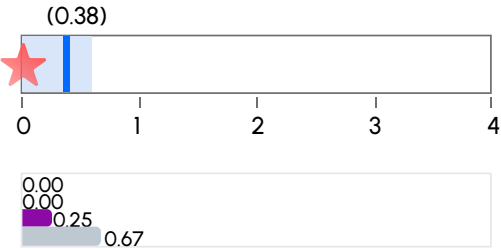
COURAGE TO ACT

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



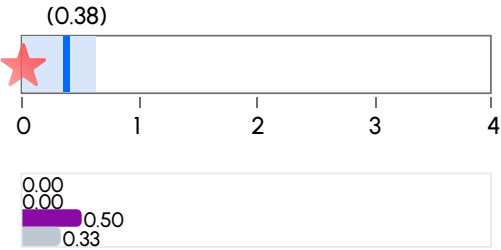
KNOW YOUR CUSTOMER

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



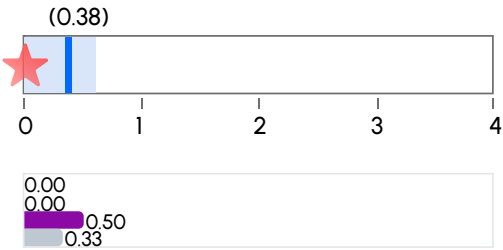
KNOW YOUR CUSTOMER

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.



STRENGTHS AND DEVELOPMENT NEEDS

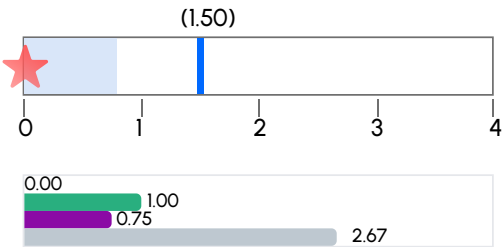
Development Needs

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



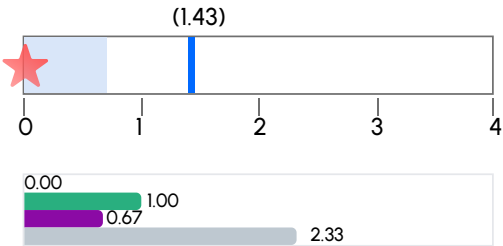
ENGAGE WITH EMPATHY

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



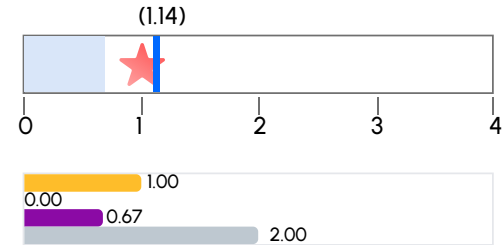
LIFELONG LEARNING

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



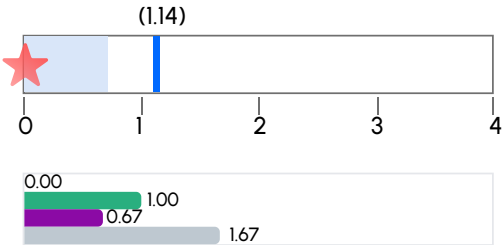
KEEP UP-TO-DATE

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



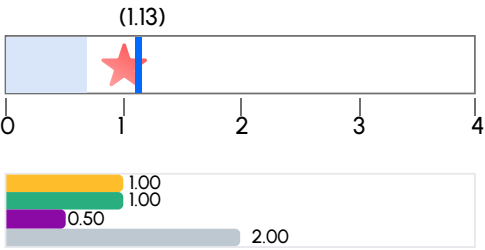
LIFELONG LEARNING

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



ENGAGE WITH EMPATHY

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



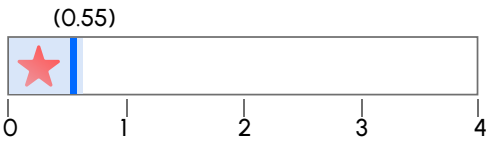
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

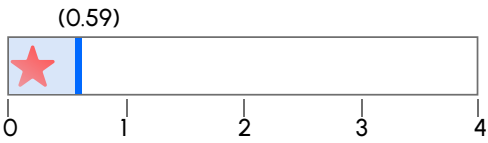
★ Self Gap Size

Overall Survey Average Gap Size

KNOW YOUR CUSTOMER



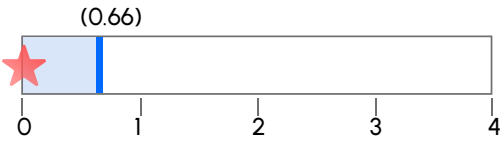
COURAGE TO ACT



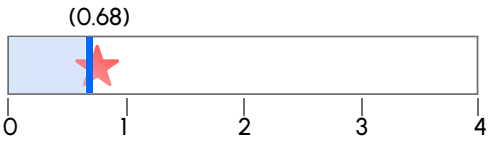
HOLISTIC THINKING



PURPOSEFUL PARTNERSHIP



KEEP UP-TO-DATE



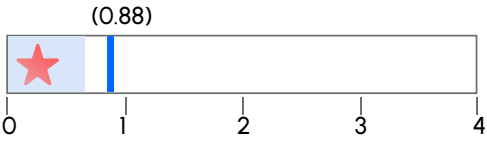
AGILE MINDSET



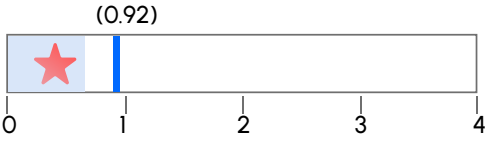
SPEAK UP



ENGAGE WITH EMPATHY



LIFELONG LEARNING



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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.00	-	2	-	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.67	1	-	-	1	1	-

Q3. Identify new possibilities to address current business issues.

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	1.33	-	1	1	-	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	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.00	-	1	1	1	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.00	1	-	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.33	-	1	-	2	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.33	-	1	-	2	-	-

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	0.33	-	2	1	-	-	-
Subordinates	2.00	-	-	1	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.67	1	1	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.33	-	1	1	-	1	-

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	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	1.33	-	1	-	2	-	-

Engage With Empathy

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	2.67	-	-	-	1	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.33	-	2	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	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	2.00	-	1	-	-	2	-

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	0.25	-	3	1	-	-	-
Subordinates	1.00	-	2	-	-	1	-

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

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	0.33	1	1	1	-	-	-

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	0.25	-	3	1	-	-	-
Subordinates	1.67	-	1	-	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.33	1	-	-	2	-	-

Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.33	-	-	2	1	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.67	-	1	-	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	3	-	1	-	-
Subordinates	1.67	-	1	-	1	1	-

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

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

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

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

Courage To Act

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.33	1	-	-	2	-	-

Q29. Maintain focus to deliver the chosen strategy.

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	2.33	-	-	-	2	1	-

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.67	-	2	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	2.00	-	-	1	1	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	0.25	-	3	1	-	-	-
Subordinates	0.67	-	2	-	1	-	-

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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	1	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.00	-	2	-	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	2	1	-	1	-
Subordinates	0.33	1	1	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	1.00	-	-	1	-	-	-
	Peers	0.67	-	1	2	-	-	-
	Subordinates	2.33	-	-	1	-	2	-

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	0.67	-	2	-	1	-	-
	Subordinates	1.67	-	-	1	2	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q15. Share similar experiences that may be adapted to their work circumstances.	0.25
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.25
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.38
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.38
Q18. Leverage one's network and connection to gather market data.	0.38
Q29. Maintain focus to deliver the chosen strategy.	0.38
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.38
Q4. Manage teams' resources to collate information from multiple sources.	0.50
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.50
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.50
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.57
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.63
Q3. Identify new possibilities to address current business issues.	0.63
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.63
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.63

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.63
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.63
Q28. Encourage and value innovative ideas and suggestions from others.	0.63
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.63
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.71
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.75
Q6. Ensure change plans are executed effectively and in a timely manner.	0.75
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.75
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.75
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.75
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.86
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.88
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.88
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.88
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.88
Q36. Purposefully manage career development and professional growth of team members.	0.88

Q8. Provide coaching to help others adapt and be more versatile.	1.00
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.00
Q16. Empathise whilst balancing the need of individuals and the business.	1.13
Q30. Give space for self and team members to take risks and learn from mistakes.	1.13
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.14
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.14
Q38. Make effort to teach / coach/ mentor team members.	1.43
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.50

QUALITATIVE FEEDBACK

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

- Leadership Knowledge
- He is knowledgeable in policymaking and social protection and is able to convey his messaging to audiences
- Leadership Skills: Always practice teamwork spirit. Focus: Deliver work within the time given
- 1. Persistent in achieving the goals that are set by the superiors. 2. Well versed in the realm of social protection and national regulatory.
- Strategic thinking and communication skills - translate into engagement with strategic partners and provide strategic input to the government
- 1. Critical Thinking- able to articulate well and quick at problem solving 2. Hardworking - committed to the job
- He is dedicated to his role and responsibilities, and always drive implementation with persistence to deliver results despite obstacles

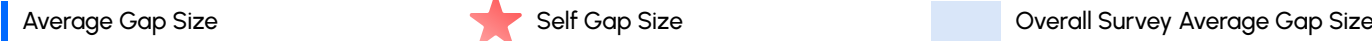
What are the 2 areas that the participant can develop to make him or her more effective in the organisation?

- More inclusive More vocal in inter department meetings
- Communication with his team members
- Communication.
- 1. Communication skills in regard to getting the best out of the team while keeping good morale. 2. Balancing personal and professional time and agendas.
- Stakeholders' engagement and coaching
- 1. Expand knowledge regarding other parts of the organisation 2. Perseverance
- Provide coaching opportunity to subordinates and capability development for subordinate to achieve their short and long-term career goals and improve their work performance

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

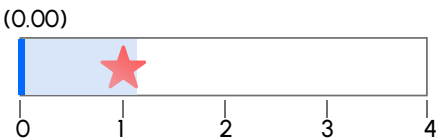
Strengths

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



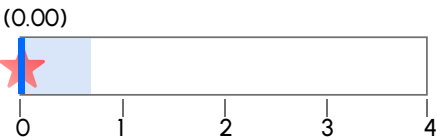
KEEP UP-TO-DATE

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



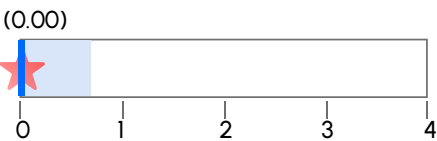
KNOW YOUR CUSTOMER

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



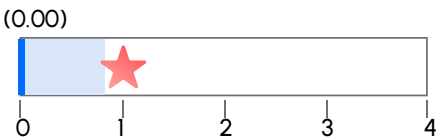
ENGAGE WITH EMPATHY

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



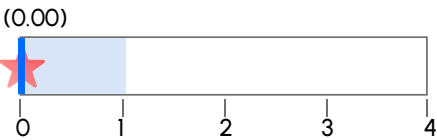
LIFELONG LEARNING

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



COURAGE TO ACT

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



STRENGTHS AND DEVELOPMENT NEEDS FROM 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.

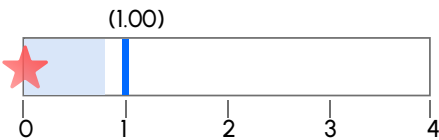
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

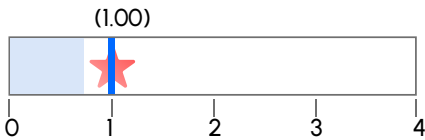
SPEAK UP

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



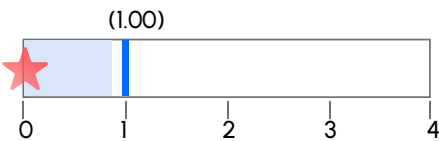
HOLISTIC THINKING

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



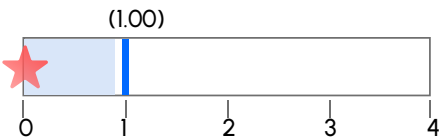
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



AGILE MINDSET

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



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.

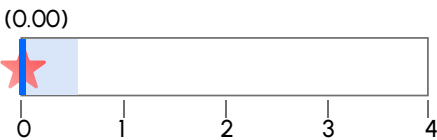
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

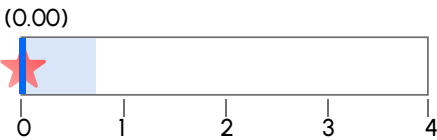
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



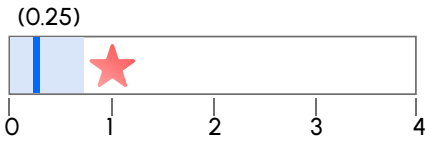
SPEAK UP

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



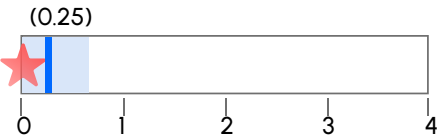
KEEP UP-TO-DATE

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



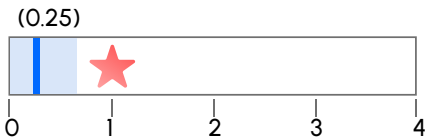
KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

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



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.

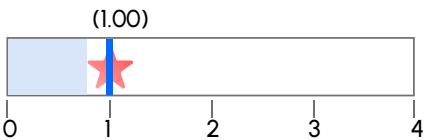
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

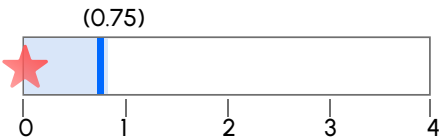
LIFELONG LEARNING

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



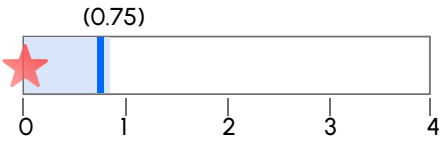
LIFELONG LEARNING

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



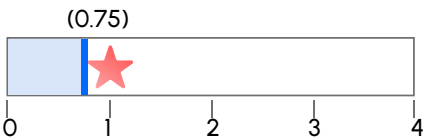
ENGAGE WITH EMPATHY

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



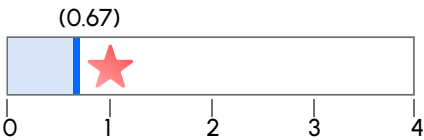
SPEAK UP

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



KEEP UP-TO-DATE

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



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

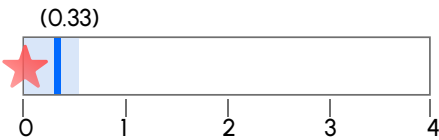
PURPOSEFUL PARTNERSHIP

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



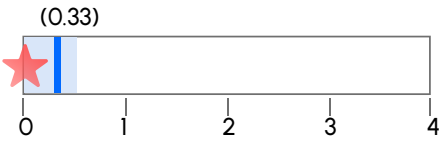
COURAGE TO ACT

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



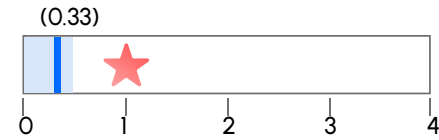
KNOW YOUR CUSTOMER

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



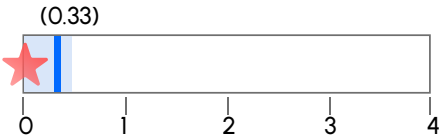
LIFELONG LEARNING

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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

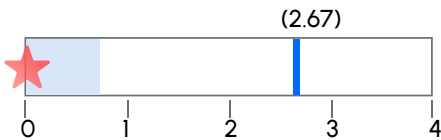
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

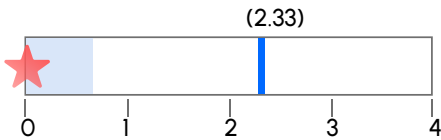
ENGAGE WITH EMPATHY

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



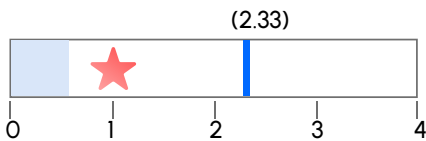
LIFELONG LEARNING

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



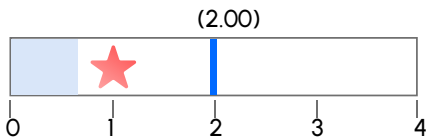
COURAGE TO ACT

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



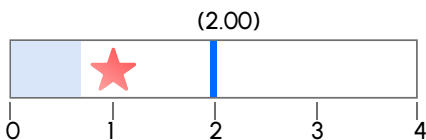
KEEP UP-TO-DATE

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



AGILE MINDSET

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



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.



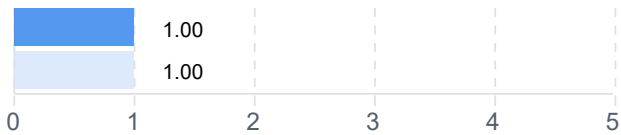
Q6. Ensure change plans are executed effectively and in a timely manner.



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.



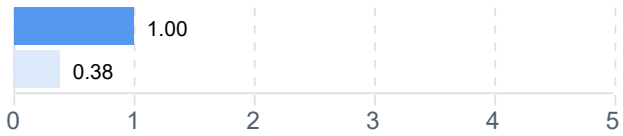
Q30. Give space for self and team members to take risks and learn from mistakes.



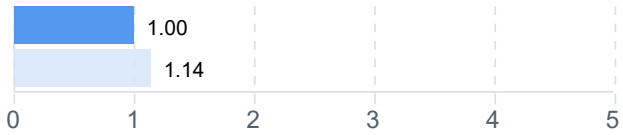
KEEP UP-TO-DATE

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



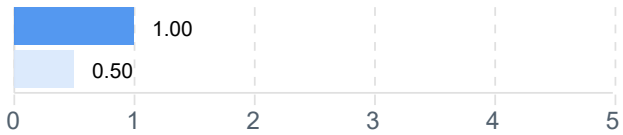
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



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

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.



LIFELONG LEARNING

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



LIFELONG LEARNING

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



SPEAK UP

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



SPEAK UP

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



HOLISTIC THINKING

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.

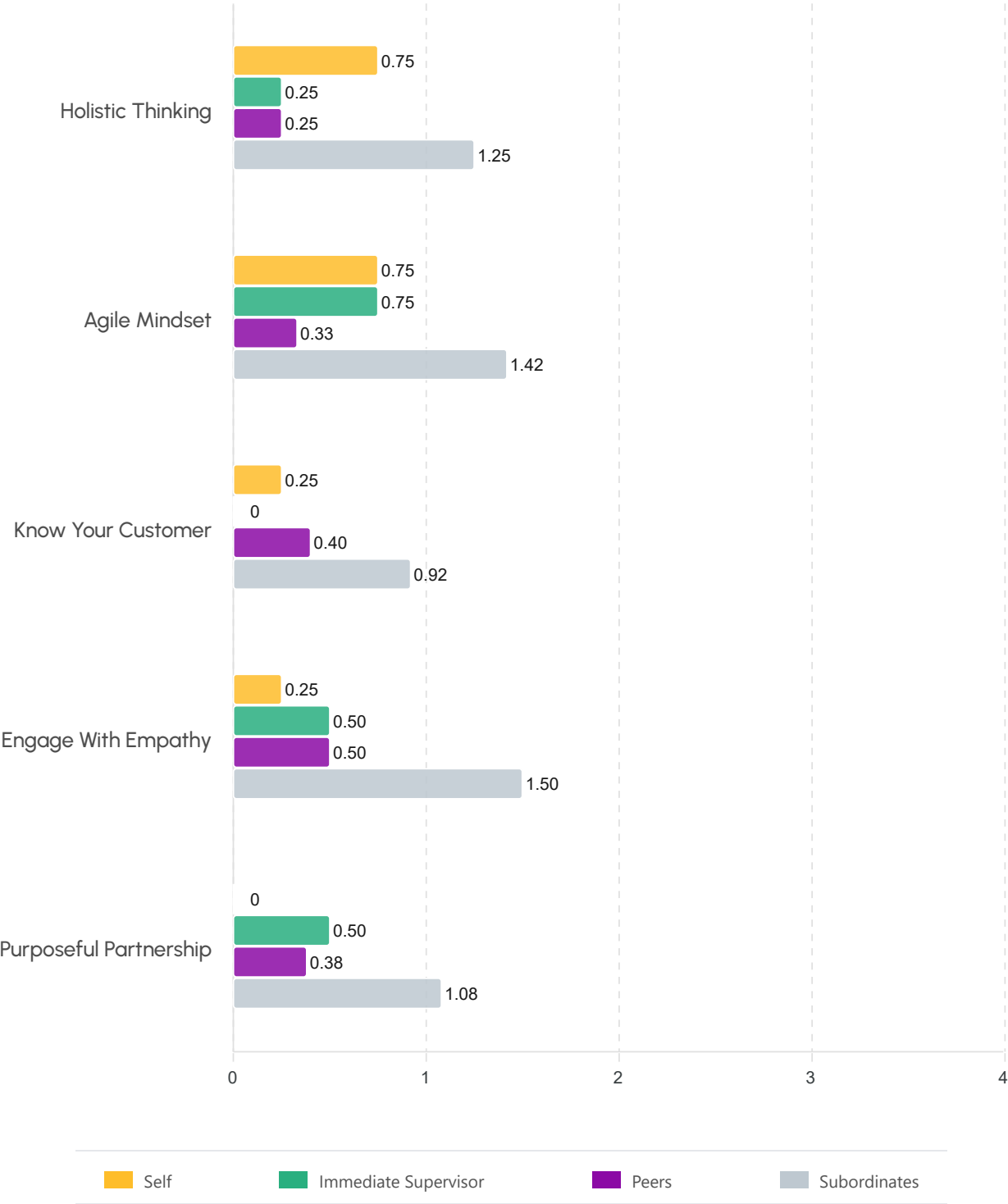


LIFELONG LEARNING

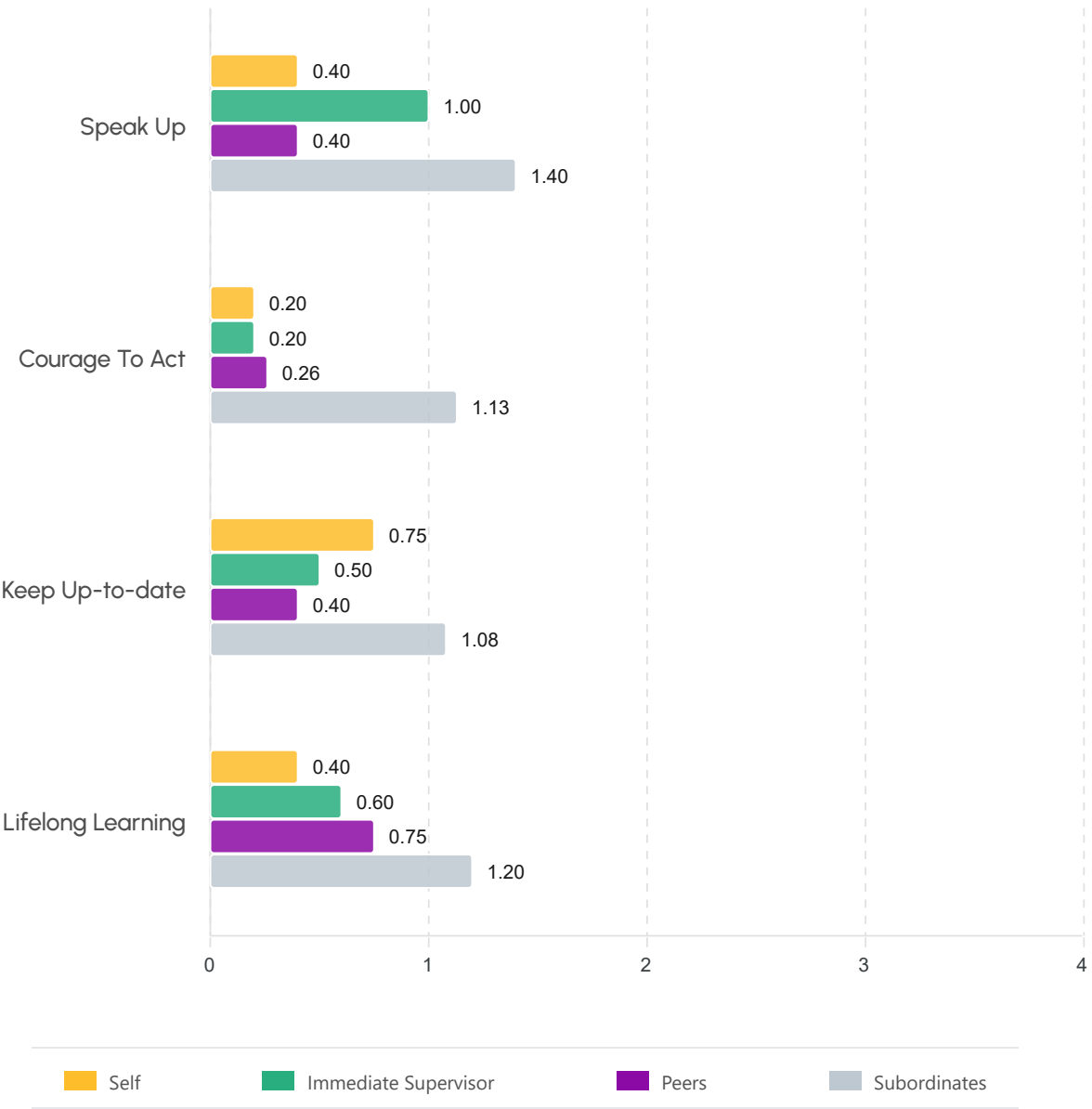
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



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

RATING FROM SELF

Current Expected

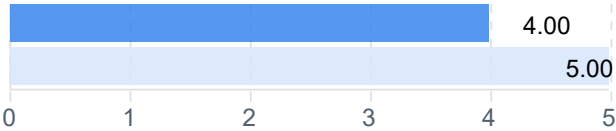
HOLISTIC THINKING

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



LIFELONG LEARNING

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



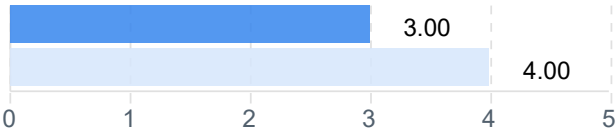
KEEP UP-TO-DATE

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



HOLISTIC THINKING

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



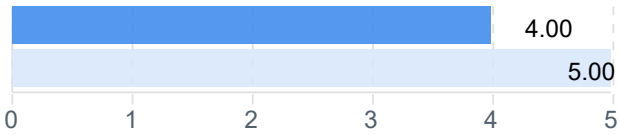
AGILE MINDSET

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



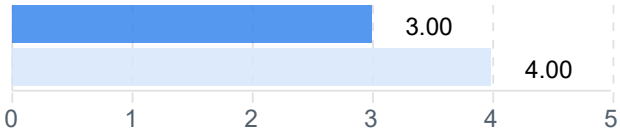
KEEP UP-TO-DATE

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



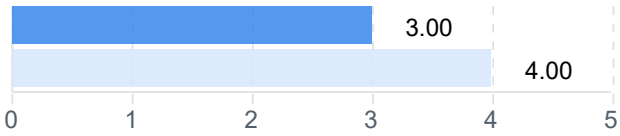
SPEAK UP

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



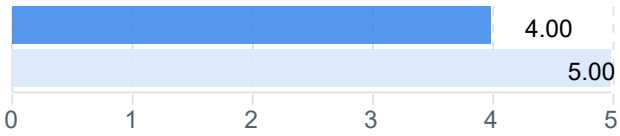
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



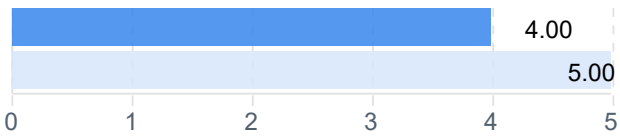
LIFELONG LEARNING

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



AGILE MINDSET

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



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

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

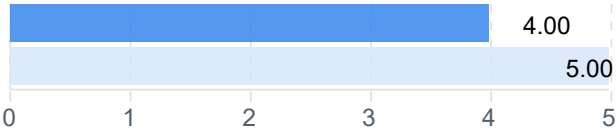
HOLISTIC THINKING

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



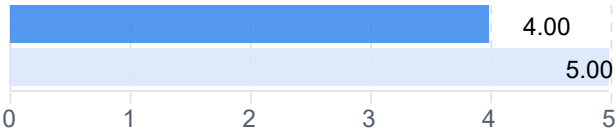
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



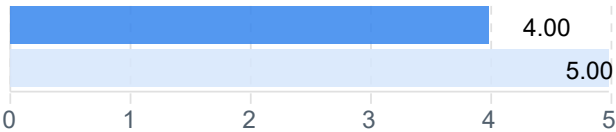
AGILE MINDSET

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



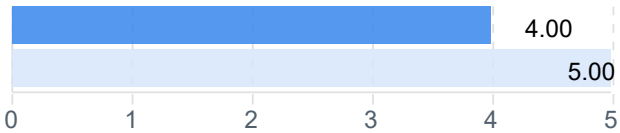
ENGAGE WITH EMPATHY

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



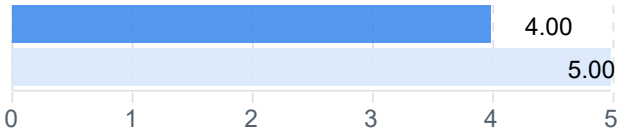
LIFELONG LEARNING

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



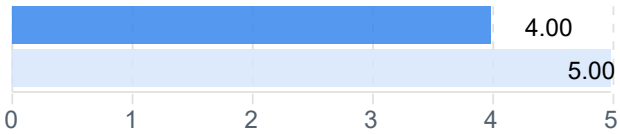
AGILE MINDSET

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



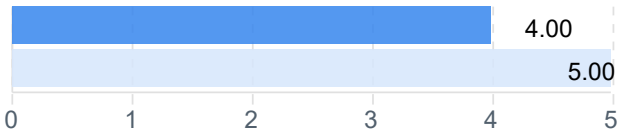
SPEAK UP

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



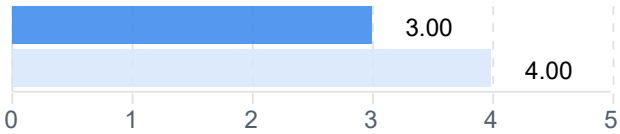
PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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



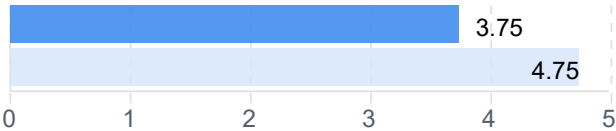
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

LIFELONG LEARNING

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



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.



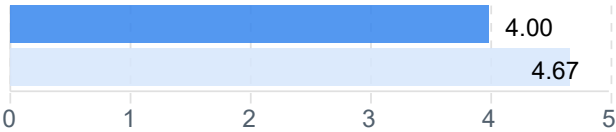
LIFELONG LEARNING

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



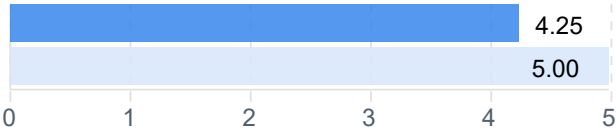
LIFELONG LEARNING

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



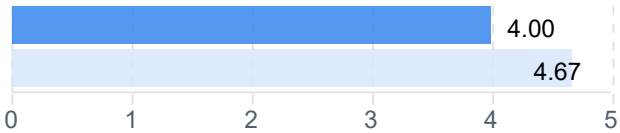
SPEAK UP

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



LIFELONG LEARNING

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



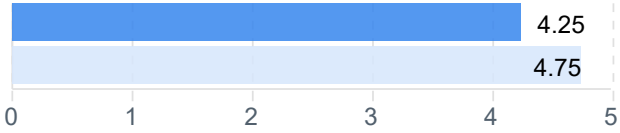
KEEP UP-TO-DATE

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



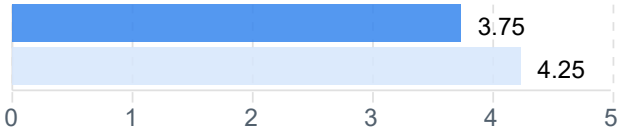
SPEAK UP

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



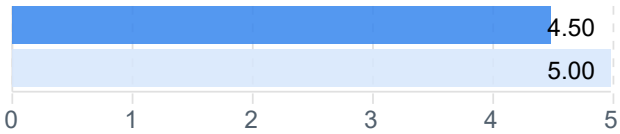
ENGAGE WITH EMPATHY

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.



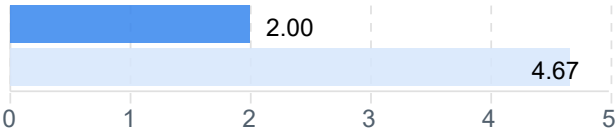
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

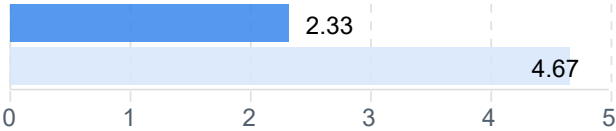
ENGAGE WITH EMPATHY

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



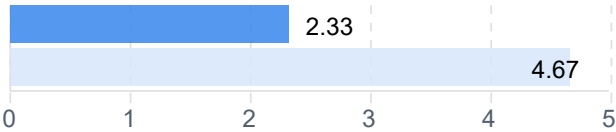
LIFELONG LEARNING

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



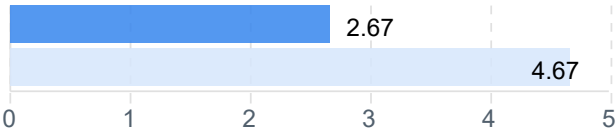
COURAGE TO ACT

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



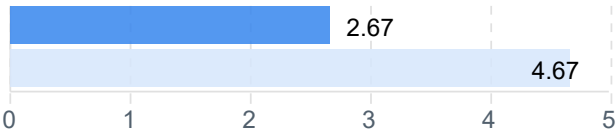
KEEP UP-TO-DATE

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



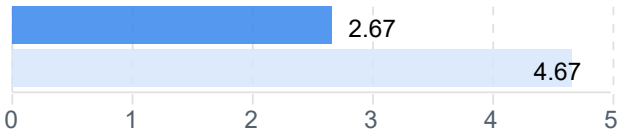
AGILE MINDSET

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



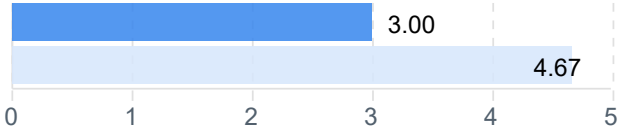
ENGAGE WITH EMPATHY

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



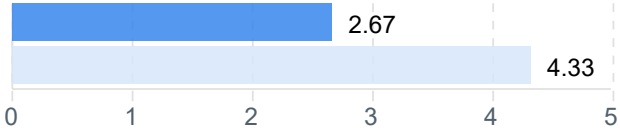
PURPOSEFUL PARTNERSHIP

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



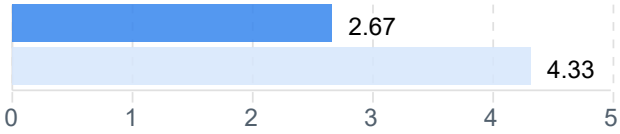
SPEAK UP

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



SPEAK UP

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



LIFELONG LEARNING

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

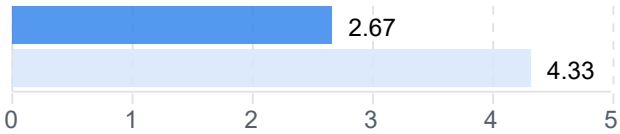


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

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.	4.0	5.0	4.0	5.0	4.3	4.5	3.7	4.7
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	3.0	4.0	5.0	5.0	4.0	4.3	3.3	4.7
Q3. Identify new possibilities to address current business issues.	3.0	4.0	5.0	5.0	4.0	4.3	3.3	4.7
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	5.0	5.0	4.8	5.0	4.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	4.0	4.0	5.0	4.8	5.0	3.7	4.3
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	4.0	5.0	4.5	4.8	3.0	4.3
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	5.0	4.0	5.0	4.5	5.0	3.3	4.7
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	4.0	4.0	4.3	4.7	2.7	4.7
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	4.0	5.0	5.0	4.3	4.5	4.0	4.3
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	5.0	5.0	5.0	5.0	4.0	4.5	4.7	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	4.0	5.0	5.0	4.0	4.5	3.0	4.3
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.0	5.0	4.0	4.0	4.0	4.3	3.0	4.3
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	4.0	5.0	5.0	3.8	4.3	3.3	4.3

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
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	4.0	5.0	3.8	4.5	2.0	4.7
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	4.0	4.0	4.0	4.0	4.3	4.0	4.3
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	5.0	4.0	5.0	4.3	4.8	2.7	4.7
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	5.0	5.0	4.0	5.0	4.5	4.8	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	4.0	4.0	5.0	5.0	4.5	5.0	4.0	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	4.0	4.0	5.0	4.3	4.5	3.0	4.7
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	5.0	5.0	4.3	4.8	3.7	4.7
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	4.0	4.0	5.0	4.3	4.8	3.0	4.3
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	4.0	5.0	4.3	4.5	2.7	4.3
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	4.0	4.0	5.0	4.5	5.0	2.7	4.3
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	4.0	-	-	4.3	5.0	3.3	4.3
Q25. Facilitate discussions with various views to converge and achieve a common objective.	5.0	4.0	4.0	5.0	4.5	4.5	3.3	4.7
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	5.0	4.0	5.0	5.0	3.7	4.0	3.7	4.3
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	4.0	5.0	5.0	4.3	4.5	4.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	4.0	4.0	4.0	4.5	4.8	3.7	4.7

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q29. Maintain focus to deliver the chosen strategy.	5.0	5.0	4.0	5.0	4.8	4.8	4.0	4.3
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	5.0	5.0	4.3	4.8	2.3	4.7
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	5.0	5.0	4.3	4.5	3.7	4.3
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	5.0	5.0	5.0	3.7	4.3	2.7	4.7
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	4.3	4.5	3.7	4.3
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.0	5.0	4.0	5.0	4.0	4.5	3.7	4.7
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	5.0	4.0	4.0	4.5	5.0	3.7	4.3
Q36. Purposefully manage career development and professional growth of team members.	4.0	4.0	4.0	5.0	4.3	5.0	3.7	4.7
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	4.0	4.0	3.8	4.8	4.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	5.0	5.0	4.0	5.0	4.0	4.7	2.3	4.7
Q39. Nurture an environment that supports coaching and honest performance feedback.	5.0	5.0	4.0	5.0	4.0	4.7	2.7	4.3

* Responses based on Rating scale of 1-5