



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

Name: CHEW WAI HOOR

Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

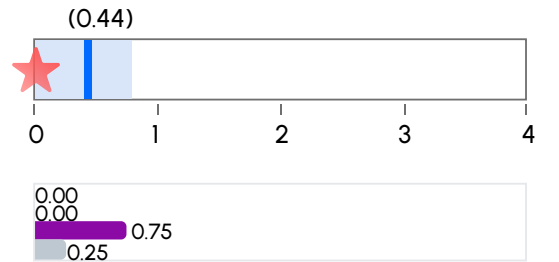
Strengths

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



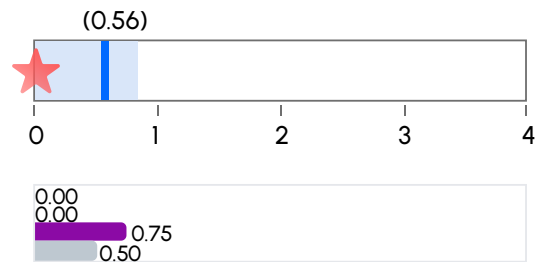
BUSINESS ACUMEN

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



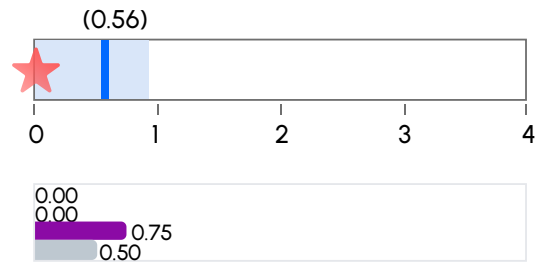
FOSTER TEAMWORK

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



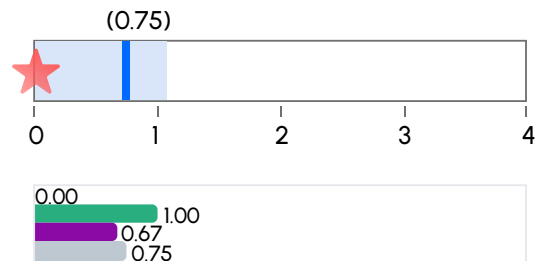
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



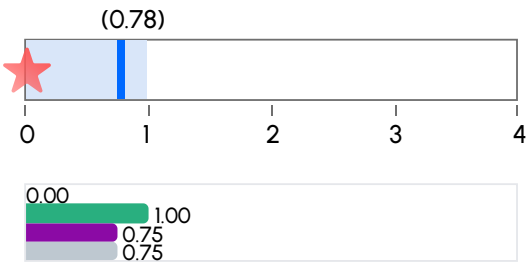
DEVELOP SELF AND OTHERS

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



FOSTER TEAMWORK

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



STRENGTHS AND DEVELOPMENT NEEDS

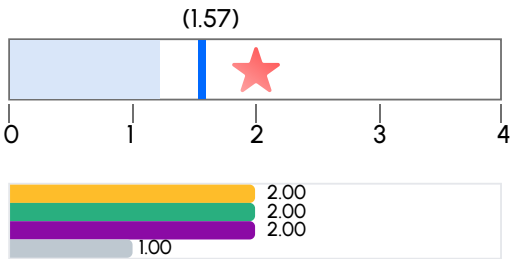
Development Needs

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



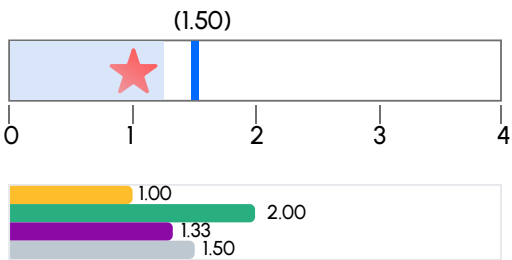
DRIVES FOR RESULT

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



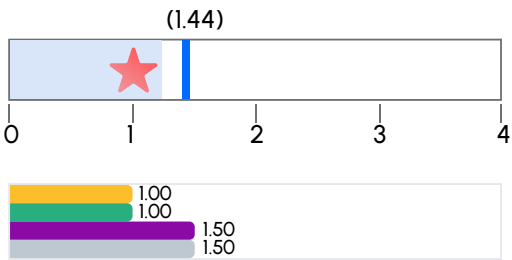
DRIVES FOR RESULT

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



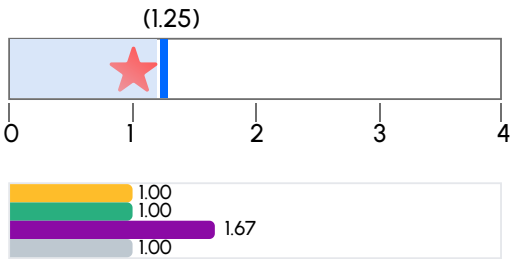
INNOVATIVE AND CRITICAL THINKING

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



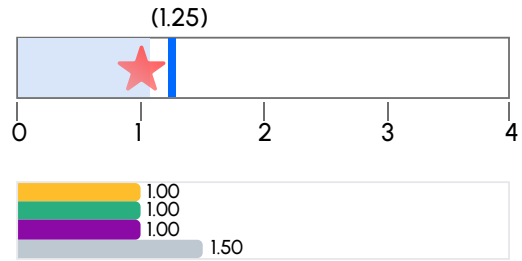
SETS CLEAR DIRECTIONS

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

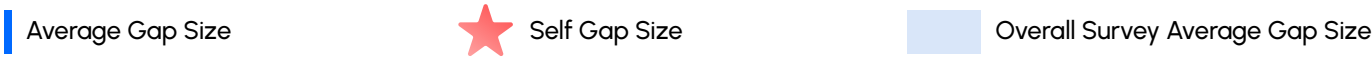


DEVELOP SELF AND OTHERS

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



COMPETENCIES REPORT IN ASCENDING ORDER



BUSINESS ACUMEN



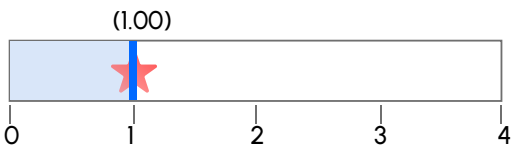
FOSTER TEAMWORK



CLIENT-FOCUSED



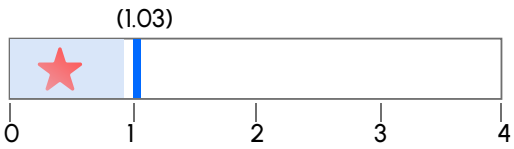
SETS CLEAR DIRECTIONS



INNOVATIVE AND CRITICAL THINKING



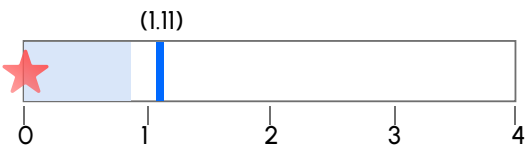
DEVELOP SELF AND OTHERS



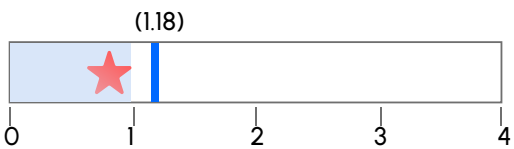
COMMUNICATE WITH IMPACT



TECHNICAL CAPABILITIES



DRIVES FOR RESULT



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

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

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

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

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

Innovative and Critical Thinking

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.33	-	2	1	-	-	-

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

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

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

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

Foster Teamwork

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

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

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

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

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

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	0.75	-	3	-	-	1	-

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

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

Business Acumen

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

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

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

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

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

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

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

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

Client-Focused

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

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

Q16. Respond and Resolve client issues effectively?

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

Q17. Demonstrate personal accountability to serve clients well?

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

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

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

Sets Clear Directions

Q19. Take action despite ambiguity?

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.75	-	2	1	1	-	-

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

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

Drives For Result

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

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

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

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

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

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

Q26. Bring clarity and decisiveness during crisis management?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	0.67	1	1	-	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	1	-	2	-	-
Subordinates	1.50	-	2	-	1	-	1

Communicate With Impact

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.75	1	1	1	1	-	-

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

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

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

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

Develop Self And Others

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.75	1	1	1	1	-	-

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.44
Q7. Treat all team members in a respectful, courteous and professional manner?	0.56
Q19. Take action despite ambiguity?	0.56
Q34. Active listening, without making judgements, to help others explore solutions?	0.75
Q9. Take accountability and ownership of his/her team's performance?	0.78
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	0.78
Q13. Instill a business-oriented mindset that drives the business of YYC?	0.78
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	0.78
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.78
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	0.83
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	0.88
Q5. Challenge the status quo and push for positive change and impact?	0.89
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	0.89

Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.89
Q17. Demonstrate personal accountability to serve clients well?	0.89
Q23. Show initiative, energy and the feeling that the work must be done quickly?	0.89
Q25. Push himself/herself and others every day for results?	0.89
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	1.00
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	1.00
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.00
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.00
Q29. Convey persuasive thoughts and views with confidence and clarity?	1.00
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.00
Q16. Respond and Resolve client issues effectively?	1.11
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.13
Q26. Bring clarity and decisiveness during crisis management?	1.14
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	1.22
Q15. Build cross functional team relationship that can effectively address the needs of clients?	1.22
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.22

Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.25
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.25
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.25
Q3. Develop well thought-out conclusions and solutioning plan?	1.44
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.50
Q24. Deal in a clear, strong way with subordinates who are not performing?	1.57

QUALITATIVE FEEDBACK

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

- Accommodative , executive
- 1. Aggressive in closing sales; 2. People person and approachable with open mind
- Mature in thinking and managing people
- Building rapport Continuous Improvement As Head of Tax, committed to continually improving the delivery of tax work
- Good marketing person Always act positively
- The 2 top strengths of Chew are firstly, he is able to comprehend complex issues and secondly, he is able to identify opportunities for the BU.
 - Courteous in dealing with clients and team members (listens to their needs, but unfortunately does not transpire into action most of the time) - Keeping up to date with the latest business developments and able to convince clients in signing onto our services

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

- Documentation
 - 1. To better plan on the initiative instead of jumping too fast on hiring; 2. To keep abreast on the deliverable quality before approaching clients aggressively.
- read more to gain business acumen and learn how to give tough feedbacks to his staff
- People management Prioritisation
- Technical competence To understand how the compliance work
- NA
 - Be aware of team's needs and walk the talk in terms of standing up for the department, not always pushing things onto them just to appease the management - Constant and clear communication needs to be maintained in between team

members in order to execute plans efficiently. Sit down, express your intentions, and go through the processes together with the team member to ensure everyone is aligned in term of directions and results needed

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

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

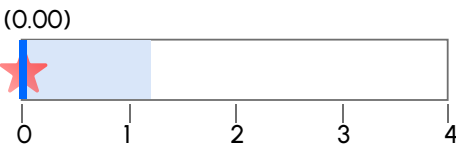
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

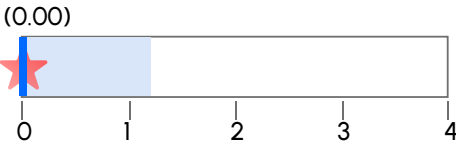
FOSTER TEAMWORK

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



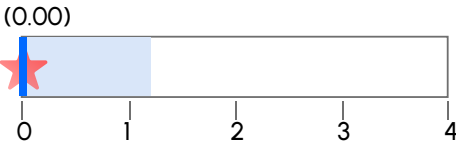
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Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



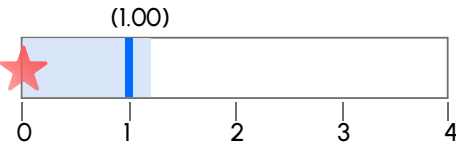
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



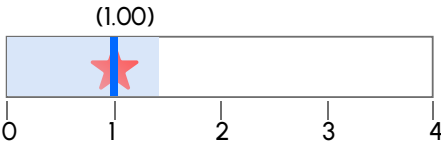
TECHNICAL CAPABILITIES

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



INNOVATIVE AND CRITICAL THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

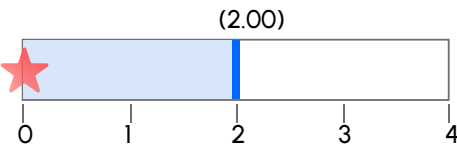
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

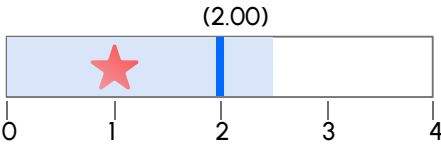
DRIVES FOR RESULT

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



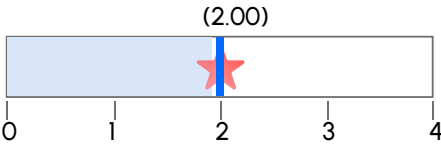
DEVELOP SELF AND OTHERS

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



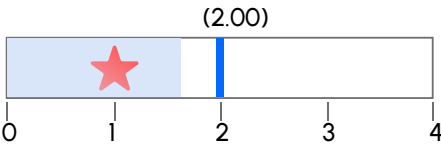
BUSINESS ACUMEN

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



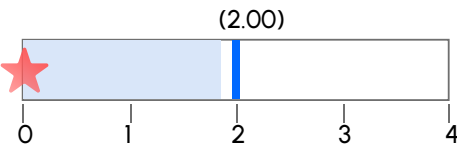
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



TECHNICAL CAPABILITIES

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



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.

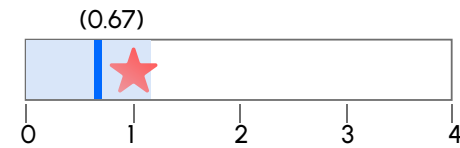
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

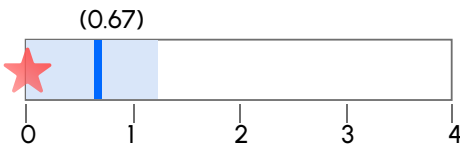
DEVELOP SELF AND OTHERS

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



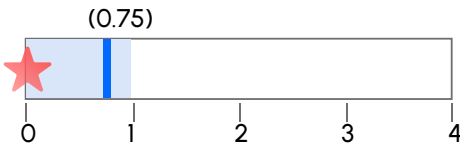
DEVELOP SELF AND OTHERS

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



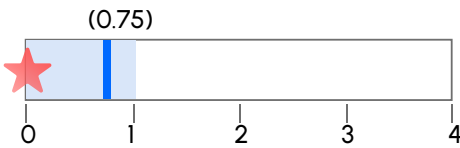
FOSTER TEAMWORK

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



BUSINESS ACUMEN

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



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Development Needs

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

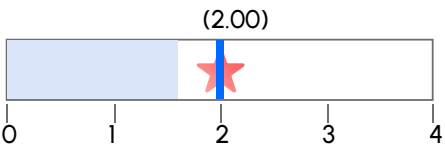
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

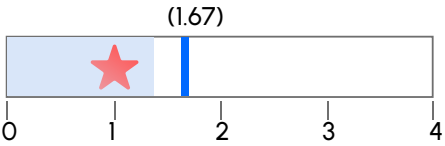
DRIVES FOR RESULT

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



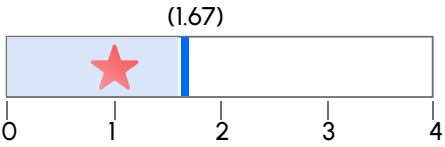
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



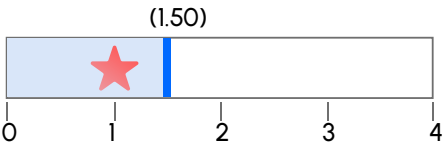
SETS CLEAR DIRECTIONS

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



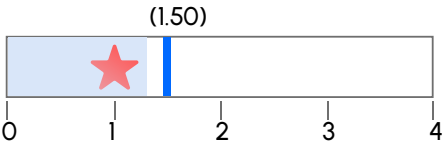
INNOVATIVE AND CRITICAL THINKING

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



CLIENT-FOCUSED

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



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

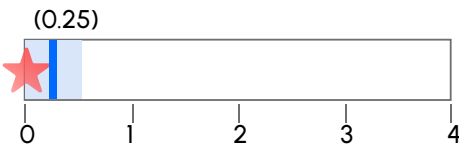
BUSINESS ACUMEN

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



DRIVES FOR RESULT

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



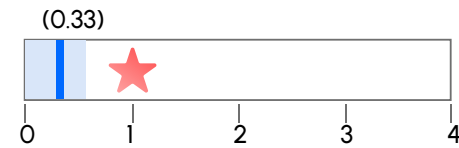
CLIENT-FOCUSED

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



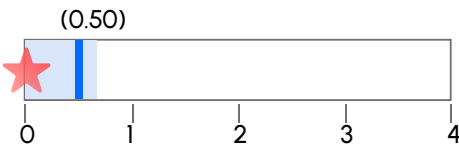
INNOVATIVE AND CRITICAL THINKING

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



FOSTER TEAMWORK

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



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.

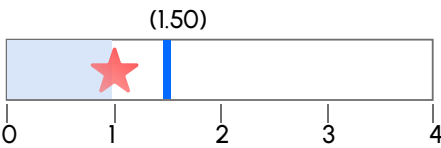
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

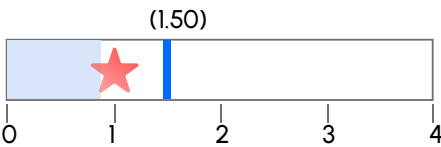
INNOVATIVE AND CRITICAL THINKING

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



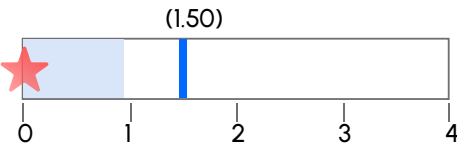
DEVELOP SELF AND OTHERS

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



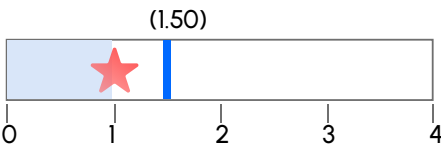
DEVELOP SELF AND OTHERS

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



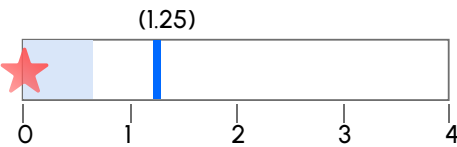
DRIVES FOR RESULT

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



TECHNICAL CAPABILITIES

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

TECHNICAL CAPABILITIES

Self Gap Size Average Gap Size

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



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



INNOVATIVE AND CRITICAL THINKING

Self Gap Size Average Gap Size

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



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



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



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



FOSTER TEAMWORK

Self Gap Size Average Gap Size

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



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



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



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



BUSINESS ACUMEN

Self Gap Size Average Gap Size

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



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



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



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



CLIENT-FOCUSED

Self Gap Size Average Gap Size

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



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



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



SETS CLEAR DIRECTIONS

Self Gap Size Average Gap Size

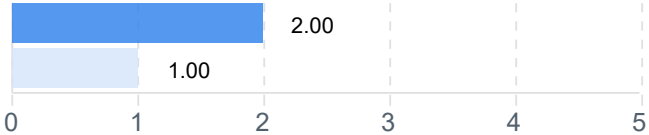
Q19. Take action despite ambiguity?



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



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



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



DRIVES FOR RESULT

Self Gap Size Average Gap Size

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



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



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



Q26. Bring clarity and decisiveness during crisis management?



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



COMMUNICATE WITH IMPACT

Self Gap Size Average Gap Size

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



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



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



DEVELOP SELF AND OTHERS

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

DEVELOP SELF AND OTHERS

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



TECHNICAL CAPABILITIES

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



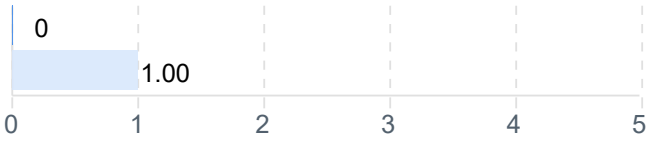
TECHNICAL CAPABILITIES

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



COMMUNICATE WITH IMPACT

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



COMMUNICATE WITH IMPACT

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



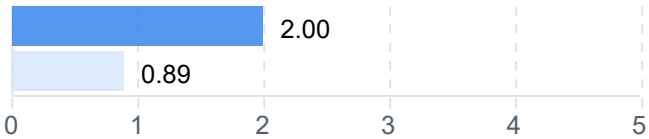
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

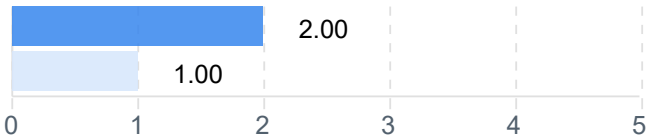
BUSINESS ACUMEN

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



SETS CLEAR DIRECTIONS

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



DRIVES FOR RESULT

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



DEVELOP SELF AND OTHERS

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

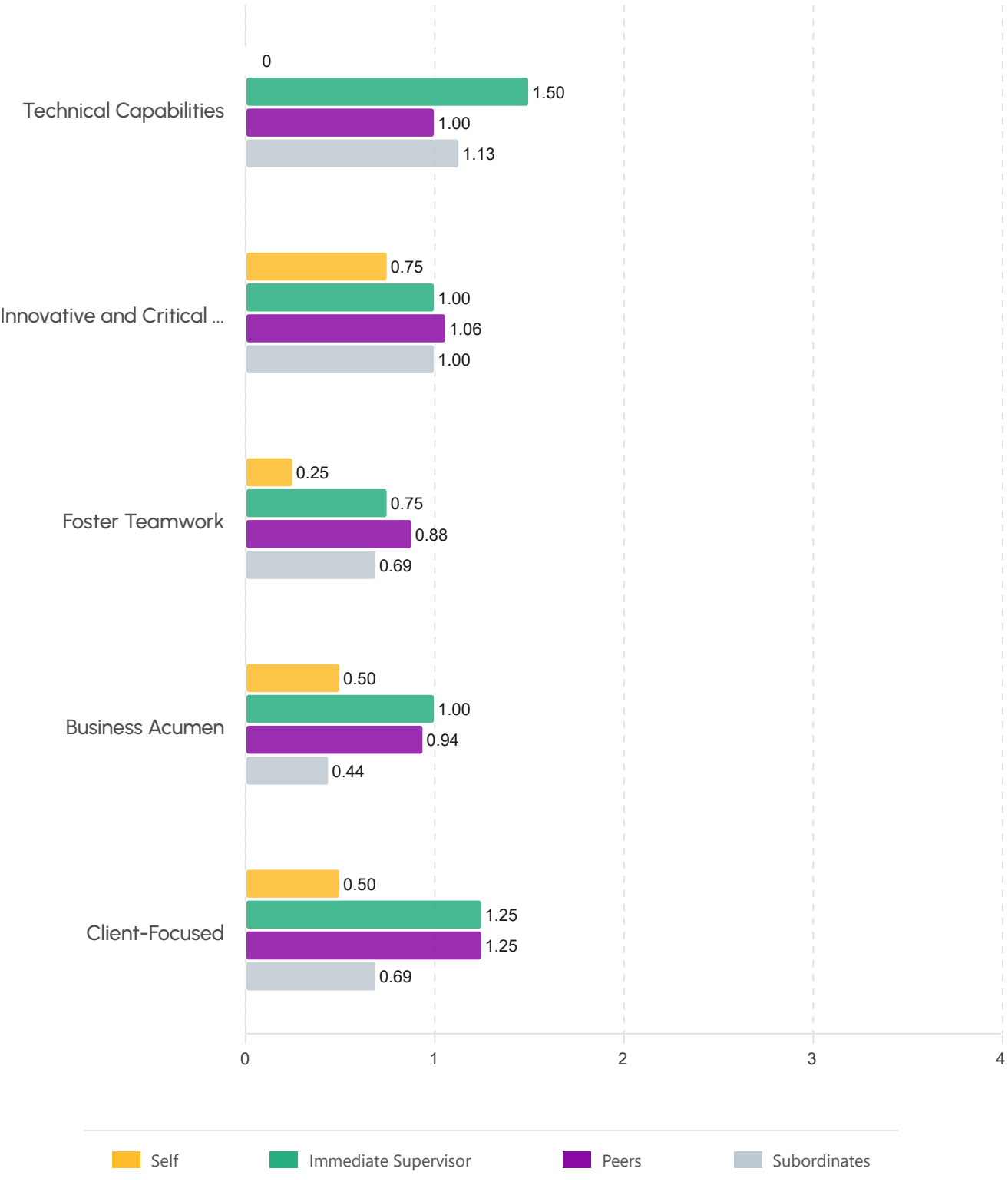


INNOVATIVE AND CRITICAL THINKING

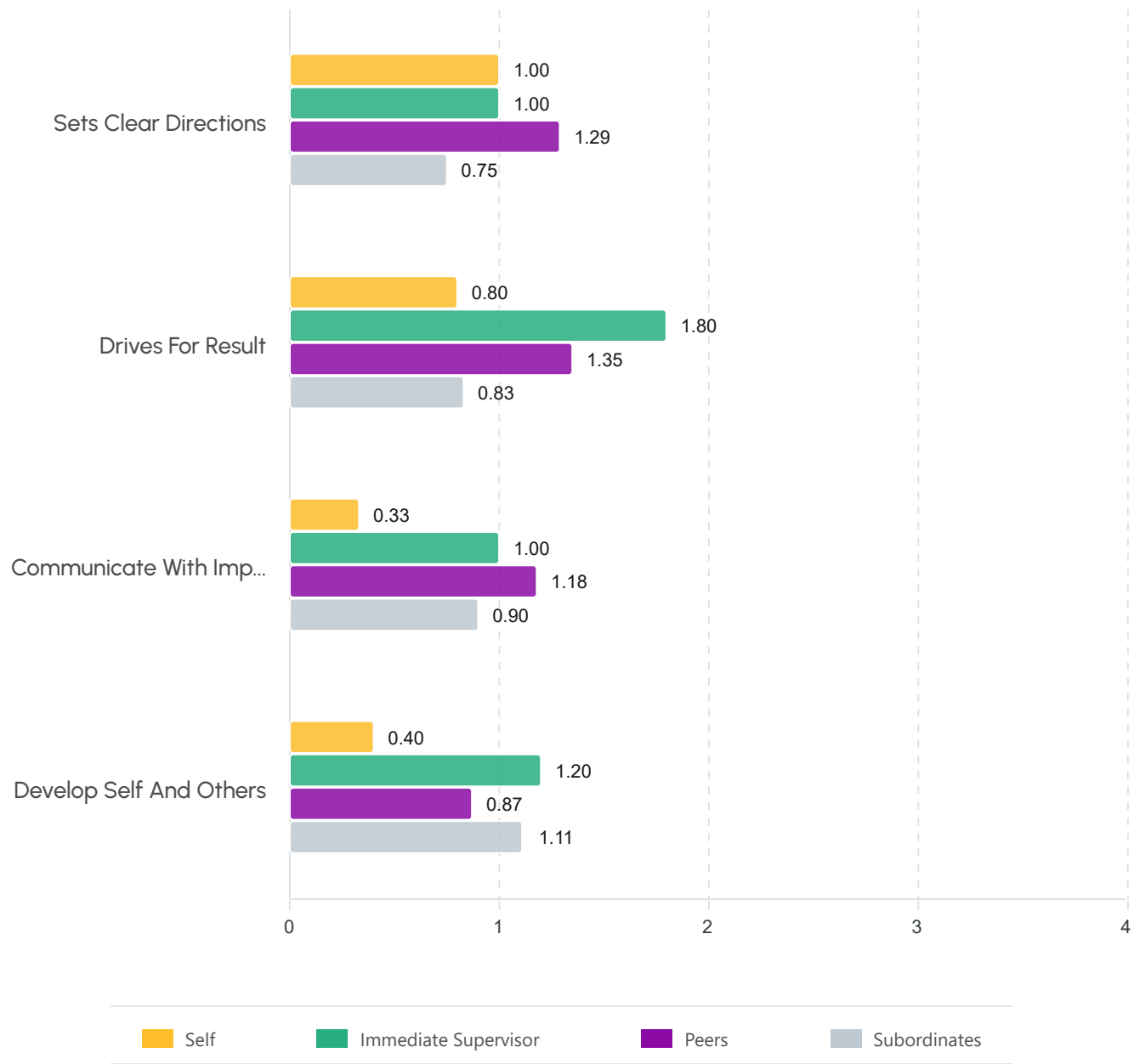
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



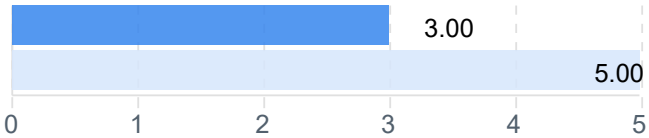
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

CurrentExpected

DRIVES FOR RESULT

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



SETS CLEAR DIRECTIONS

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



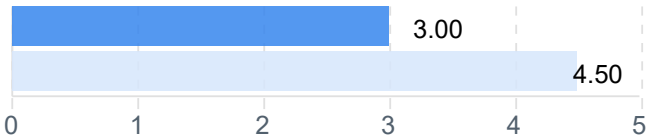
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



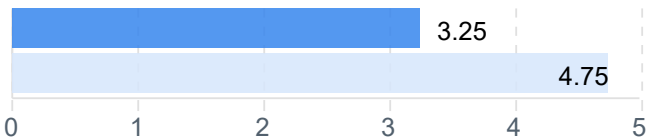
CLIENT-FOCUSED

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



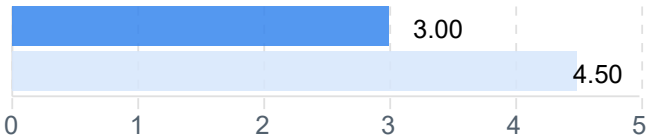
INNOVATIVE AND CRITICAL THINKING

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



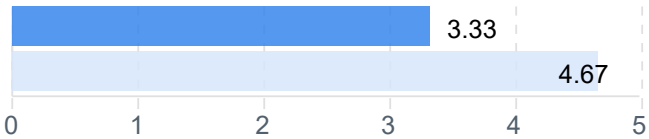
SETS CLEAR DIRECTIONS

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



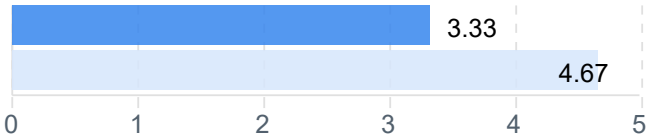
COMMUNICATE WITH IMPACT

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



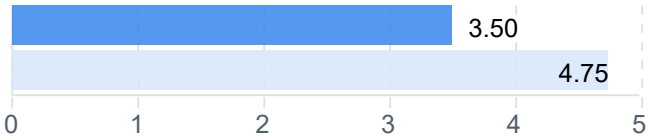
SETS CLEAR DIRECTIONS

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



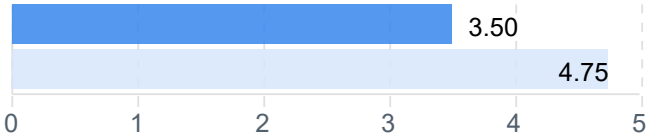
FOSTER TEAMWORK

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



INNOVATIVE AND CRITICAL THINKING

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



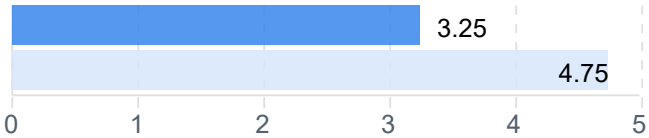
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

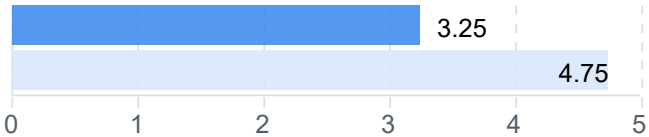
INNOVATIVE AND CRITICAL THINKING

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



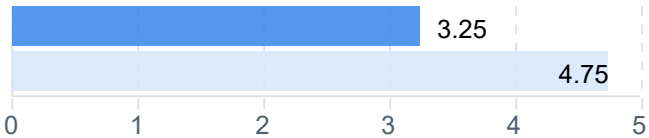
DEVELOP SELF AND OTHERS

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



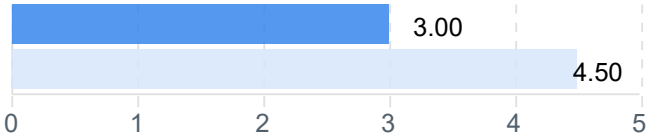
DEVELOP SELF AND OTHERS

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



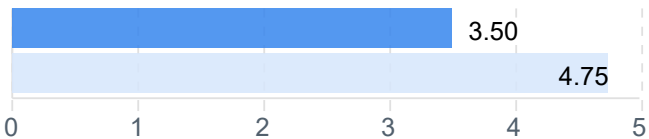
DRIVES FOR RESULT

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



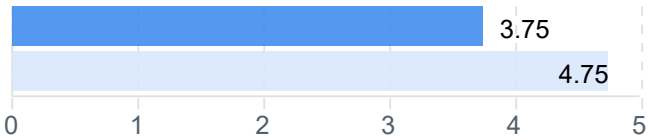
TECHNICAL CAPABILITIES

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



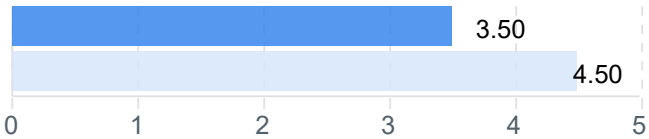
CLIENT-FOCUSED

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



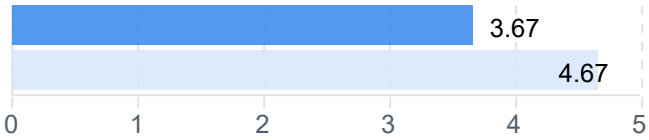
TECHNICAL CAPABILITIES

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



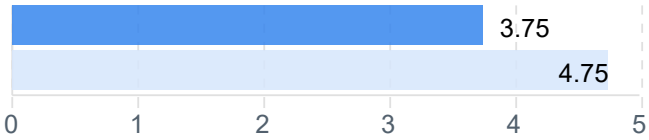
COMMUNICATE WITH IMPACT

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



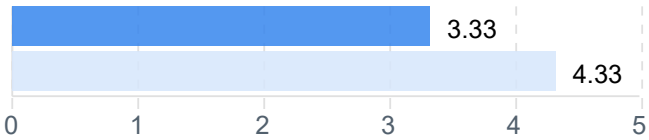
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



DRIVES FOR RESULT

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



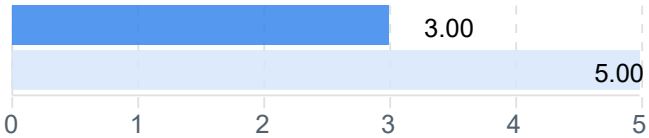
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

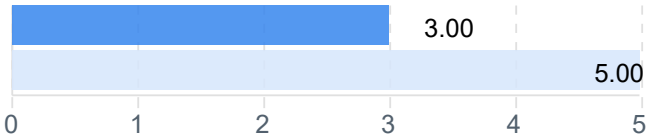
DRIVES FOR RESULT

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



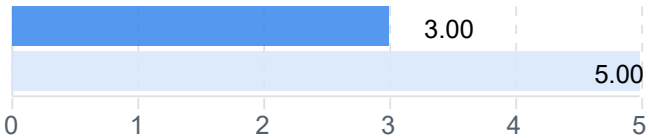
DEVELOP SELF AND OTHERS

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



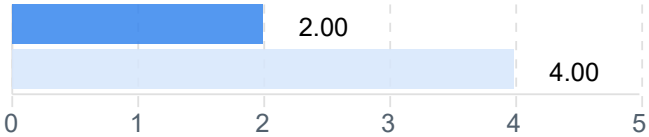
TECHNICAL CAPABILITIES

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



BUSINESS ACUMEN

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



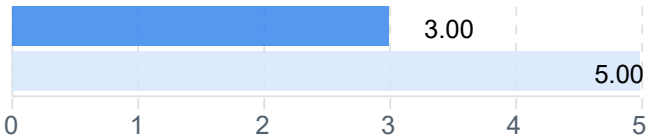
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



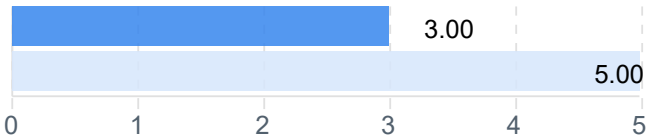
SETS CLEAR DIRECTIONS

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



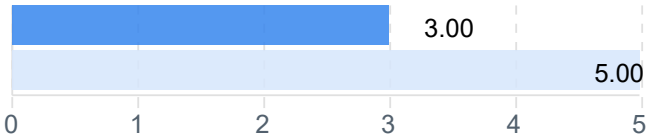
DRIVES FOR RESULT

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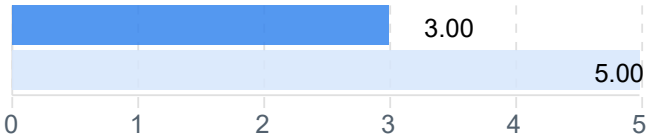
DRIVES FOR RESULT

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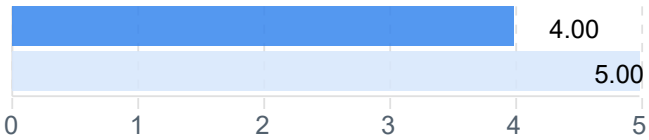
DRIVES FOR RESULT

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CLIENT-FOCUSED

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



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

RATING FROM SELF

Current Expected

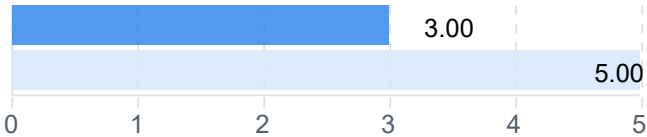
BUSINESS ACUMEN

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



DRIVES FOR RESULT

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



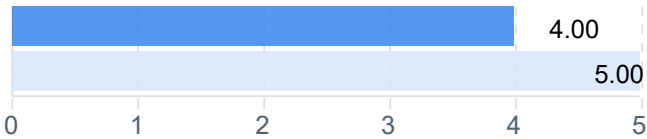
SETS CLEAR DIRECTIONS

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



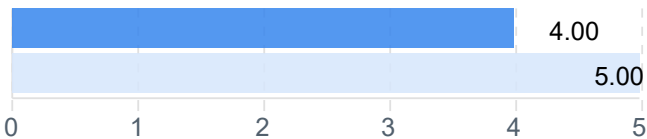
CLIENT-FOCUSED

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



INNOVATIVE AND CRITICAL THINKING

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



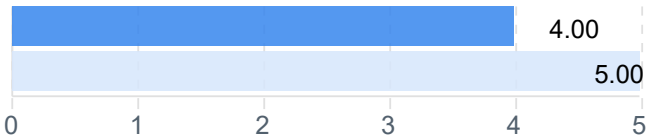
DEVELOP SELF AND OTHERS

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



FOSTER TEAMWORK

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



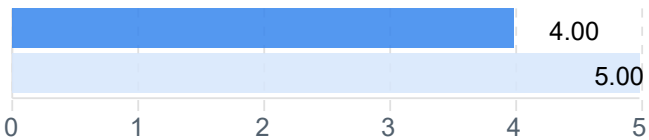
INNOVATIVE AND CRITICAL THINKING

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



DEVELOP SELF AND OTHERS

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?

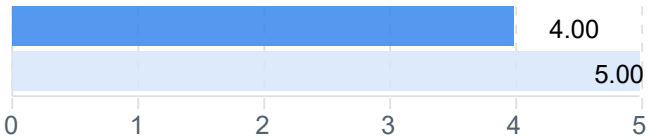


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

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

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Instill a business-oriented mindset that drives the business of YYC?	3.8	4.8	4.3	4.3	3.0	4.0	5.0	5.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.5	4.5	4.0	4.3	3.0	4.0	5.0	5.0
Q15. Build cross functional team relationship that can effectively address the needs of clients?	3.0	4.5	3.8	4.8	4.0	5.0	4.0	5.0
Q16. Respond and Resolve client issues effectively?	3.8	4.8	3.8	4.8	3.0	5.0	4.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	3.5	4.8	4.0	4.5	4.0	5.0	5.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.5	4.8	4.5	4.8	4.0	5.0	5.0	5.0
Q19. Take action despite ambiguity?	3.5	4.3	3.0	3.5	4.0	4.0	5.0	5.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.0	4.5	3.5	4.3	3.0	5.0	4.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.3	4.7	3.8	4.5	3.0	4.0	3.0	5.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.3	5.0	3.5	4.5	3.0	4.0	4.0	5.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.8	4.5	4.0	4.5	3.0	5.0	5.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.0	5.0	3.3	4.3	3.0	5.0	3.0	5.0
Q25. Push himself/herself and others every day for results?	3.0	4.3	4.0	4.0	3.0	5.0	5.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	3.0	4.7	4.0	4.3	3.0	4.0	4.0	5.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	3.7	5.0	3.0	4.5	3.0	5.0	4.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	3.3	4.7	4.3	4.8	3.0	4.0	5.0	5.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	3.5	4.5	3.7	4.7	3.0	4.0	5.0	5.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	3.0	4.3	3.7	4.7	3.0	4.0	4.0	5.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	4.0	4.7	4.5	5.0	3.0	5.0	4.0	5.0
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	3.3	4.3	3.3	4.8	3.0	4.0	4.0	5.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.7	4.7	3.3	4.8	3.0	4.0	5.0	5.0
Q34. Active listening, without making judgements, to help others explore solutions?	3.7	4.3	4.0	4.5	3.0	4.0	5.0	5.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	4.0	5.0	4.0	4.8	3.0	4.0	5.0	5.0

* Responses based on Rating scale of 1-5