



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

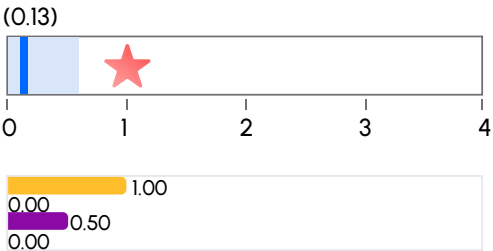
Strengths

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



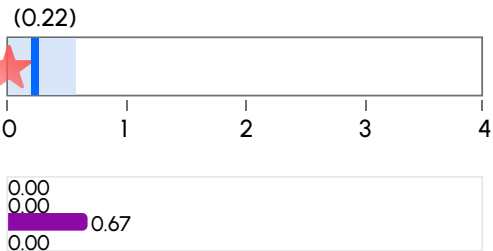
KNOW YOUR CUSTOMER

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



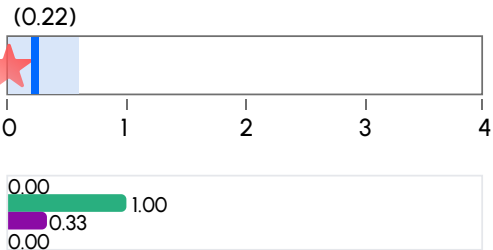
HOLISTIC THINKING

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



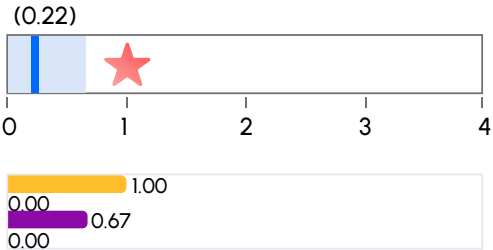
HOLISTIC THINKING

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



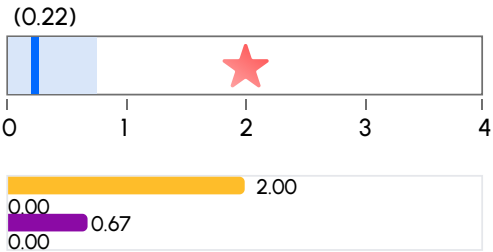
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS

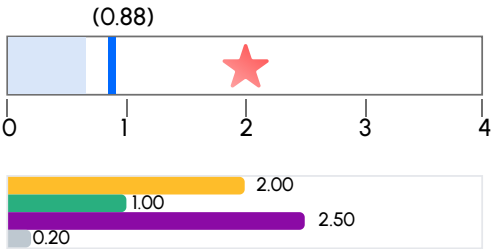
Development Needs

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



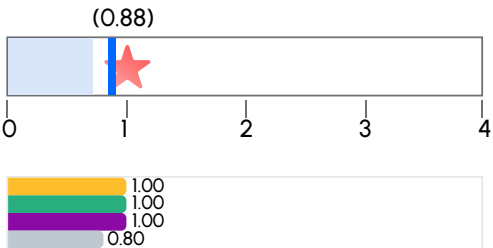
SPEAK UP

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



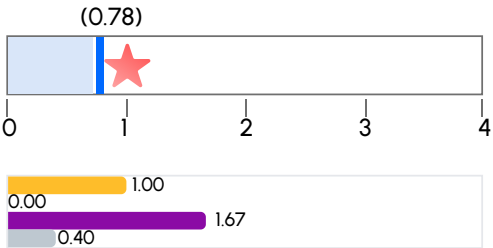
LIFELONG LEARNING

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



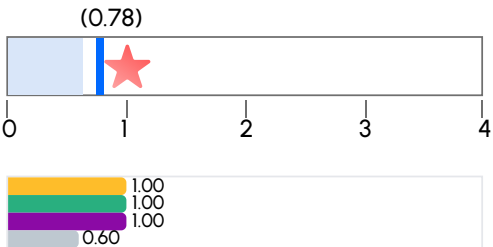
AGILE MINDSET

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



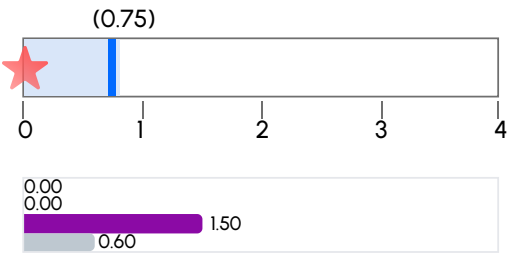
SPEAK UP

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



AGILE MINDSET

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



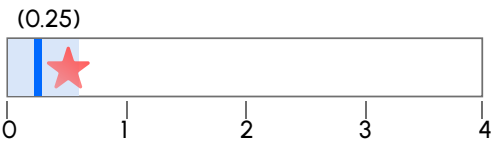
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

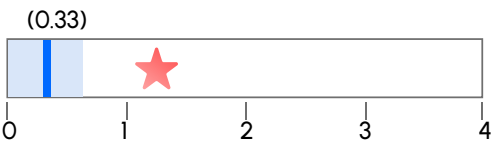
★ Self Gap Size

Overall Survey Average Gap Size

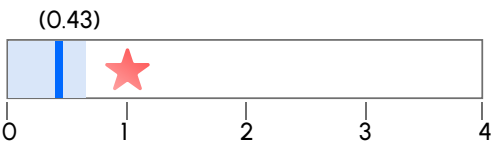
HOLISTIC THINKING



KNOW YOUR CUSTOMER



ENGAGE WITH EMPATHY



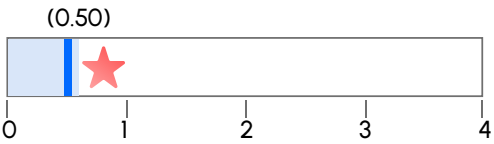
KEEP UP-TO-DATE



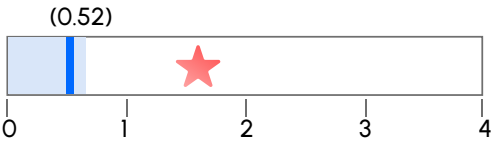
PURPOSEFUL PARTNERSHIP



COURAGE TO ACT



SPEAK UP



AGILE MINDSET



LIFELONG LEARNING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	0.33	-	2	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	1.00	-	-	3	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	1.67	-	-	1	2	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	-	1	1	-	-
Subordinates	0.60	-	2	3	-	-	-

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	0.00	1	-	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	0.67	-	1	2	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	0.00	-	1	-	-	-	-
Peers	1.00	-	1	-	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	-	1	-	-
Subordinates	0.40	-	3	2	-	-	-

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.20	-	4	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	1.00	-	-	3	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	2	3	-	-	-

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	1.00	-	1	1	1	-	-
Subordinates	0.20	-	4	1	-	-	-

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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	1.33	-	1	-	2	-	-
Subordinates	0.00	-	5	-	-	-	-

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	1.50	-	-	1	1	-	-
Subordinates	0.20	-	4	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	1.00	-	1	1	1	-	-
Subordinates	0.20	-	4	1	-	-	-

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	-	-	3	-	-	-
Subordinates	0.60	-	2	3	-	-	-

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	0.33	-	2	1	-	-	-
Subordinates	0.40	-	4	-	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.50	-	-	-	1	1	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.00	-	5	-	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.00	-	5	-	-	-	-

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	-	-
Subordinates	0.60	-	2	3	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.60	-	3	1	1	-	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	1.00	-	1	-	1	-	-
Subordinates	0.40	-	3	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	0.67	-	1	2	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	-	1	-	-
Subordinates	0.40	-	4	-	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	0.67	-	1	2	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	1.00	-	1	-	1	-	-
Subordinates	0.80	-	3	-	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	1	-	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.80	-	2	2	1	-	-

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	0.00	1	-	-	-	-	-
	Peers	1.00	-	1	-	1	-	-
	Subordinates	0.20	-	4	1	-	-	-

Q38. Make effort to teach / coach/ mentor team members.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	0.00	-	1	-	-	-	-
	Immediate Supervisor	0.00	1	-	-	-	-	-
	Peers	1.50	-	-	1	1	-	-
	Subordinates	0.20	-	4	1	-	-	-

Q39. Nurture an environment that supports coaching and honest performance feedback.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	0.00	-	1	-	-	-	-
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.50	-	-	1	1	-	-
	Subordinates	0.40	-	3	2	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.13
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.22
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.22
Q3. Identify new possibilities to address current business issues.	0.22
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.22
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.22
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.25
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.25
Q4. Manage teams' resources to collate information from multiple sources.	0.33
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.33
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.33
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.33
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.33
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.38

Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.44
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.44
Q15. Share similar experiences that may be adapted to their work circumstances.	0.44
Q16. Empathise whilst balancing the need of individuals and the business.	0.44
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.44
Q18. Leverage one's network and connection to gather market data.	0.44
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.44
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.44
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.50
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.50
Q30. Give space for self and team members to take risks and learn from mistakes.	0.50
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.50
Q38. Make effort to teach / coach/ mentor team members.	0.50
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.56
Q28. Encourage and value innovative ideas and suggestions from others.	0.56
Q29. Maintain focus to deliver the chosen strategy.	0.56

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.56
Q36. Purposefully manage career development and professional growth of team members.	0.63
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.75
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.75
Q6. Ensure change plans are executed effectively and in a timely manner.	0.78
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.78
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.88
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.88

QUALITATIVE FEEDBACK

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

- 1. Ability to lead the team and get them to follow the direction due to strong work ethics and technical knowledge 2. Able to learn things quickly and adapt fast hence willing to explore new areas

- 2 top strengths of this participants are that he is good problem solver and data driven decision making. Other than that, he
- adapts well and empowers the team to make informed decision. This empowerment fosters a sense of ownership and accountability within the team.

- His extensive experience in this industry and ability to remain calm and keep his composure even during crisis. He was able
- to provide insights to the team on things that other people might have missed. Also, his composure helped the team to remain calm and grounded when dealing with tight deadlines and crisis.

- able to communicate and manage staff able to find ways and solve issues within his boundaries A person with empathy and able to articulate ideas and ensure staff understand the instructions

- high level of problem solving - able to understand the issue at hand and come up with solutions quickly Commitment to excellence - high standards expected and is committed to producing quality work

- Analytical skills and logical thinking skills - translate into data analysis and financial projection etc , and support policy recommendations and strategic plans.

- Easily adapt to the working environment and team. Able to provide guidance to subordinates for problem solving. Able to provide insights that leads the teams to common objectives.

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

- 1. Need to speak up more in discussions where senior leaders are present 2. Need to demonstrate higher level of creativity in problem solving and story telling to make a compelling case for change

- 2 areas that can develop are: 1) establishing clear performance expectation and effective monitoring system such as
- organising bi-weekly meeting to follow up on tasks updates etc. This too promotes better communication with the team. 2) recognizes and reward teamwork

- I think that he should speak up more because I genuinely believe that he can command an audience when he needs to. He has the experience that would greatly help in dealing with everyday problems.

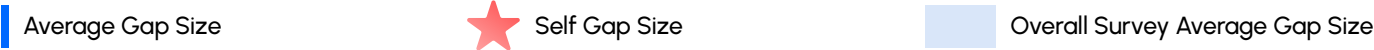
- Presentation and communication - involvement with other staff/departments able to present himself in front of the management.

- knowledge on topics not within current scope
- Communication and stakeholders' engagement
- it is more advisable to have more engagements with stakeholders to get better buy in of recommendations need to have more exposure on the strategic management for more insights that align divisions towards the organisational goals

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

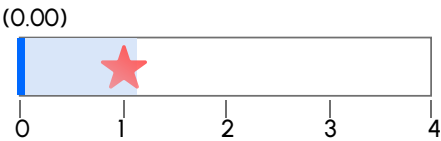
Strengths

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



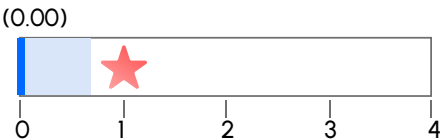
KEEP UP-TO-DATE

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



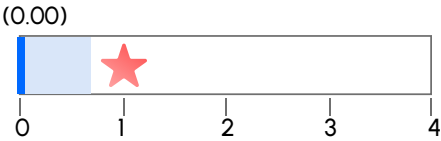
KNOW YOUR CUSTOMER

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



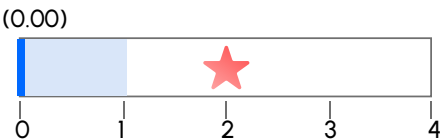
ENGAGE WITH EMPATHY

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



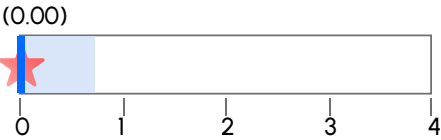
COURAGE TO ACT

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



HOLISTIC THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

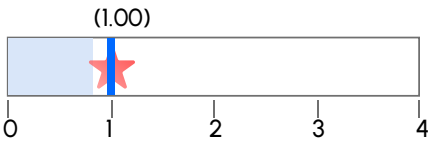
Development Needs

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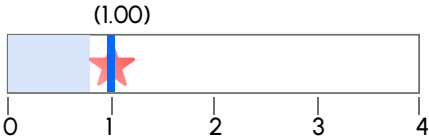
LIFELONG LEARNING

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



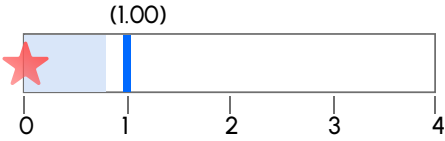
SPEAK UP

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



HOLISTIC THINKING

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



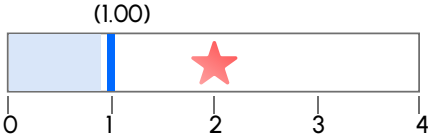
KEEP UP-TO-DATE

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



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

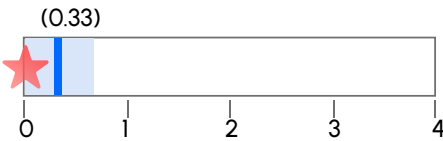
Strengths

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



HOLISTIC THINKING

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



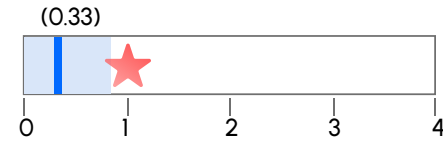
KEEP UP-TO-DATE

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



SPEAK UP

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



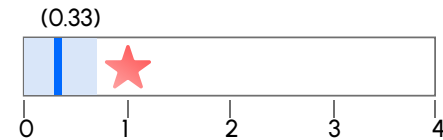
ENGAGE WITH EMPATHY

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



HOLISTIC THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

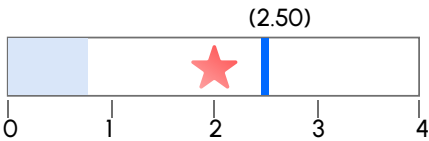
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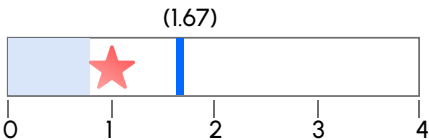
SPEAK UP

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



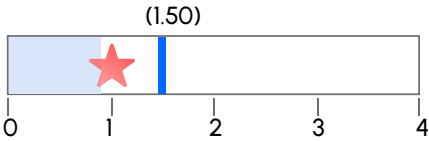
AGILE MINDSET

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



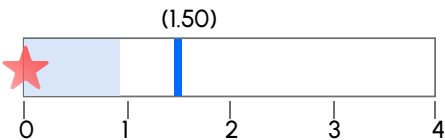
PURPOSEFUL PARTNERSHIP

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



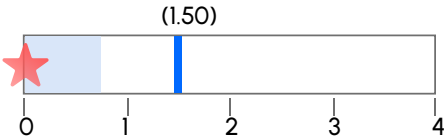
AGILE MINDSET

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



LIFELONG LEARNING

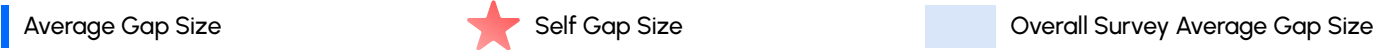
Q38. Make effort to teach / coach/ mentor team members.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

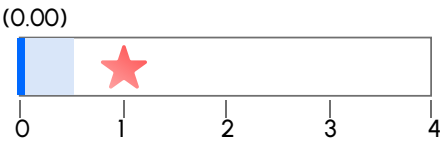
Strengths

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



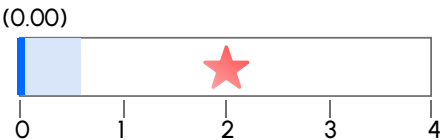
KNOW YOUR CUSTOMER

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



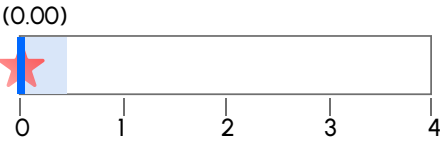
COURAGE TO ACT

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



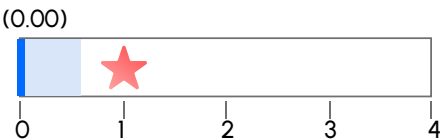
HOLISTIC THINKING

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



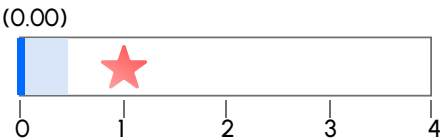
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



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.



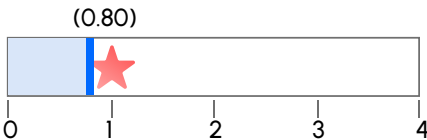
LIFELONG LEARNING

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



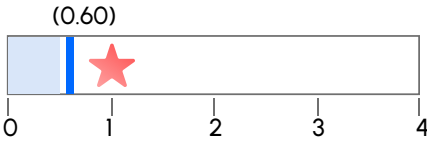
LIFELONG LEARNING

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



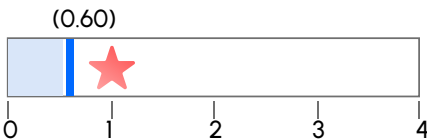
SPEAK UP

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



COURAGE TO ACT

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



ENGAGE WITH EMPATHY

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size Average Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



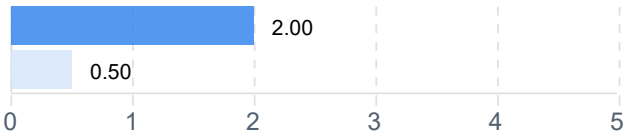
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.



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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

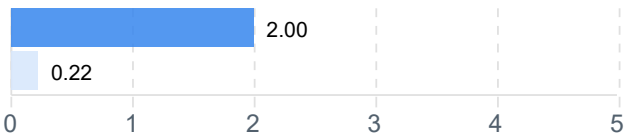
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



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



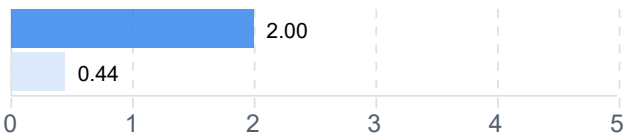
Q23. Encourage constructive feedback and be objective in addressing disagreements.



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

AGILE MINDSET

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



LIFELONG LEARNING

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



COURAGE TO ACT

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



KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



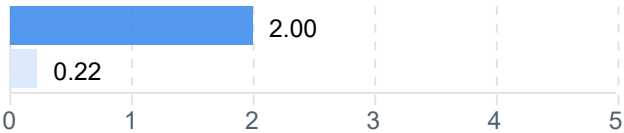
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

COURAGE TO ACT

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



SPEAK UP

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



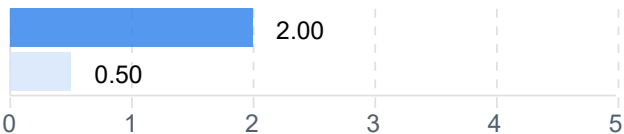
SPEAK UP

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



KNOW YOUR CUSTOMER

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

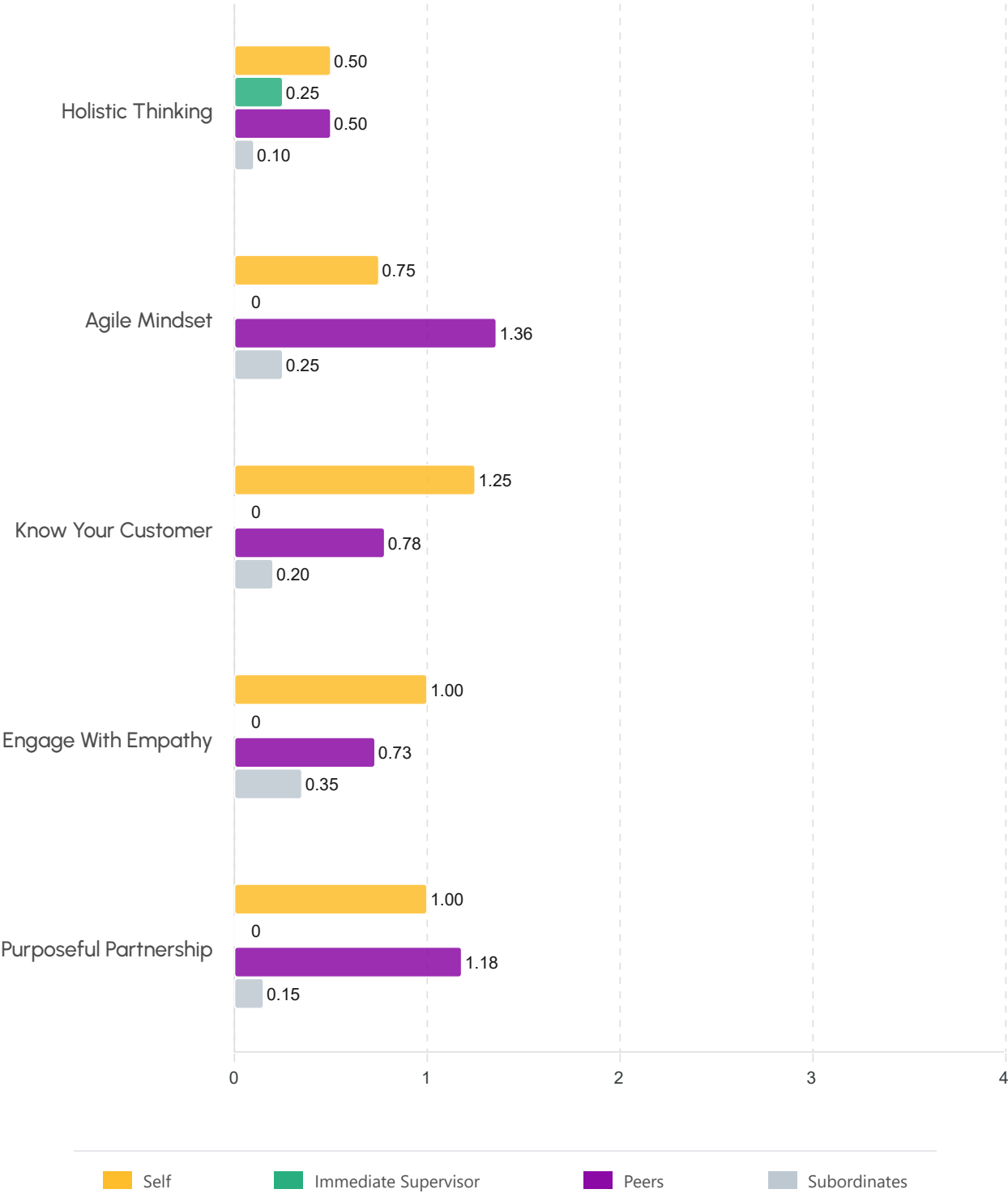


SPEAK UP

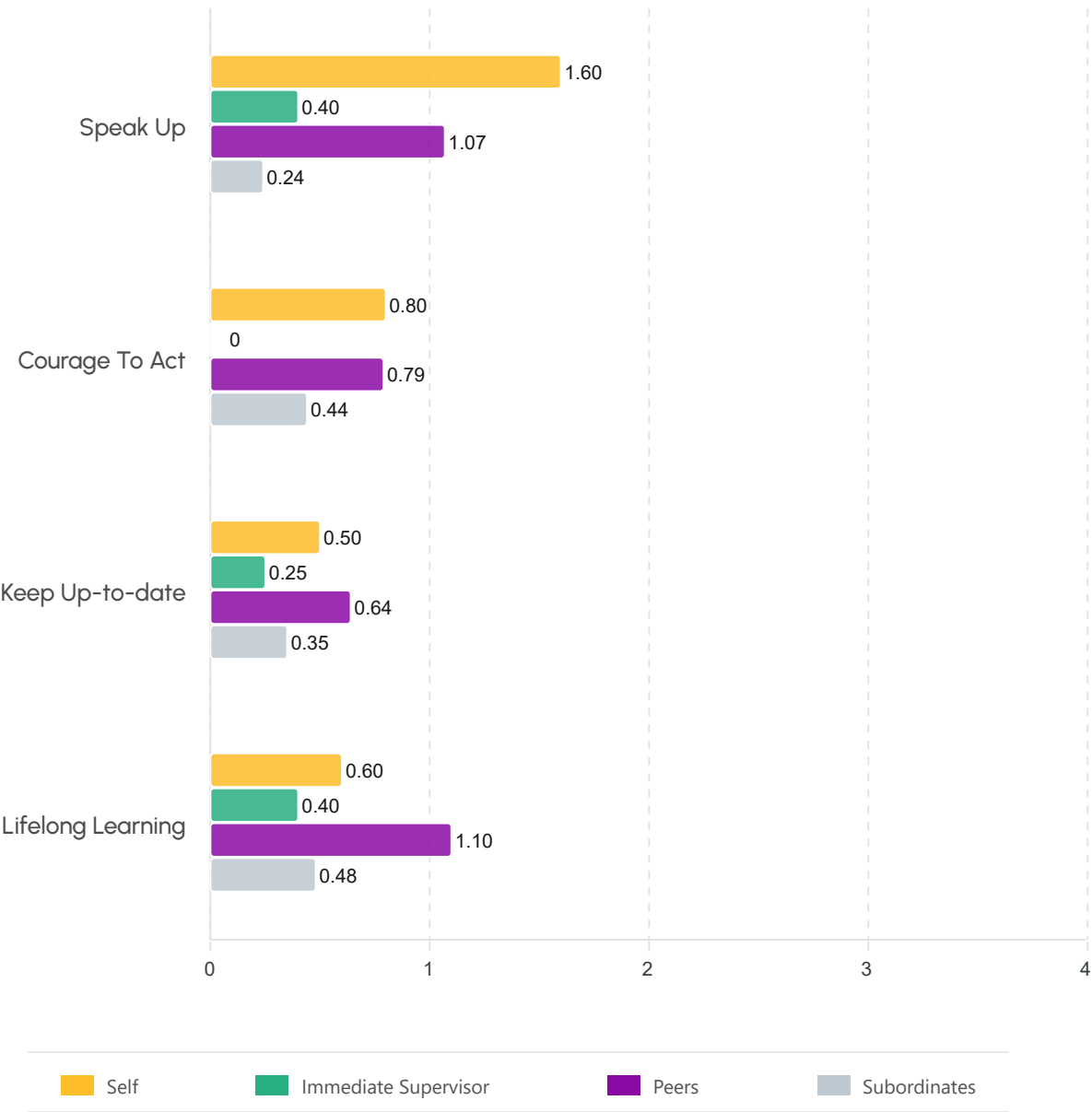
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



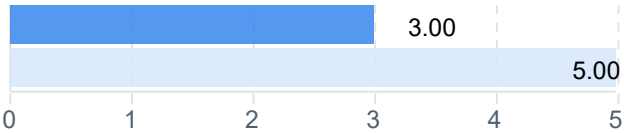
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

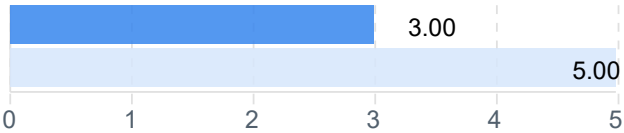
COURAGE TO ACT

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



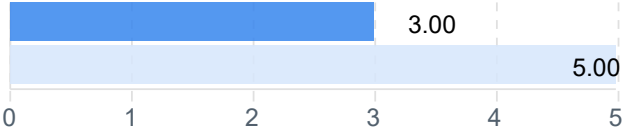
SPEAK UP

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



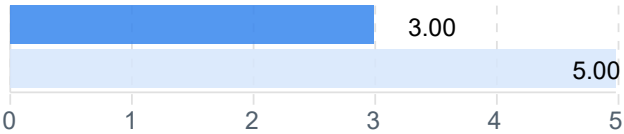
KNOW YOUR CUSTOMER

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



SPEAK UP

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



SPEAK UP

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



KEEP UP-TO-DATE

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



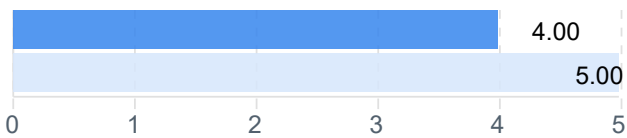
PURPOSEFUL PARTNERSHIP

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



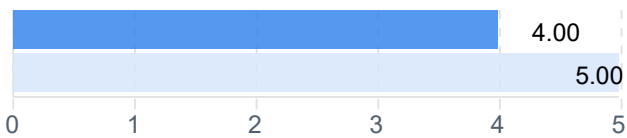
SPEAK UP

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



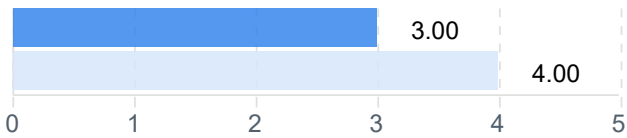
ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



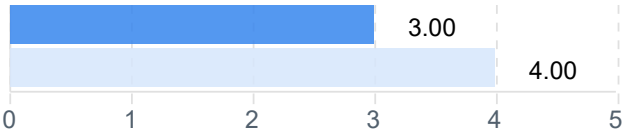
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

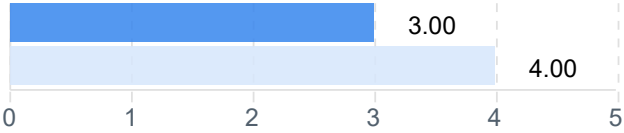
SPEAK UP

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



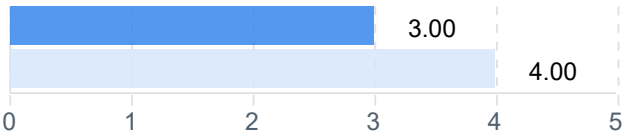
LIFELONG LEARNING

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



HOLISTIC THINKING

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



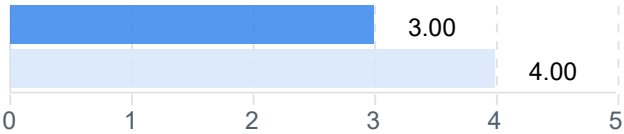
KEEP UP-TO-DATE

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



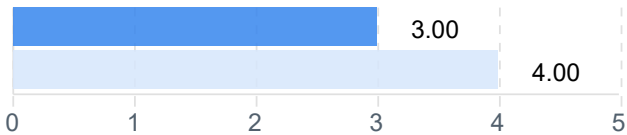
SPEAK UP

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



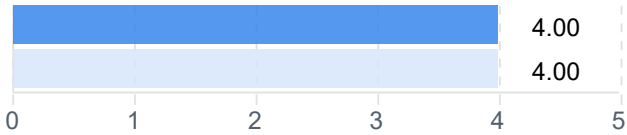
LIFELONG LEARNING

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



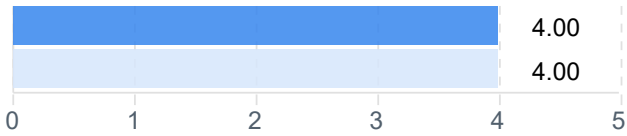
COURAGE TO ACT

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



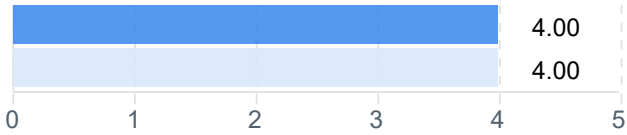
KEEP UP-TO-DATE

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



PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



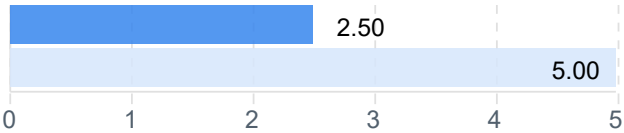
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

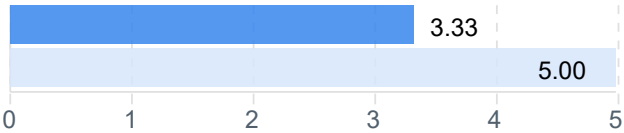
SPEAK UP

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



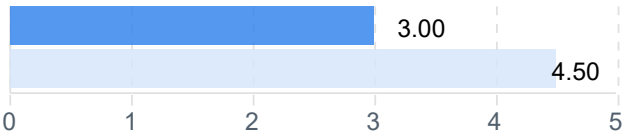
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



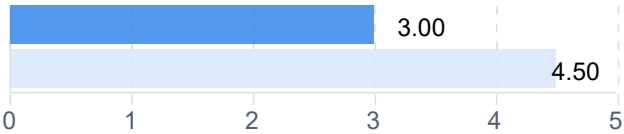
AGILE MINDSET

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



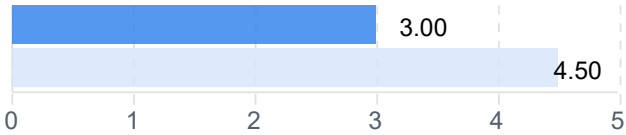
LIFELONG LEARNING

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



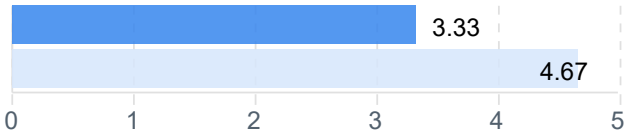
LIFELONG LEARNING

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



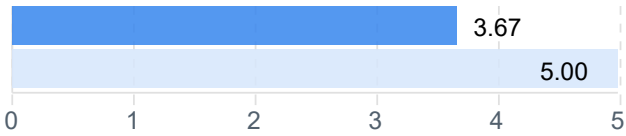
PURPOSEFUL PARTNERSHIP

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



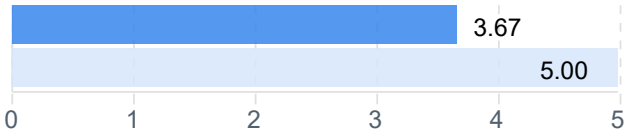
AGILE MINDSET

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



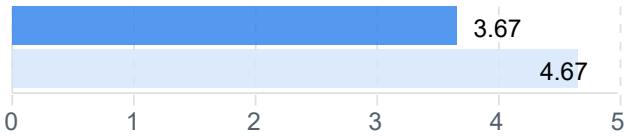
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



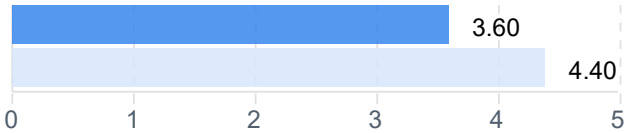
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

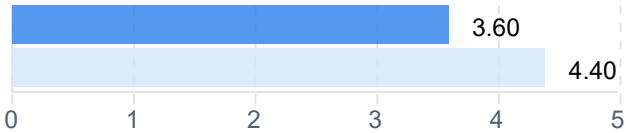
LIFELONG LEARNING

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



LIFELONG LEARNING

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



SPEAK UP

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



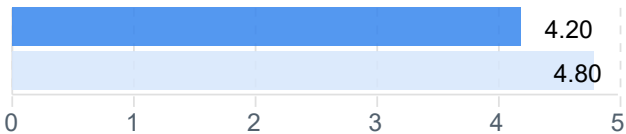
COURAGE TO ACT

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



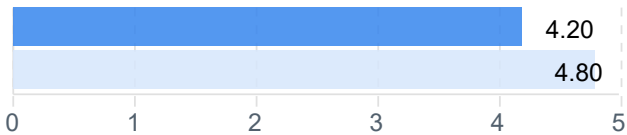
ENGAGE WITH EMPATHY

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



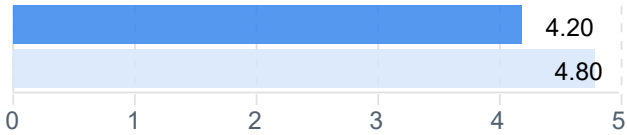
COURAGE TO ACT

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



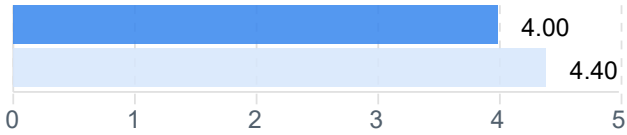
AGILE MINDSET

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



ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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

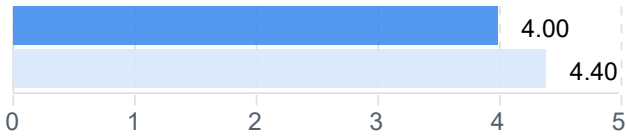


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	5.0	5.0	5.0	4.0	4.3	5.0	4.8	4.8
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	5.0	5.0	3.0	4.0	4.7	5.0	4.8	4.8
Q3. Identify new possibilities to address current business issues.	4.0	5.0	4.0	4.0	4.3	5.0	4.6	4.6
Q4. Manage teams' resources to collate information from multiple sources.	4.0	5.0	4.0	4.0	4.3	4.7	4.2	4.6
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	4.0	4.0	4.0	3.7	4.7	4.8	4.8
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	4.0	3.0	3.3	5.0	4.4	4.8
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	5.0	5.0	4.0	3.7	5.0	4.6	4.6
Q8. Provide coaching to help others adapt and be more versatile.	5.0	5.0	4.0	4.0	3.0	4.5	4.2	4.8
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.0	5.0	4.0	3.0	4.0	4.5	4.4	4.4
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.0	5.0	4.0	4.0	3.7	4.3	4.4	4.8
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.0	5.0	4.0	4.0	3.5	4.5	4.6	4.6
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	5.0	4.0	4.0	3.0	4.0	4.0	4.4
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	5.0	4.0	3.0	4.0	4.5	4.4	4.6

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	5.0	4.0	4.0	3.3	4.3	4.0	4.4
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	5.0	4.0	3.7	4.0	4.2	4.8
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	5.0	4.0	4.0	3.3	4.3	4.2	4.4
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	5.0	4.0	4.0	3.7	4.7	4.6	4.8
Q18. Leverage one's network and connection to gather market data.	4.0	5.0	4.0	3.0	3.3	4.7	4.2	4.2
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	5.0	4.0	3.0	3.0	4.5	4.6	4.8
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	5.0	4.0	4.0	5.0	4.6	4.8
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	5.0	3.0	4.0	3.3	4.3	4.2	4.8
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	5.0	4.0	4.0	4.0	4.3	4.2	4.6
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	5.0	4.0	4.0	4.0	4.7	4.6	4.6
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	5.0	3.0	4.0	2.5	5.0	4.2	4.4
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.0	5.0	5.0	4.0	3.7	5.0	4.6	4.6
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.0	5.0	4.0	4.0	4.0	4.7	4.4	4.4
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	5.0	4.0	4.0	5.0	4.0	4.6
Q28. Encourage and value innovative ideas and suggestions from others.	5.0	5.0	5.0	3.0	3.7	4.3	4.2	4.8

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	5.0	4.0	4.0	4.7	4.2	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	5.0	5.0	4.0	3.0	3.5	4.5	3.8	4.2
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	4.0	4.0	4.3	5.0	4.6	4.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	5.0	5.0	5.0	4.0	4.7	5.0	4.4	4.8
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	5.0	5.0	4.0	4.0	3.5	4.5	3.4	3.8
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.0	5.0	3.0	4.0	4.3	5.0	4.4	4.8
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.0	5.0	3.0	4.0	3.5	4.5	3.6	4.4
Q36. Purposefully manage career development and professional growth of team members.	4.0	5.0	5.0	4.0	4.0	4.5	3.6	4.4
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	5.0	4.0	3.0	4.0	4.0	4.2
Q38. Make effort to teach / coach/ mentor team members.	5.0	5.0	5.0	3.0	3.0	4.5	4.6	4.8
Q39. Nurture an environment that supports coaching and honest performance feedback.	5.0	5.0	3.0	4.0	3.0	4.5	4.4	4.8

* Responses based on Rating scale of 1-5