INSIGHT 360 FEEDBACK FOR LEADERS

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Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

Strengths

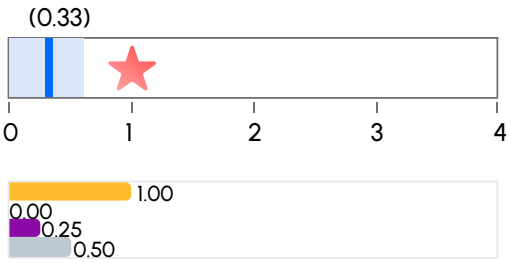
These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

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

Self | Immediate Supervisor | Peers | Subordinates

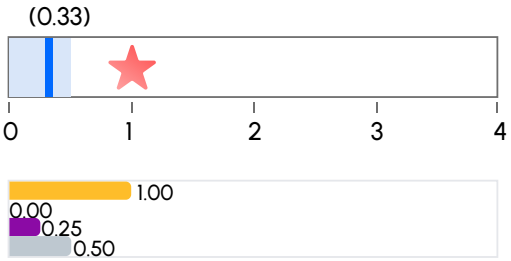
AGILE MINDSET

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



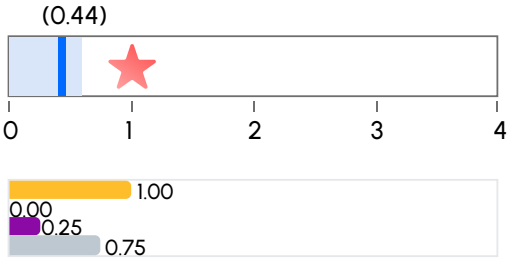
SPEAK UP

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



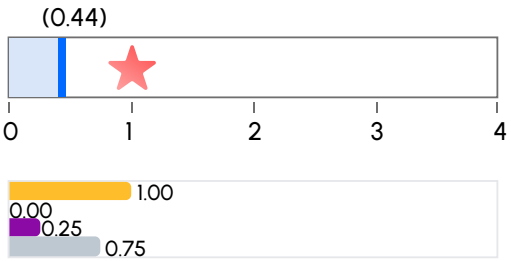
HOLISTIC THINKING

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



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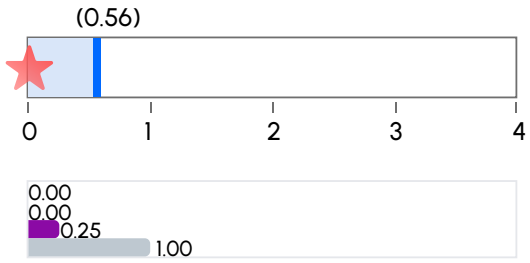
ENGAGE WITH EMPATHY

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



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STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

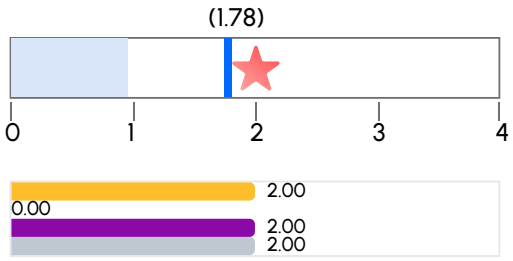
These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

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

Self | Immediate Supervisor | Peers | Subordinates

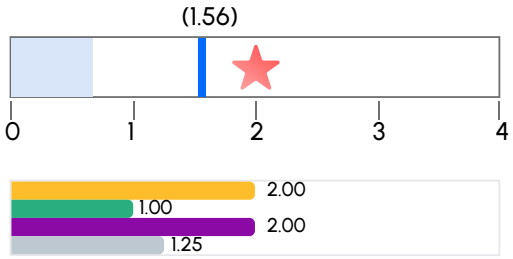
LIFELONG LEARNING

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



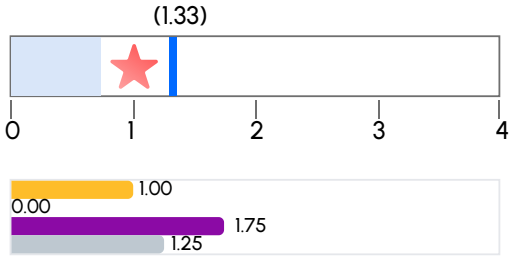
COURAGE TO ACT

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



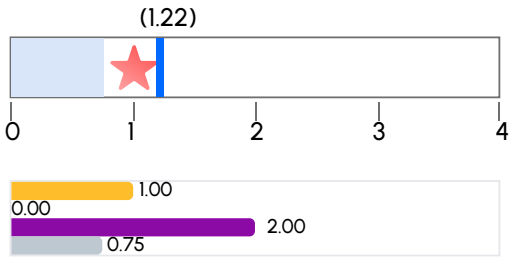
SPEAK UP

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



ENGAGE WITH EMPATHY

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



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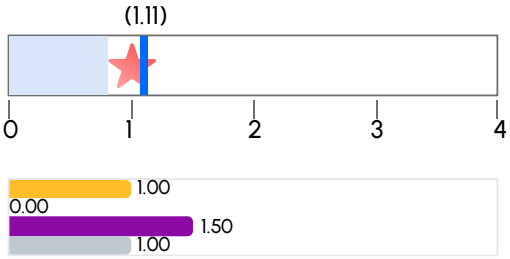
ENGAGE WITH EMPATHY

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



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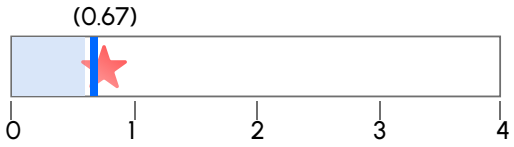
COMPETENCIES REPORT IN ASCENDING ORDER

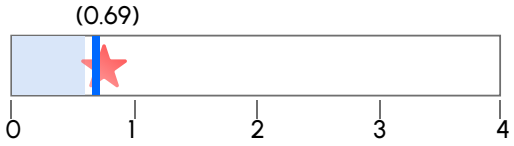
Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

AGILE MINDSET

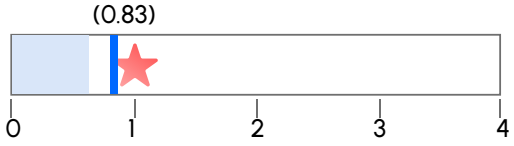
PURPOSEFUL PARTNERSHIP



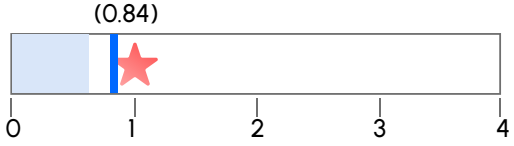
HOLISTIC THINKING



KEEP UP-TO-DATE



SPEAK UP



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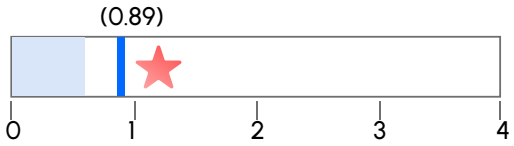
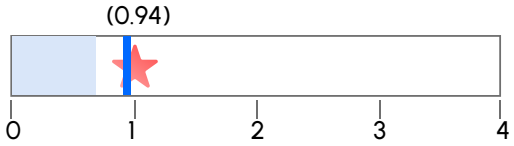
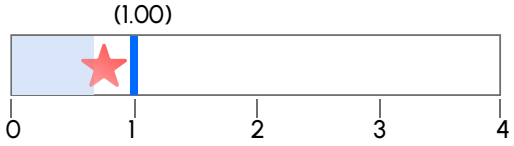
COURAGE TO ACT



KNOW YOUR CUSTOMER



ENGAGE WITH EMPATHY



LIFELONG LEARNING

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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	0.00	-	1	-	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.75	-	1	3	-	-	-

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

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

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

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	0.75	-	1	3	-	-	-

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Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	1.00	-	1	2	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	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.50	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.25	-	1	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	0.75	-	1	3	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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Know Your Customer

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

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

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

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

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Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	2	-	2	-
Subordinates	0.75	-	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	1.00	-	1	2	1	-	-

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	1.00	-	1	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	0.00	-	1	-	-	-	-
Peers	1.50	-	-	3	-	1	-
Subordinates	1.00	-	1	2	1	-	-

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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	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.75	-	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.25	-	1	2	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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Speak Up

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

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

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	0.00	-	1	-	-	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	1.25	-	1	2	-	1	-

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

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

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

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

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

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.75	-	1	3	-	-	-

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

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

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

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

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Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.75	-	2	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	2	1	-	1
Subordinates	1.25	-	1	1	2	-	-

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	0.50	-	2	2	-	-	-

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	0.75	-	1	3	-	-	-
Subordinates	1.00	-	1	2	1	-	-

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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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	1.00	-	2	1	-	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	0.75	-	1	3	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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	1.25	-	-	3	1	-	-
Subordinates	1.25	-	1	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	2.00	-	-	1	2	1	-
Subordinates	2.00	-	-	2	-	2	-

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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	-	1	2	1	-	-
Subordinates	1.50	-	1	1	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	1.25	-	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.25	-	1	1	2	-	-

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INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q6. Ensure change plans are executed effectively and in a timely manner.	0.33
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.33
Q4. Manage teams' resources to collate information from multiple sources.	0.44
Q29. Maintain focus to deliver the chosen strategy.	0.44
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.56
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.56
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.67
Q18. Leverage one's network and connection to gather market data.	0.67
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.67
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.67
Q28. Encourage and value innovative ideas and suggestions from others.	0.67
Q3. Identify new possibilities to address current business issues.	0.78

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Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.78
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.78
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.78
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.78
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.78
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.78
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.78
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.89
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.89
Q38. Make effort to teach / coach/ mentor team members.	0.89
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	1.00
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	1.00
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.00
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.00
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.00

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Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.11
Q16. Empathise whilst balancing the need of individuals and the business.	1.11
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.11
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.11
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.11
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.11
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.22
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.33
Q30. Give space for self and team members to take risks and learn from mistakes.	1.56
Q36. Purposefully manage career development and professional growth of team members.	1.78

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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?

- Pranava Two top strength; Leadership with objective and diplomacy
- Confident in communicating and presenting business case. Good and very likable personality.
- Communicative: Regular communication on business updates and resources, accessible and contactable when needed Driven: Motivated to drive team forward with new initiatives and improvements to existing business
- 1) Excellent at managing the team and the investment portfolio. 2) Communication
- Sharpness - Links multiple facts and the ultimate consequence of each action (demonstrated when crafting mandates/ strategies); and Empathy - constantly checks in and provides opportunity for honest opinions.
- Quick to understand Always working
- 1. Attention to details 2. Ability to multi task
- 1. Hard working 2. Efficient
- communication skills, digital literacy, work ethic, problem-solving, and critical thinking.

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

- 1. more involved at enterprise level 2. More exposure to manage stakeholders
- To increase in empathy especially with team members. To learn to stop micro-managing to give team more space to explore and grow.
- Be less restrictive Have more realistic goals
- 1) Empathy and career growth towards subordinates 2) Give more opportunities for subordinates to explore new things
- Some may consider the level of detail the participant engages in as micro managing; and Be willing to spend and dedicate resources for planned external training.

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- Less micromanage Have more empathy

- 1. To be less micro managed and to build more trust towards team members 2. To provide more exposure to other team members in terms of career development

- 1. Too aggressive in delivering the outcome, which sometimes may compromise details. 2. Need to emphatise more.

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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

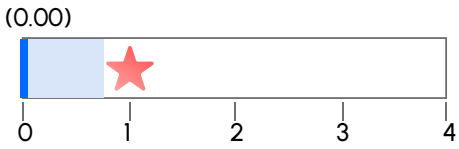
Strengths

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

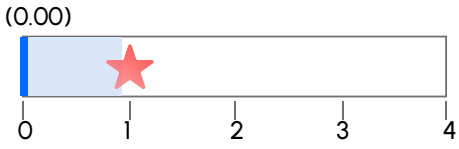
ENGAGE WITH EMPATHY

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



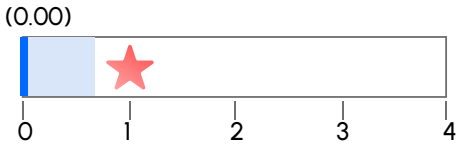
LIFELONG LEARNING

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



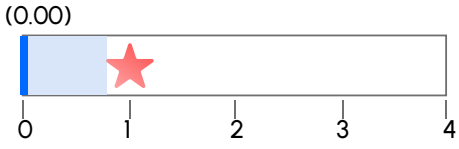
KEEP UP-TO-DATE

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



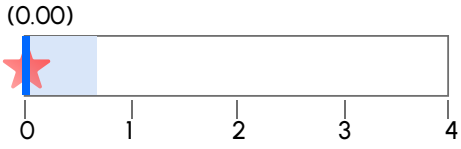
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

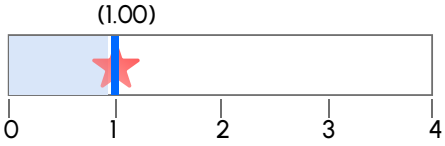
Development Needs

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

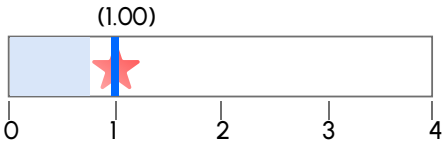
KNOW YOUR CUSTOMER

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



SPEAK UP

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

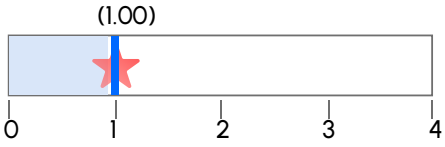


COURAGE TO ACT

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

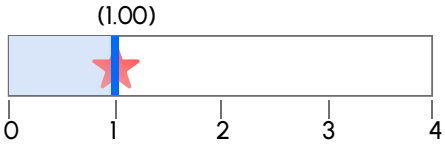
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KNOW YOUR CUSTOMER

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

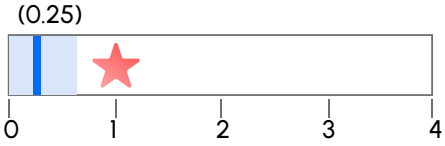
Strengths

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

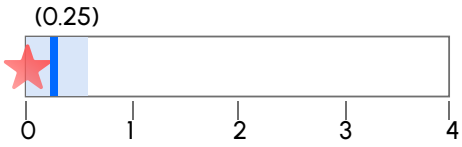
AGILE MINDSET

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



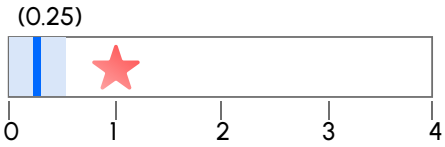
ENGAGE WITH EMPATHY

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



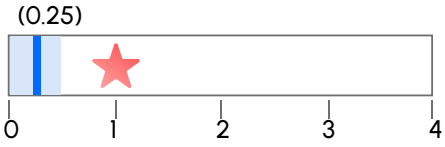
SPEAK UP

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



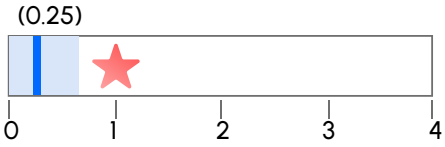
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



HOLISTIC THINKING

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

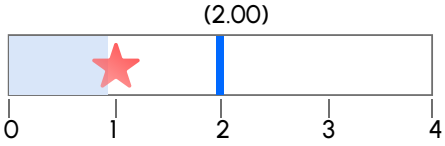
Development Needs

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

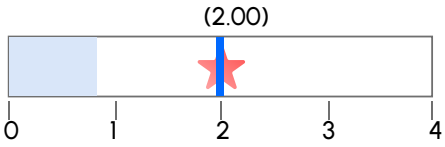
ENGAGE WITH EMPATHY

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



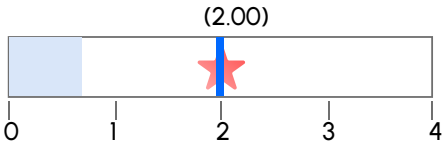
LIFELONG LEARNING

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



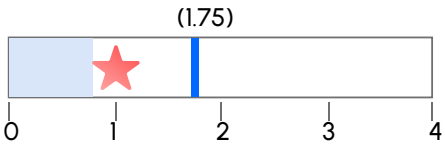
COURAGE TO ACT

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



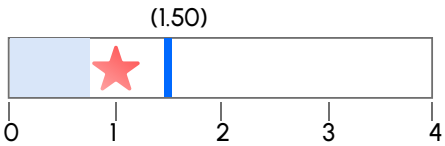
SPEAK UP

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



COURAGE TO ACT

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

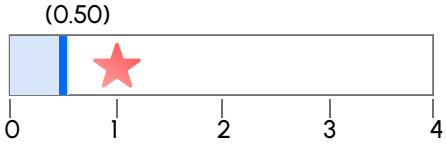
Strengths

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

SPEAK UP

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

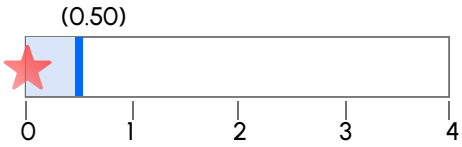


KEEP UP-TO-DATE

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

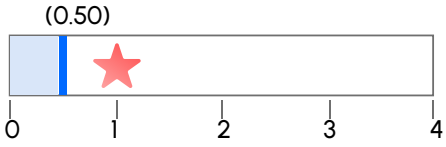
PURPOSEFUL PARTNERSHIP

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



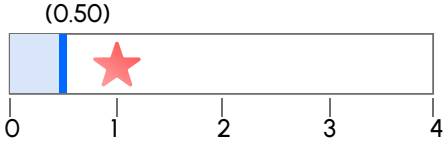
COURAGE TO ACT

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



AGILE MINDSET

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

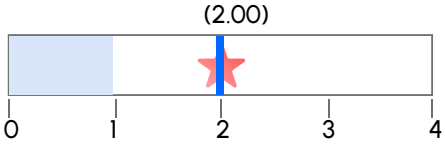
Development Needs

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

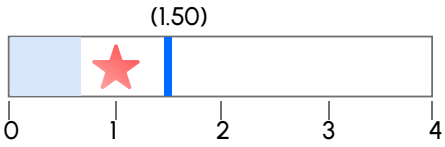
LIFELONG LEARNING

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



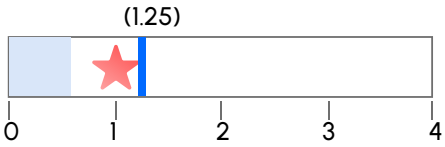
LIFELONG LEARNING

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



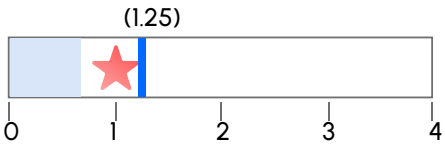
LIFELONG LEARNING

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



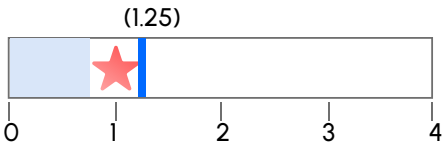
SPEAK UP

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.



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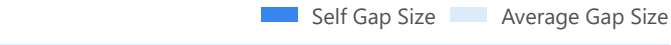
AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING



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

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.

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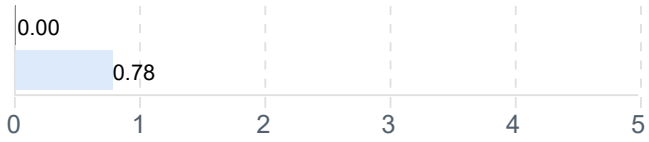
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.

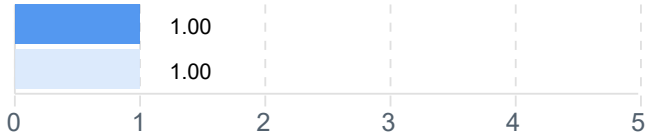


Q8. Provide coaching to help others adapt and be more versatile.

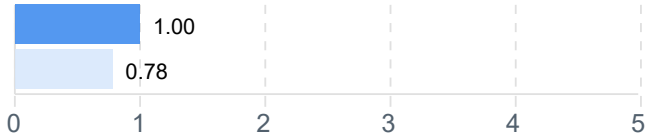
KNOW YOUR CUSTOMER

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

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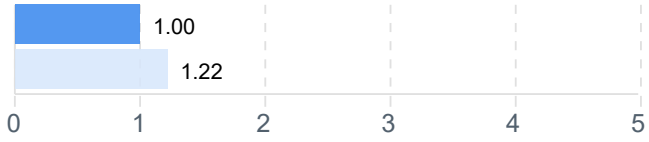

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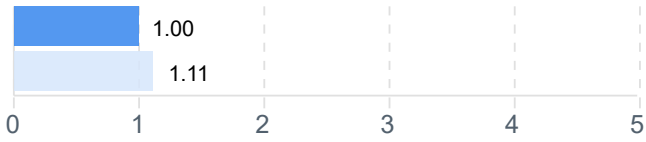
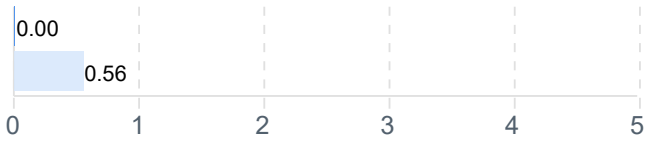
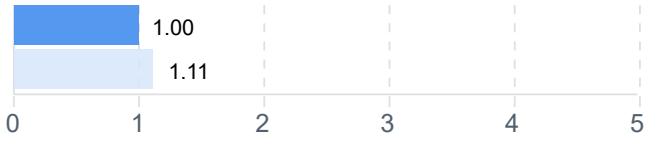
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.



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



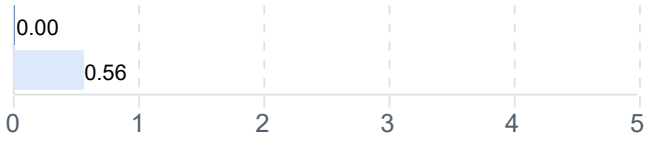
Q16. Empathise whilst balancing the need of individuals and the business.



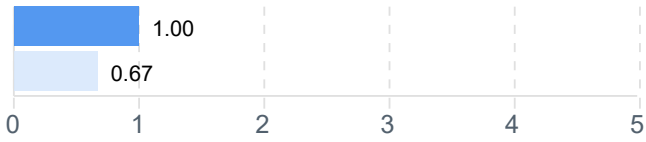
PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

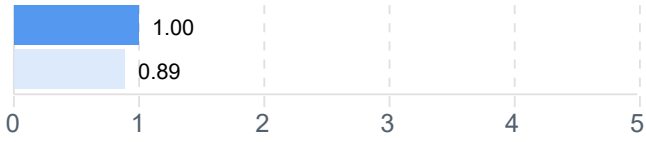
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



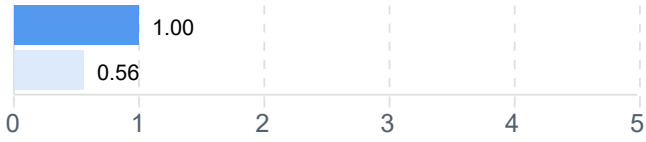
Q18. Leverage one's network and connection to gather market data.



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.



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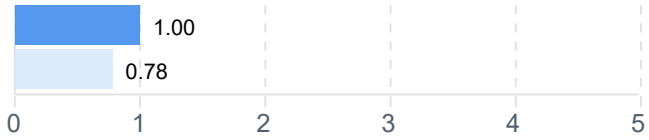
SPEAK UP

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.

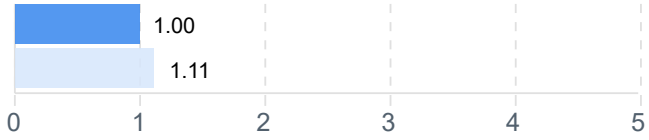
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.

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.

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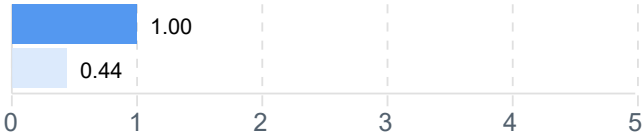
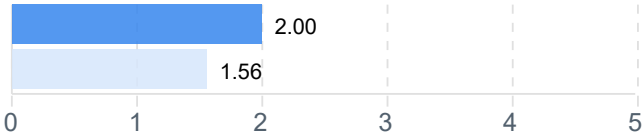
Q28. Encourage and value innovative ideas and suggestions from others.

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

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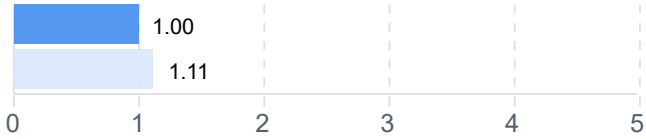
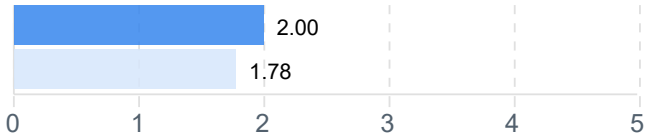
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



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.

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TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

AGILE MINDSET

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

HOLISTIC THINKING

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

PURPOSEFUL PARTNERSHIP

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

ENGAGE WITH EMPATHY

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

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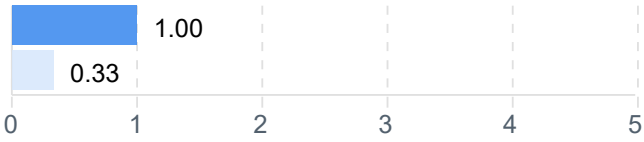
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

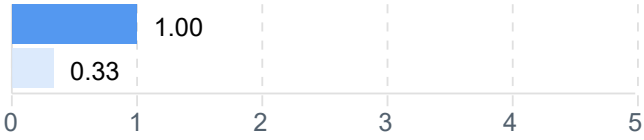
AGILE MINDSET

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



SPEAK UP

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

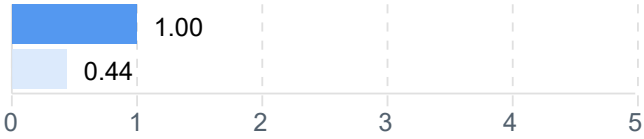


COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.

HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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

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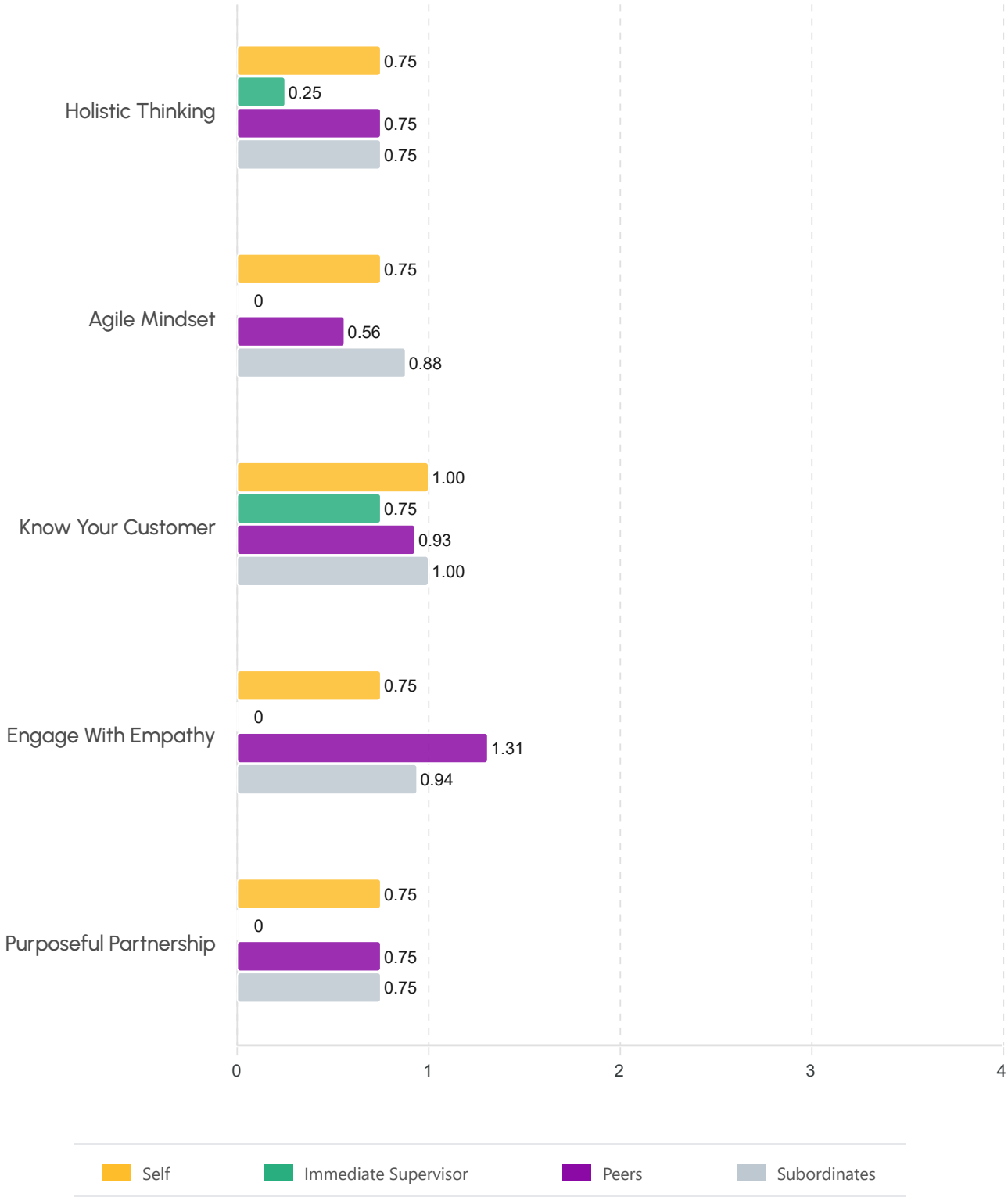
AVG GAP PER ROLE BY COMPETENCY



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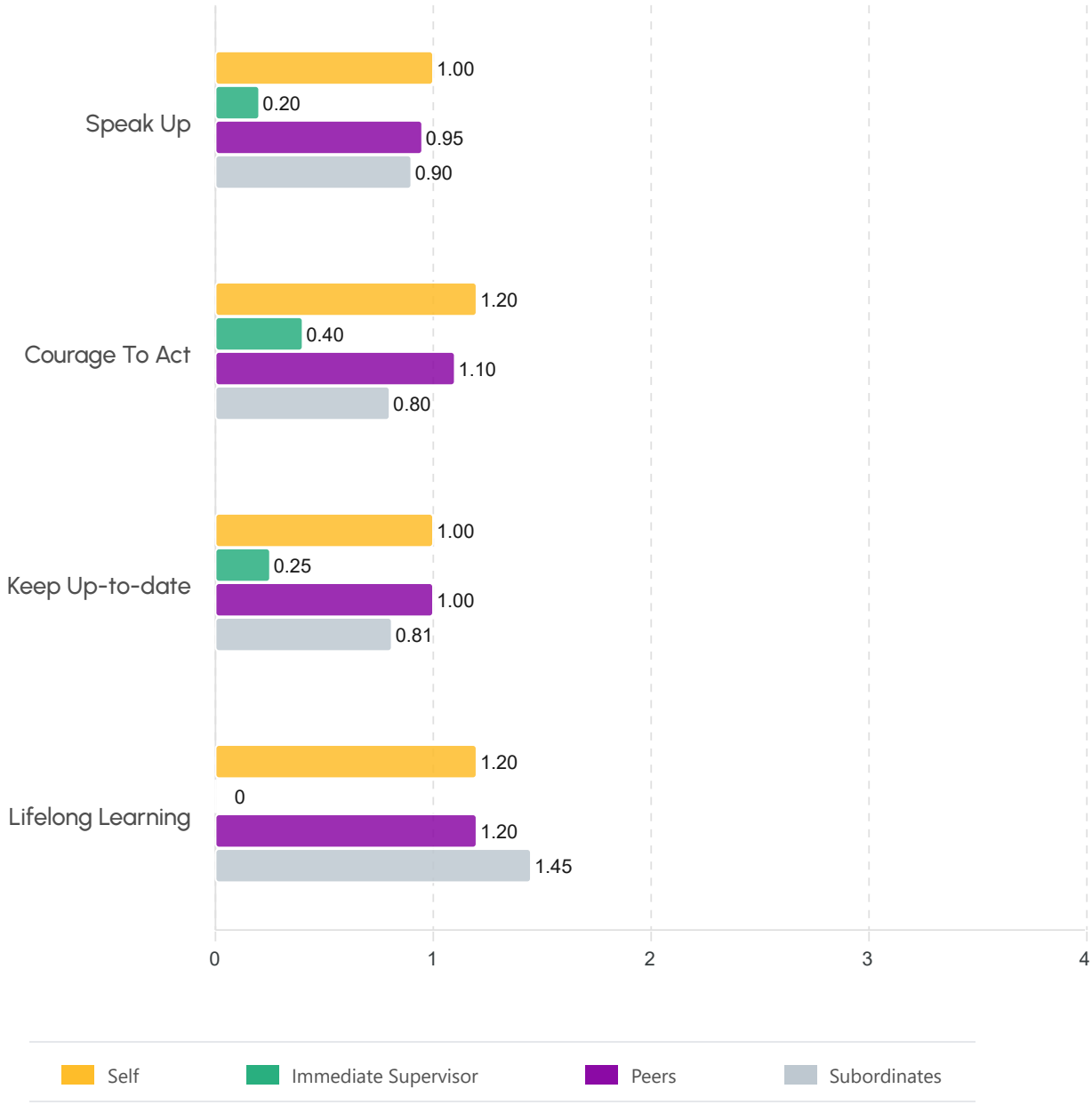

Speak Up
1.00
0.20
0.95
0.90
Courage To Act
1.20
0.40
1.10
0.80
Keep Up-to-date
1.00
0.25
1.00
0.81
Lifelong Learning
1.20
0
1.20
1.45
0
1
2
3
4
Self
Immediate Supervisor
Peers
Subordinates

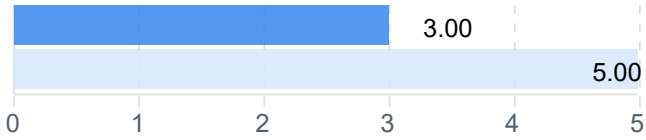
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

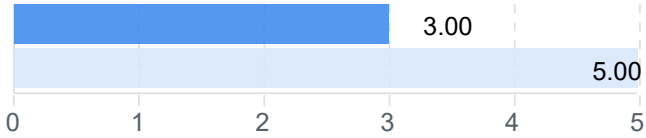
LIFELONG LEARNING

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



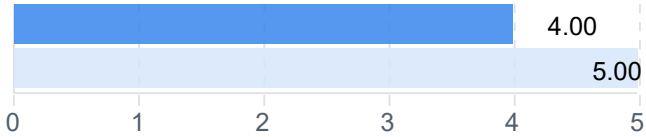
COURAGE TO ACT

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



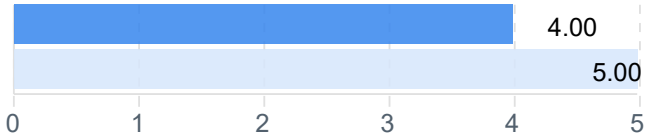
SPEAK UP

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



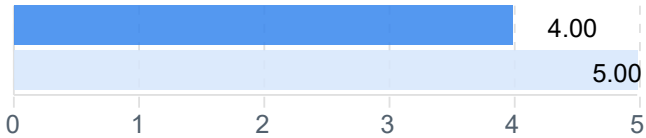
LIFELONG LEARNING

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.



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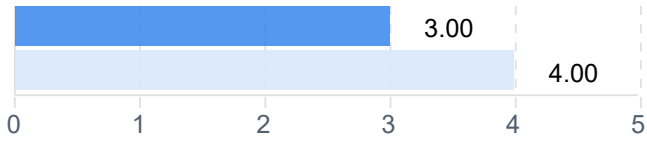
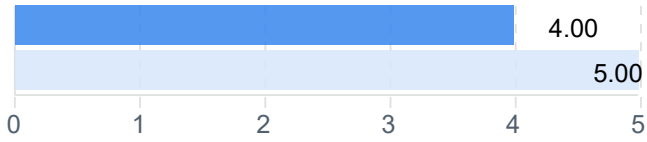
AGILE MINDSET

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



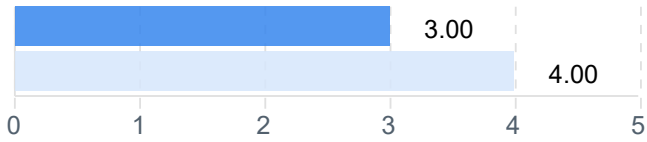
KNOW YOUR CUSTOMER

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



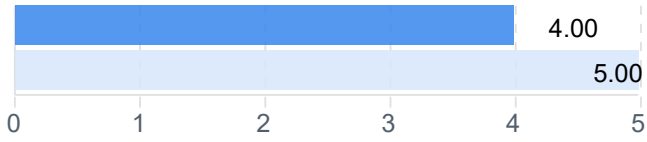
KEEP UP-TO-DATE

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



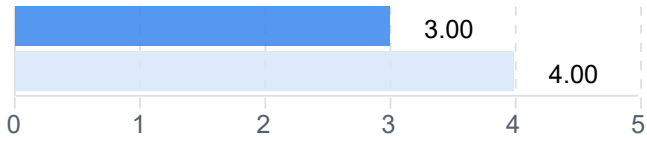
HOLISTIC THINKING

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



ENGAGE WITH EMPATHY

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



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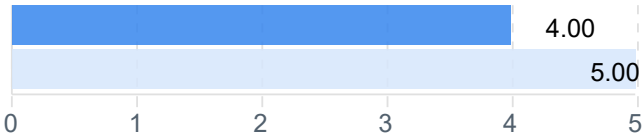
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

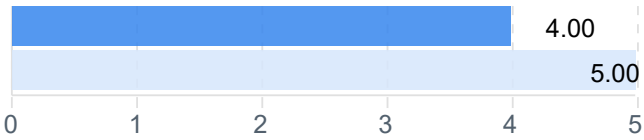
SPEAK UP

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



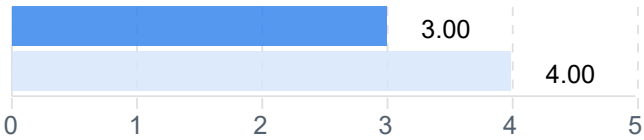
COURAGE TO ACT

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



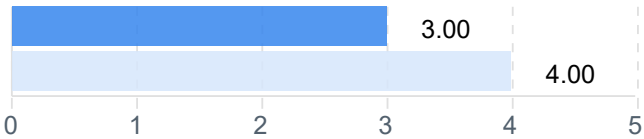
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.

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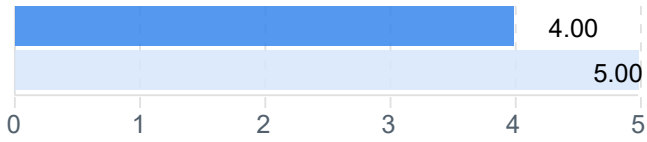
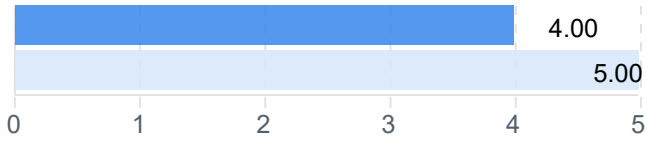
KNOW YOUR CUSTOMER

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



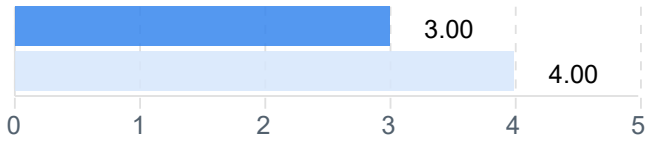
KEEP UP-TO-DATE

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



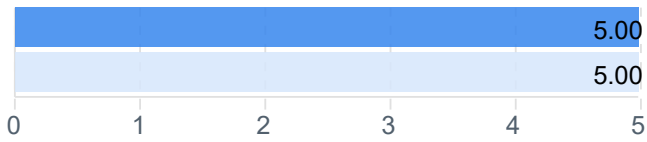
COURAGE TO ACT

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



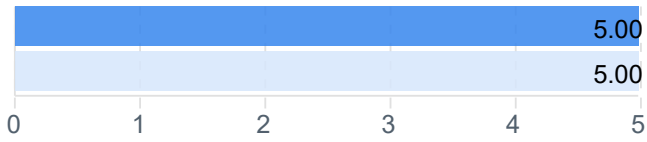
LIFELONG LEARNING

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



AGILE MINDSET

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



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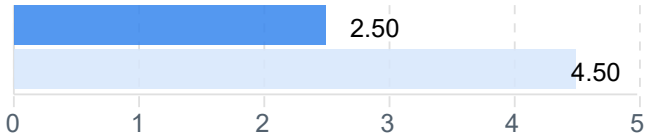
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

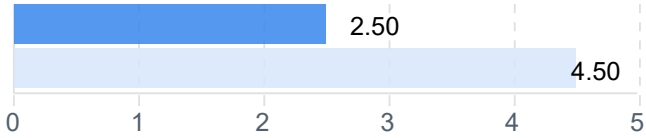
ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

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



COURAGE TO ACT

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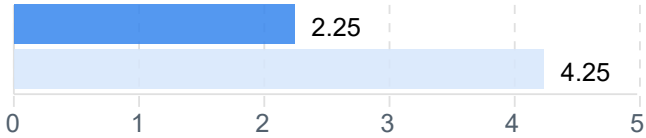
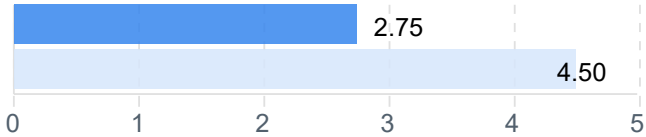


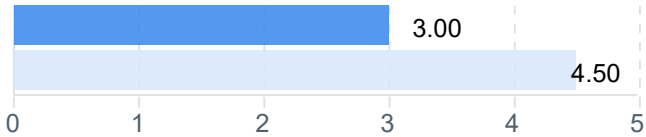
SPEAK UP

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



COURAGE TO ACT

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



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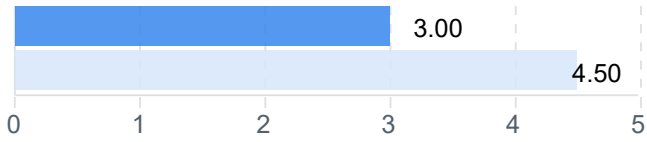
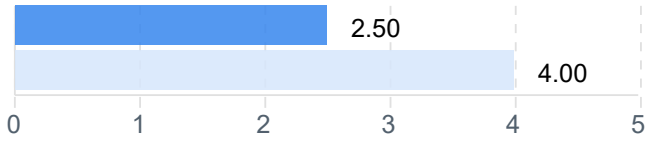
ENGAGE WITH EMPATHY

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



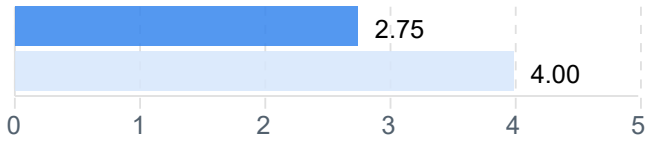
ENGAGE WITH EMPATHY

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



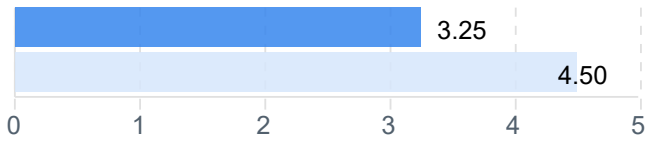
LIFELONG LEARNING

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



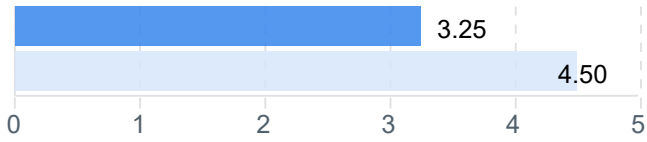
KEEP UP-TO-DATE

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



HOLISTIC THINKING

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



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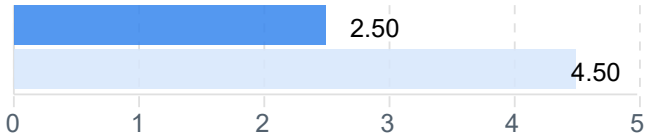
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

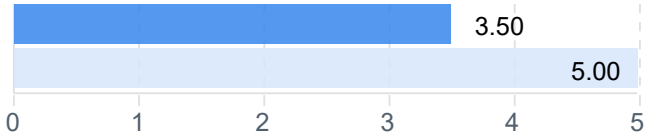
LIFELONG LEARNING

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



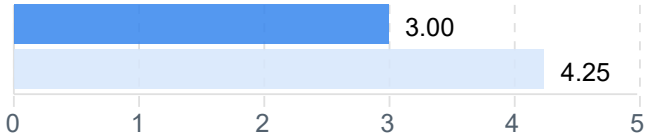
LIFELONG LEARNING

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



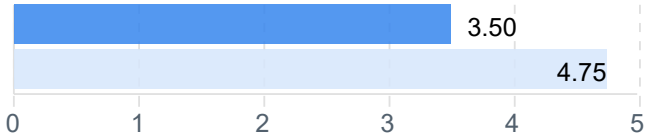
LIFELONG LEARNING

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



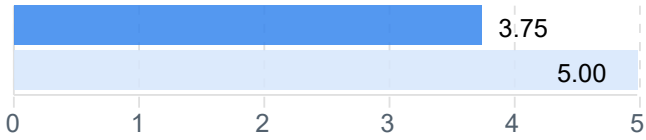
SPEAK UP

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



SPEAK UP

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



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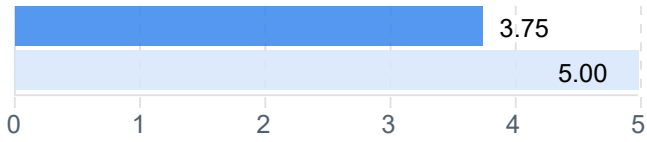
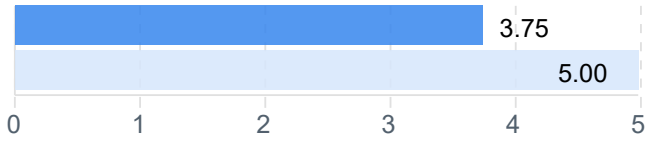
AGILE MINDSET

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



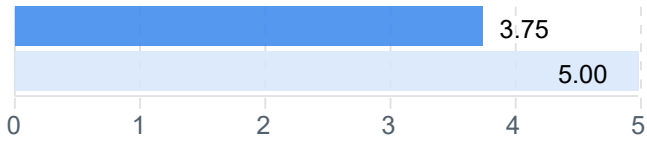
PURPOSEFUL PARTNERSHIP

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



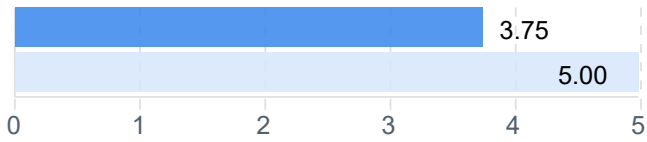
LIFELONG LEARNING

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



LIFELONG LEARNING

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



COURAGE TO ACT

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

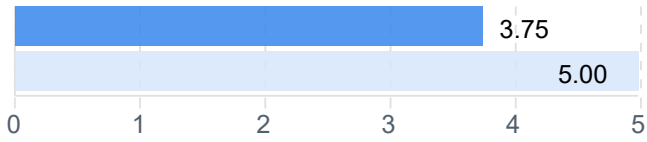


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TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never | Sometimes | Generally | Almost Always | Always

How often does this person demonstrate the following -	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	5.0	5.0	3.3	4.5	4.3	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	4.0	5.0	5.0	3.8	4.5	4.3	5.0
Q3. Identify new possibilities to address current business issues.	3.0	4.0	3.0	4.0	3.8	4.5	4.3	5.0
Q4. Manage teams' resources to collate information from multiple sources.	3.0	4.0	5.0	5.0	4.3	4.5	4.3	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	4.0	5.0	5.0	3.8	4.5	4.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	5.0	5.0	4.3	4.5	4.5	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	4.0	5.0	5.0	4.0	4.5	3.8	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	5.0	5.0	3.8	4.5	4.3	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	5.0	3.0	4.0	3.5	4.5	4.0	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	5.0	5.0	5.0	3.8	4.5	3.8	4.8
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	2.0	3.0	3.0	4.0	3.7	4.7	3.8	4.8
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	4.0	4.0	5.0	3.5	4.5	4.0	5.0

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How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.0	4.0	5.0	5.0	2.5	4.5	3.8	4.5
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.0	4.0	5.0	5.0	3.0	4.5	4.0	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	4.0	5.0	5.0	3.8	4.0	4.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	5.0	5.0	5.0	2.5	4.0	4.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	5.0	5.0	5.0	5.0	3.8	4.5	4.5	5.0
Q18. Leverage one's network and connection to gather market data.	4.0	5.0	5.0	5.0	3.5	4.3	4.3	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	4.0	5.0	5.0	3.5	4.3	3.8	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	5.0	5.0	3.5	4.3	4.5	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	5.0	4.0	5.0	3.8	4.8	4.5	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	5.0	5.0	5.0	2.8	4.5	3.8	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	5.0	5.0	5.0	3.3	4.5	3.5	4.8
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	5.0	5.0	4.3	4.5	4.5	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	5.0	5.0	5.0	4.0	4.5	4.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	4.0	5.0	3.0	4.5	4.3	5.0

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How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	5.0	5.0	3.5	4.3	4.5	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	5.0	5.0	3.5	4.3	4.3	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	5.0	5.0	3.8	4.0	4.3	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	5.0	3.0	4.0	2.3	4.3	3.8	5.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.0	4.0	5.0	5.0	3.3	4.5	4.5	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	4.0	5.0	5.0	3.5	4.3	4.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.0	5.0	5.0	5.0	3.3	4.5	4.0	5.0
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	3.5	4.3	4.3	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	5.0	5.0	5.0	2.8	4.0	3.0	4.3
Q36. Purposefully manage career development and professional growth of team members.	3.0	5.0	5.0	5.0	2.5	4.5	2.5	4.5
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	5.0	5.0	3.5	4.5	3.5	5.0
Q38. Make effort to teach / coach/ mentor team members.	4.0	5.0	5.0	5.0	3.5	4.3	3.8	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	5.0	5.0	5.0	3.5	4.5	3.8	5.0

* Responses based on Rating scale of 1-5

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