



Employee 360 feedback report

Generated for:

Test Employee 3

Sr. Front-end developer  
test.user3@mail.com | 1234567892

Report generated on Thu, May 25, 2023 6:08 PM :

Respondent Name	Respondent Details	Relationship with Employee	Response Date
Test Employee 4 Sr. Back-end developer	test.user4@mail.com 1234567893	Line Manager	25/05/2023
Test Employee 15 Admin	test.user15@mail.com 1234567904	Peer	25/05/2023
Test Employee 10 Admin	test.user10@mail.com 1234567899	Secondary Line Manager	25/05/2023
Test Employee 18 Sr. Front-end developer	test.user18@mail.com 1234567907	Peer	25/05/2023
Test Employee 3 Sr. Front-end developer	test.user3@mail.com 1234567892	Self	25/05/2023

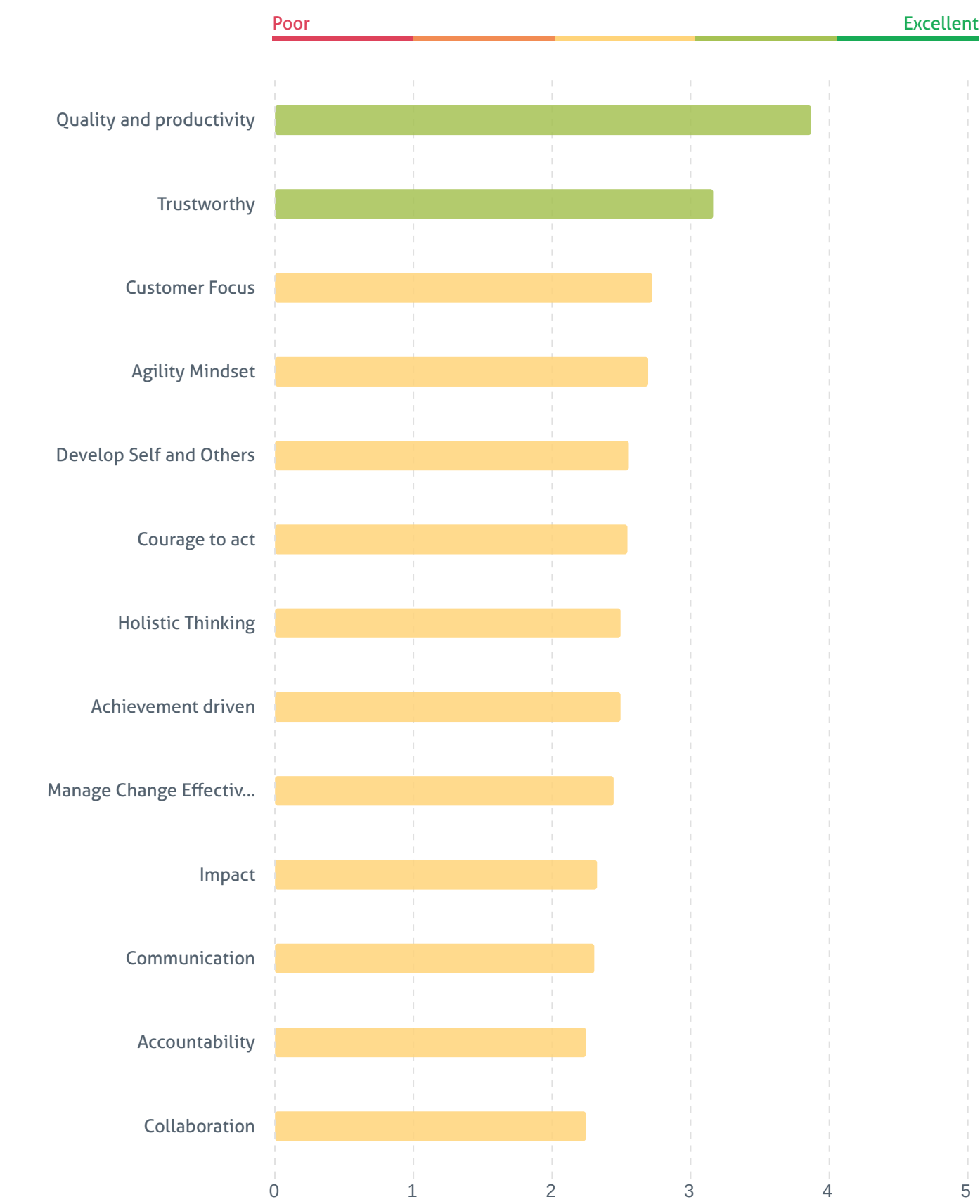
All rights reserved. This is a confidential and proprietary information of ZUNOKS group. Duplication in any form is strictly prohibited without written consent from ZUNOKS group.

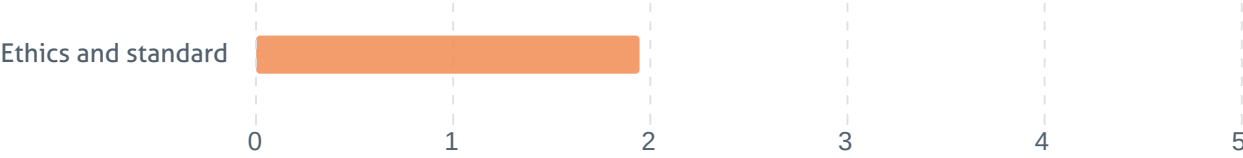


---

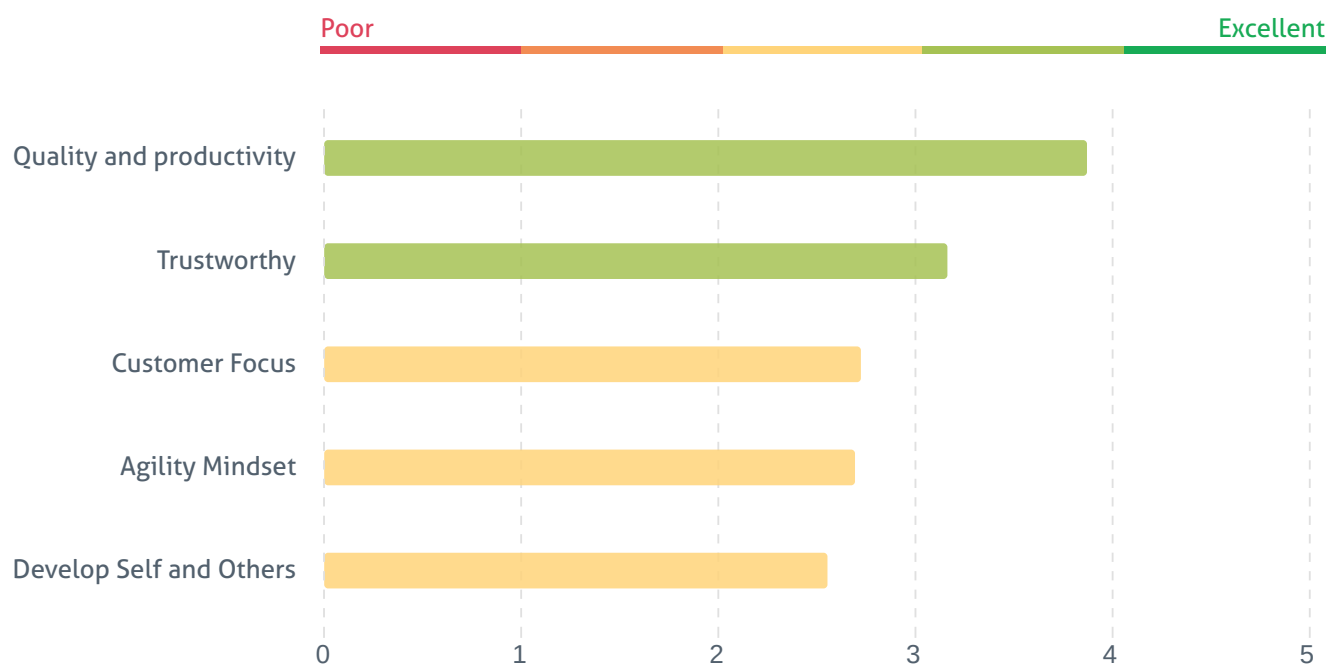
**COMPETENCY LEVEL RATING & SUMMARY**

Competency Rating in Ascending Order

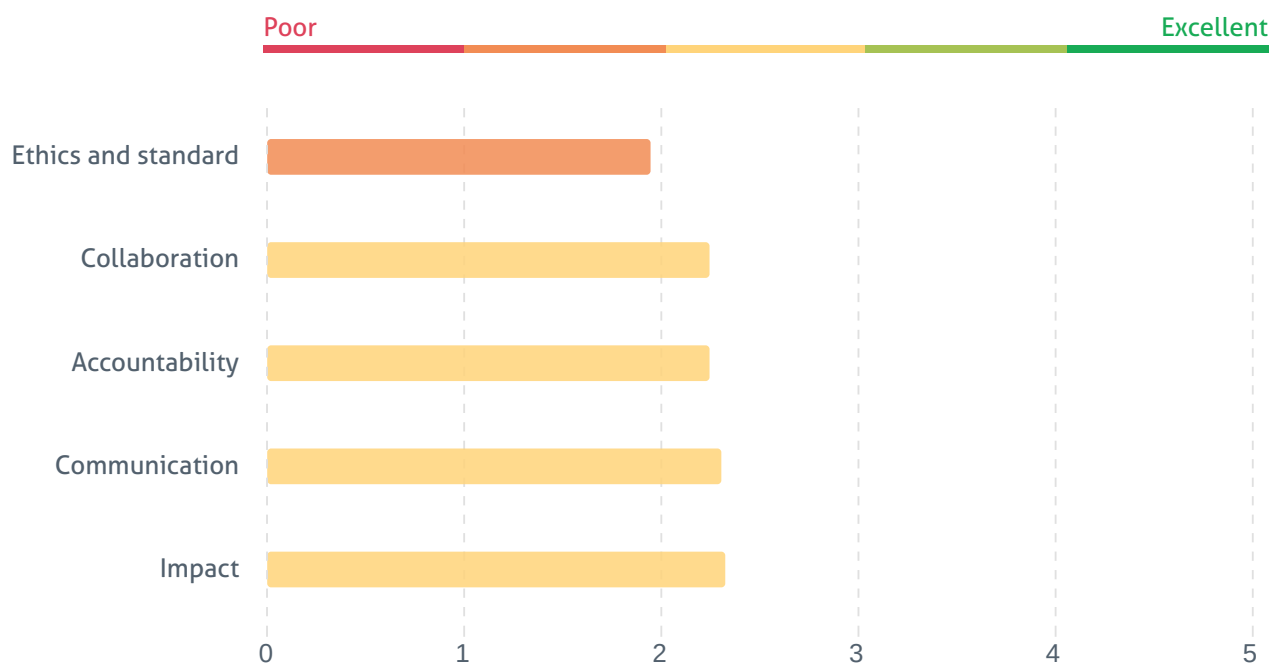




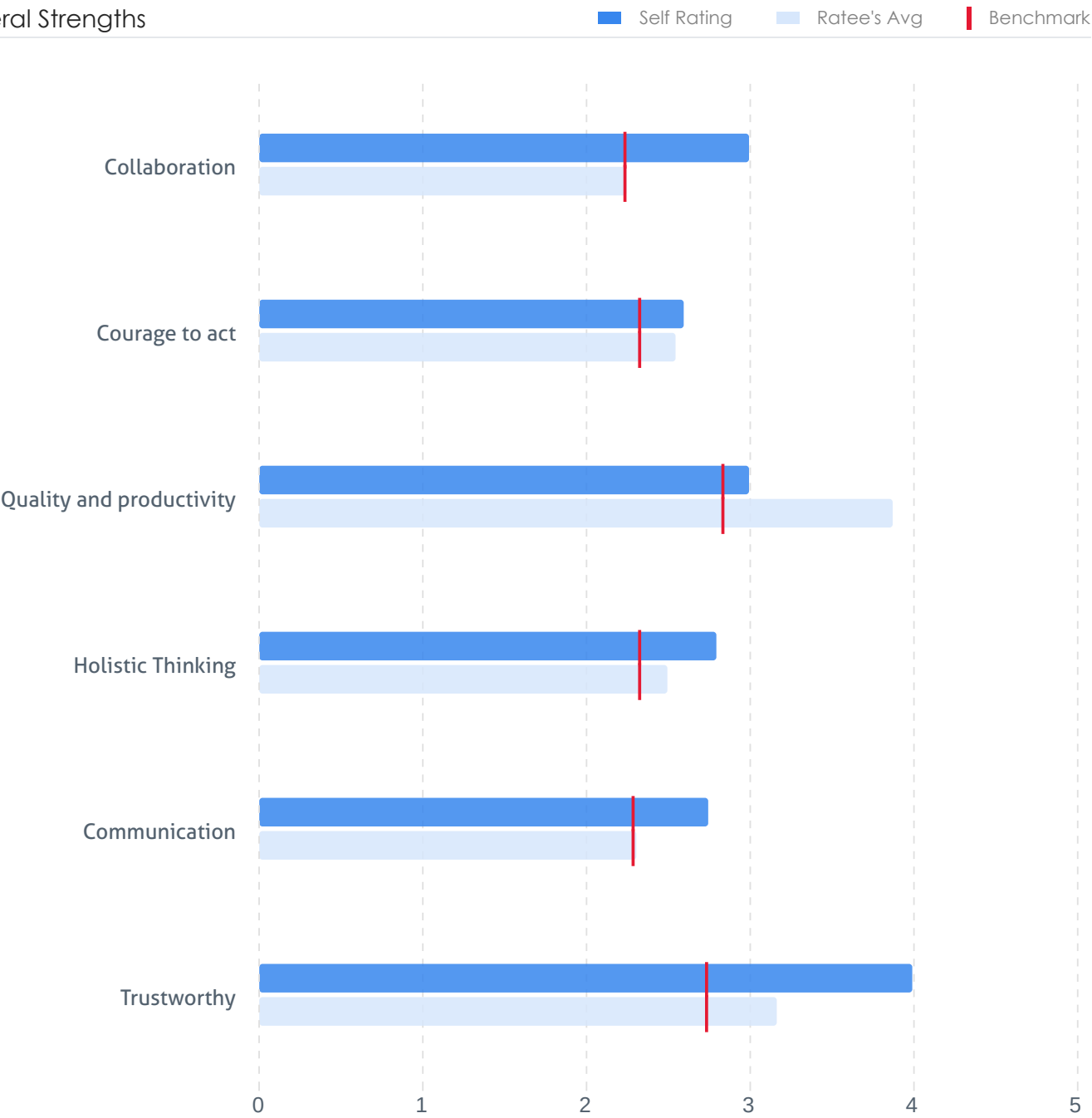
Top 5 Strengths



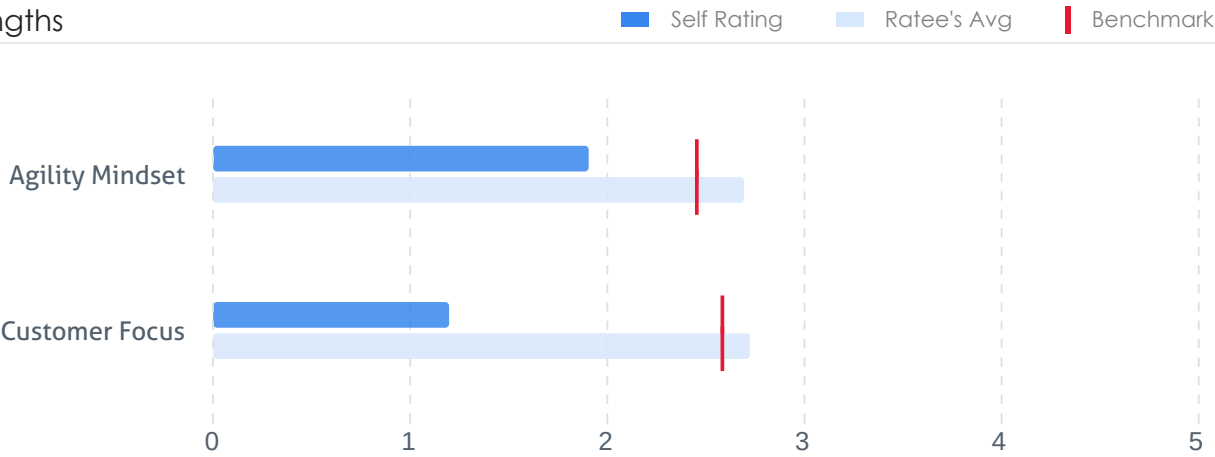
Top 5 Weaknesses



General Strengths



Hidden Strengths





Development Area



Blind Spot

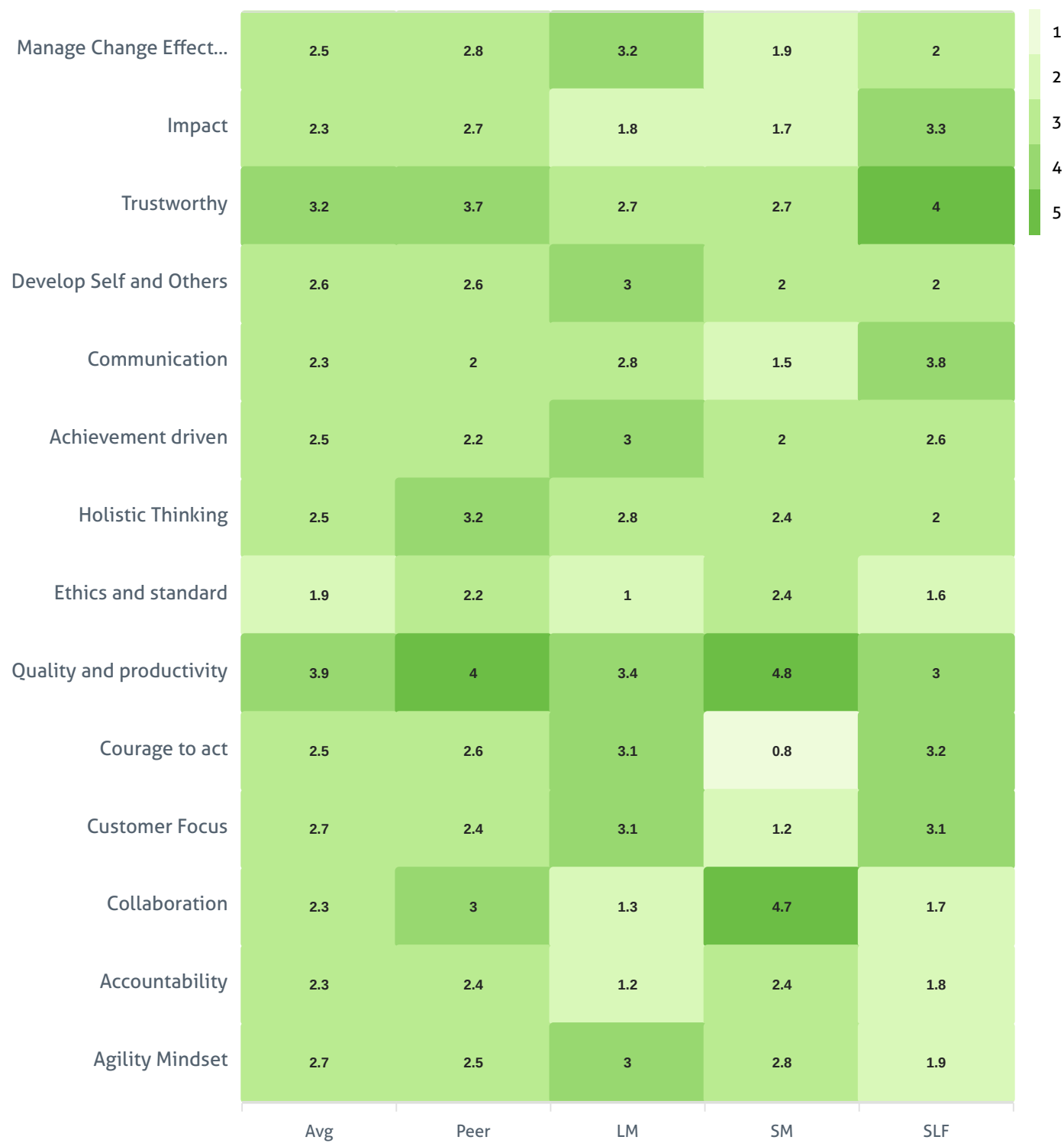
Self Rating   Ratee's Avg   Benchmark

\*No Competencies in this category

Radar Chart - Competency wise Score



Heat Map - Average Rating per Role Group by Competency





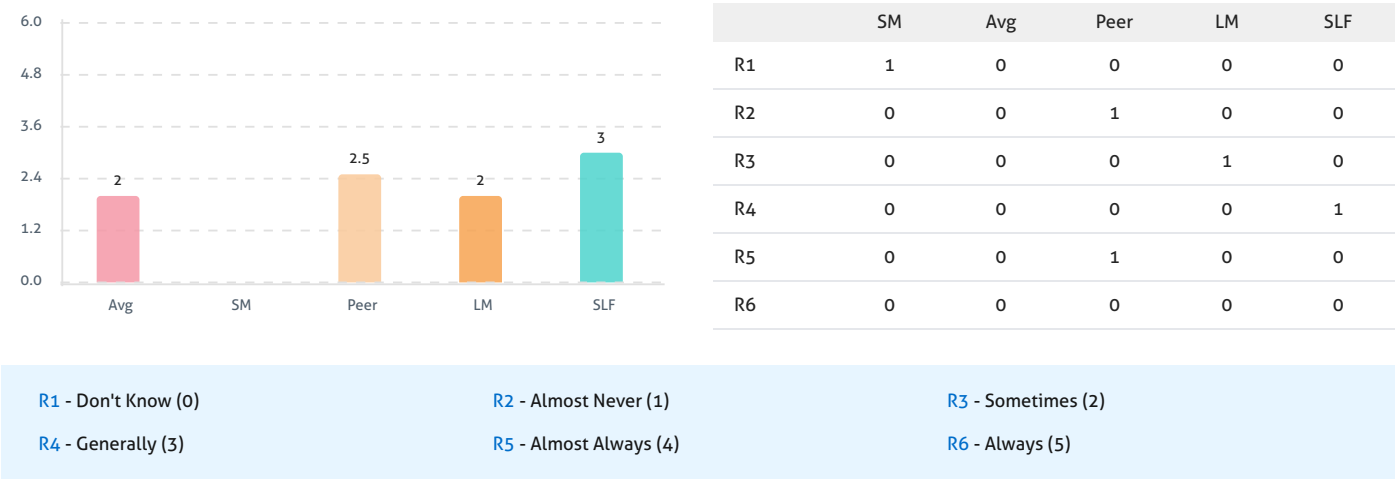
---

## RATING AT QUESTION LEVEL

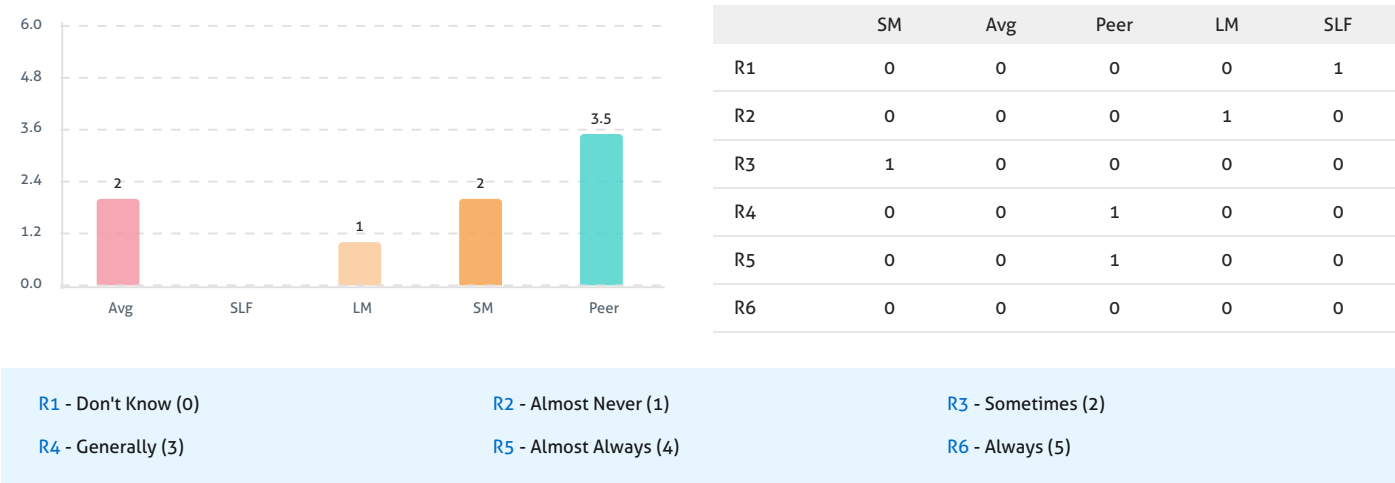
Response Type : Likert Scale

Accountability

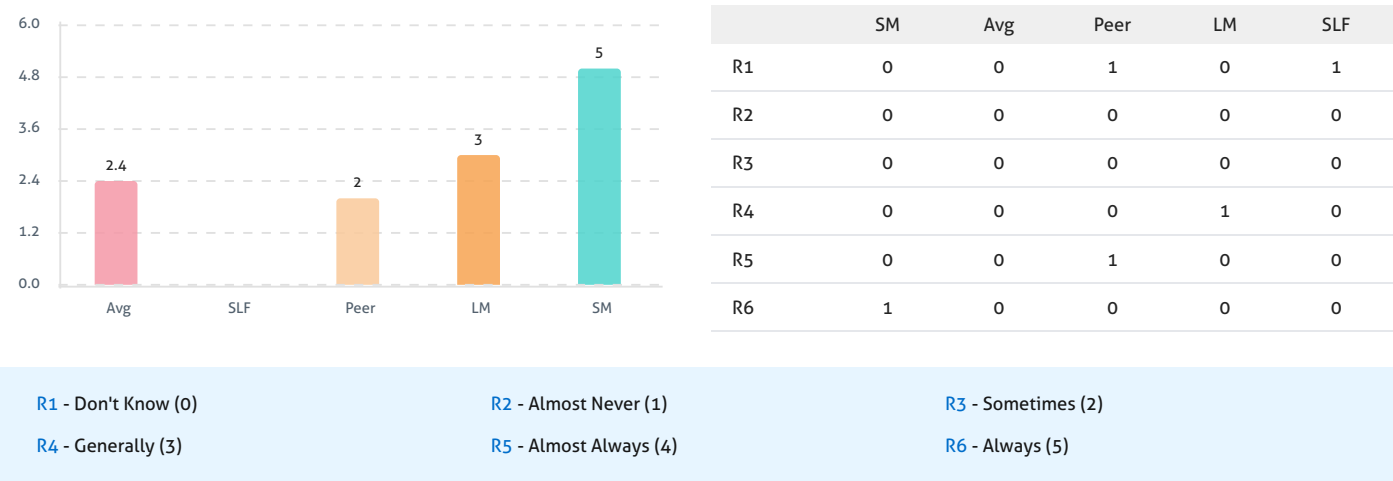
Q1 Show reliability and can be depended upon?



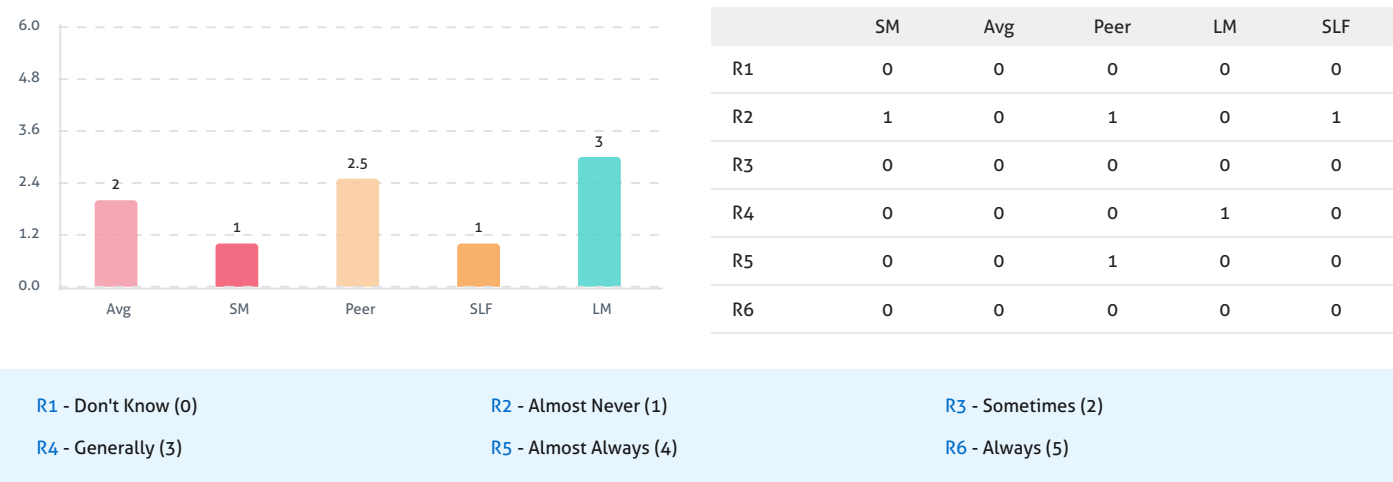
Q2 Take personal accountability for his/her team’s performance and actions?



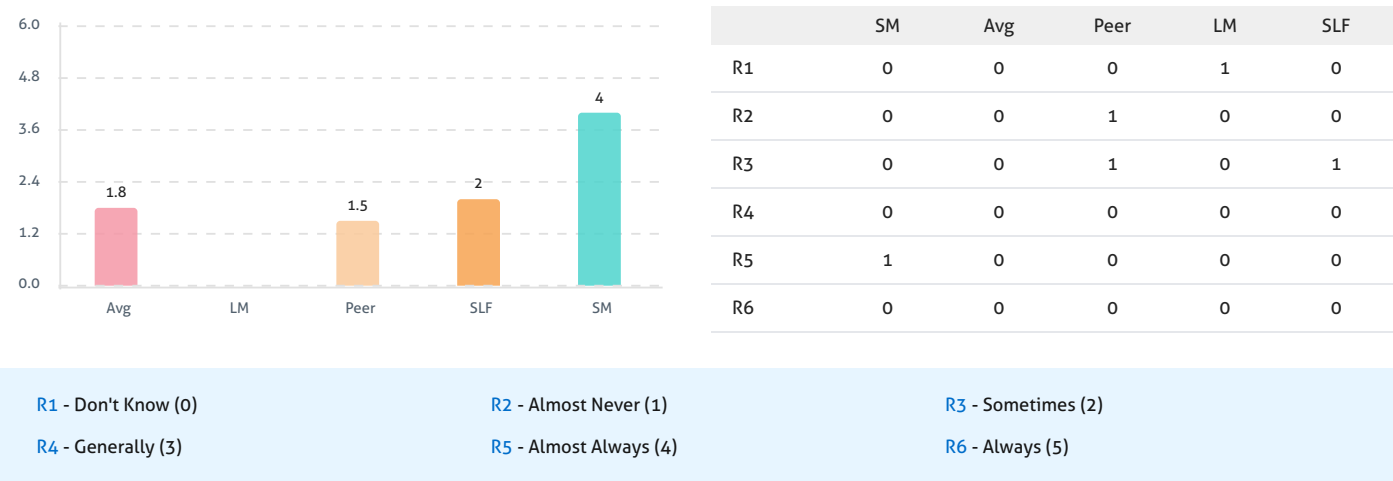
Q3 Accept responsibility and does not blame others?



Q4 Take decisive action as the circumstances change or when there is partial information?

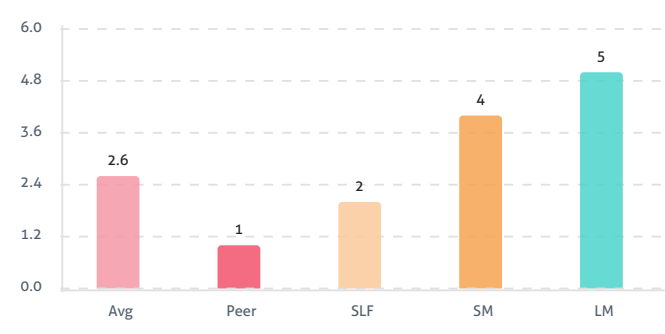


Q5 Discharge authority accorded to the position responsibly?



Achievement driven

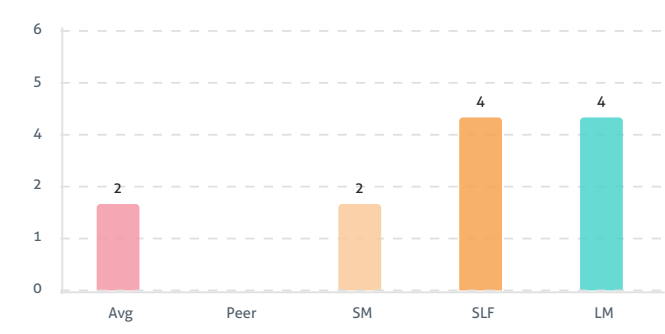
Q6 Identify and plan for contingencies?



	SM	Avg	Peer	LM	SLF
R1	0	0	1	0	0
R2	0	0	0	0	0
R3	0	0	1	0	1
R4	0	0	0	0	0
R5	1	0	0	0	0
R6	0	0	0	1	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

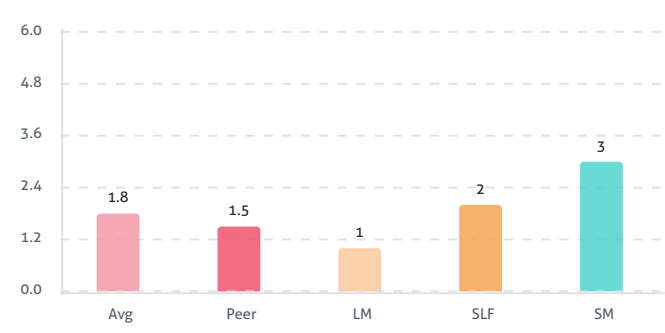
Q7 Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



	SM	Avg	Peer	LM	SLF
R1	0	0	2	0	0
R2	0	0	0	0	0
R3	1	0	0	0	0
R4	0	0	0	0	0
R5	0	0	0	1	1
R6	0	0	0	0	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

Q8 Strive beyond his/her job to deliver exceptional results and services?

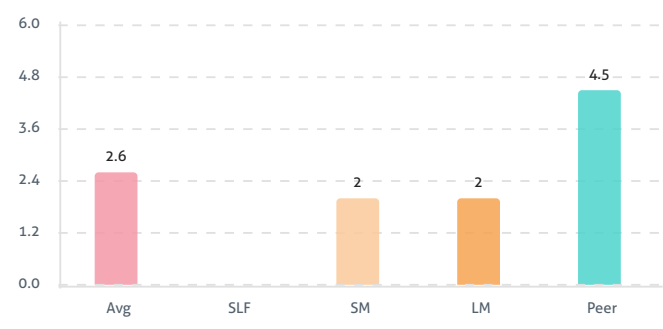


	SM	Avg	Peer	LM	SLF
R1	0	0	1	0	0
R2	0	0	0	1	0
R3	0	0	0	0	1
R4	1	0	1	0	0
R5	0	0	0	0	0
R6	0	0	0	0	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)



Q9 Maintain high standards in delivering results and implementing plans in a timely manner for self and others?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	1
R2	0	0	0	0	0
R3	1	0	0	1	0
R4	0	0	0	0	0
R5	0	0	1	0	0
R6	0	0	1	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

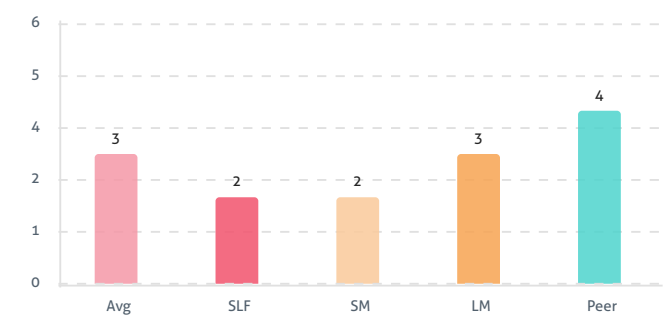
R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Q10 Deal in a clear, strong way with subordinates who are not performing?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	0	0	0
R3	1	0	0	0	1
R4	0	0	1	1	0
R5	0	0	0	0	0
R6	0	0	1	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

R3 - Sometimes (2)

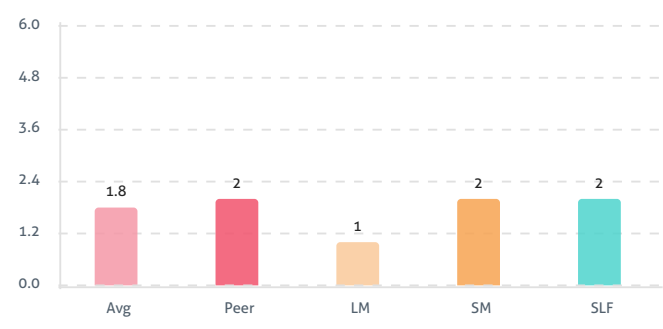
R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Agility Mindset

Q11 Show courage to change and adopt new ideas and practices?



	SM	Avg	Peer	LM	SLF
R1	0	0	1	0	0
R2	0	0	0	1	0
R3	1	0	0	0	1
R4	0	0	0	0	0
R5	0	0	1	0	0
R6	0	0	0	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

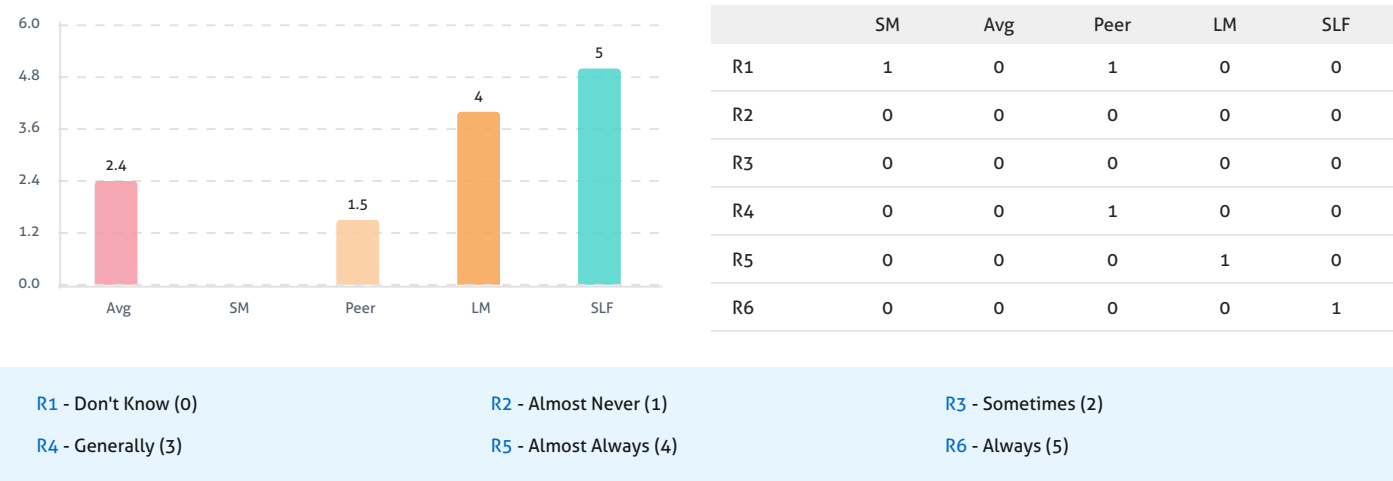
R3 - Sometimes (2)

R4 - Generally (3)

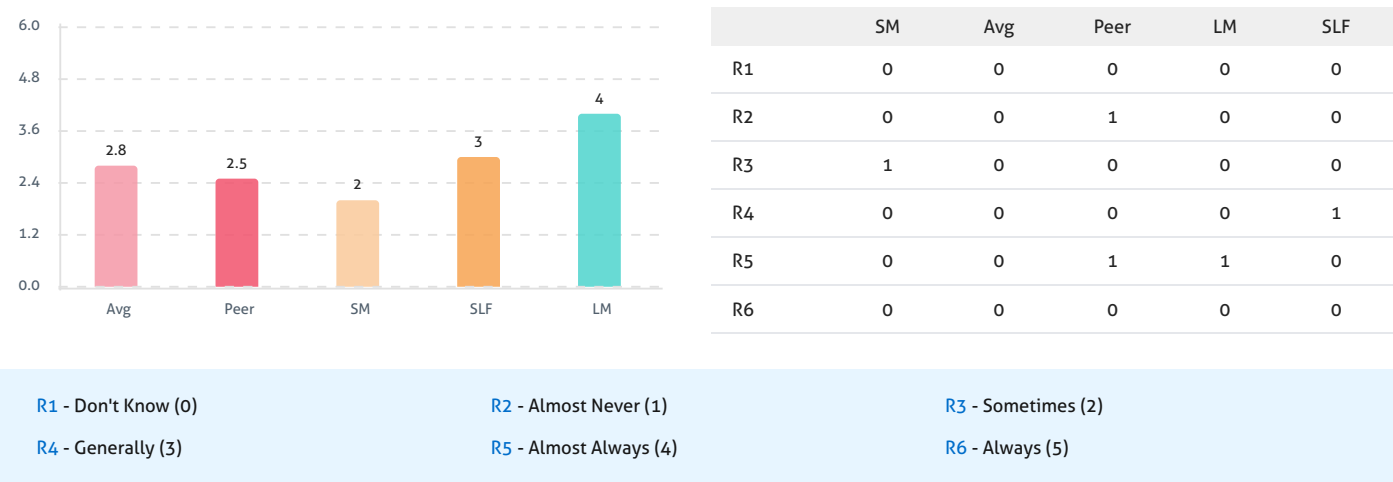
R5 - Almost Always (4)

R6 - Always (5)

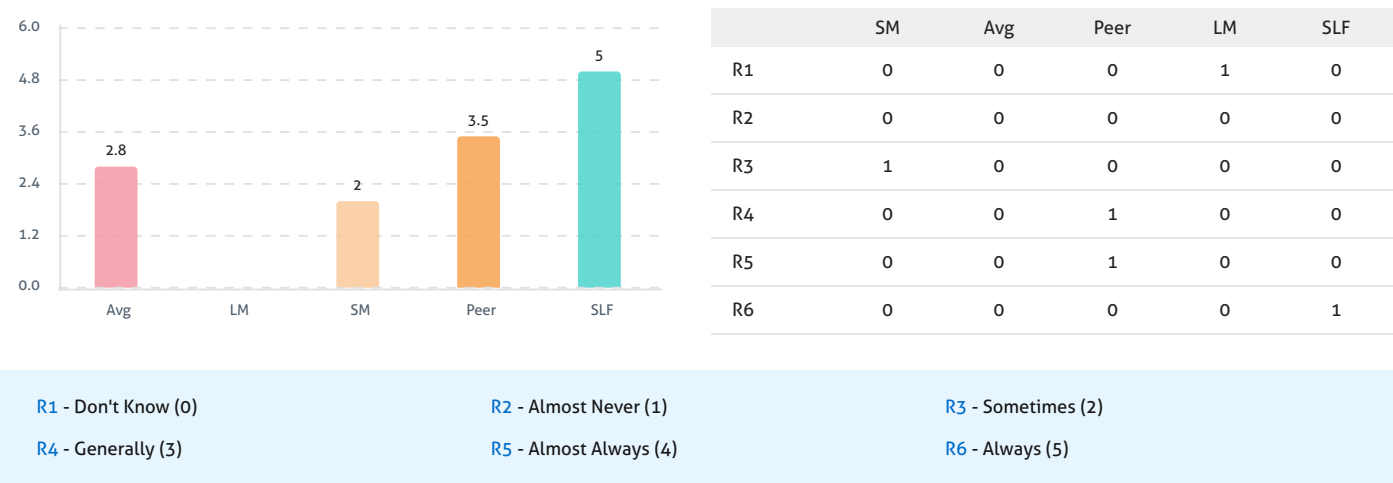
Q12 Help his/her team to adapt to change and collaborate, learn, and stay flexible to achieve high-performing results?



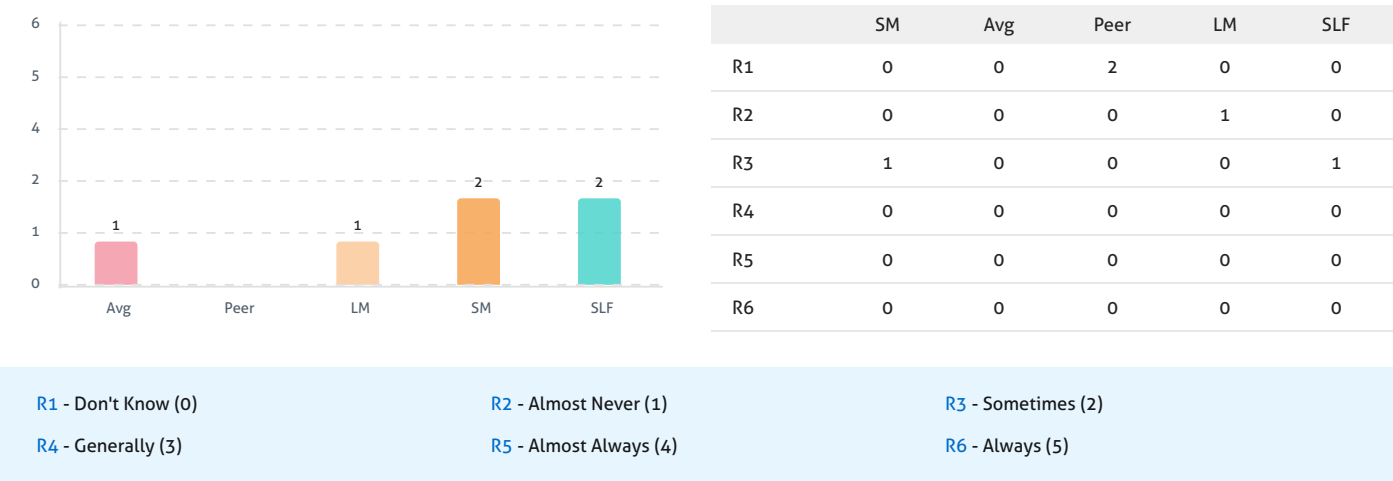
Q13 Analyse and adjust quickly when things or situations change?



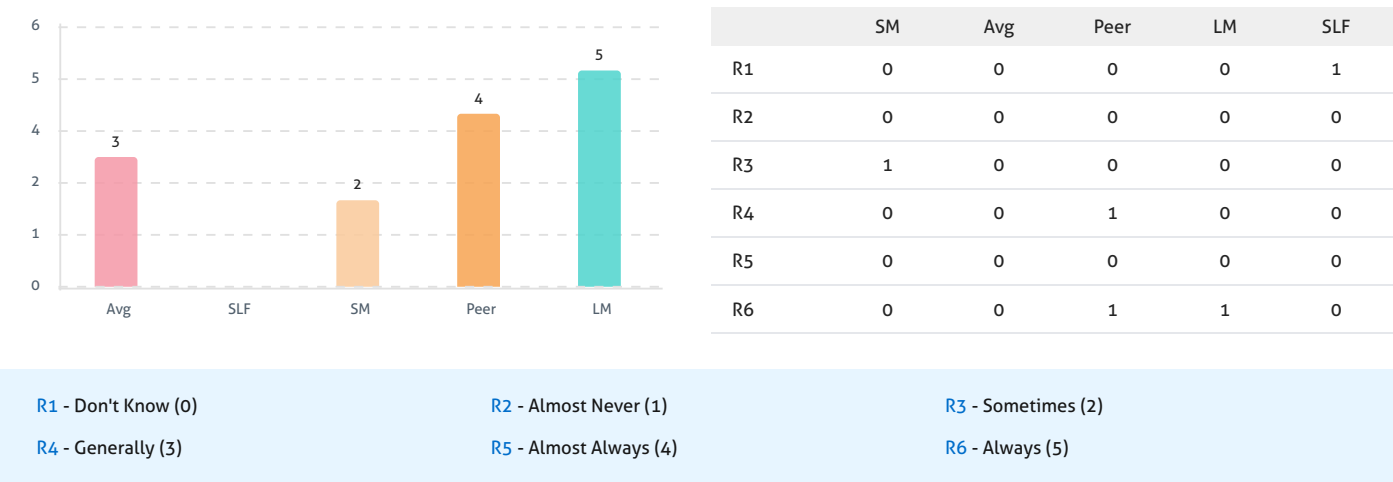
Q14 Act quickly and decisively with a sense of urgency especially in time-sensitive situations?



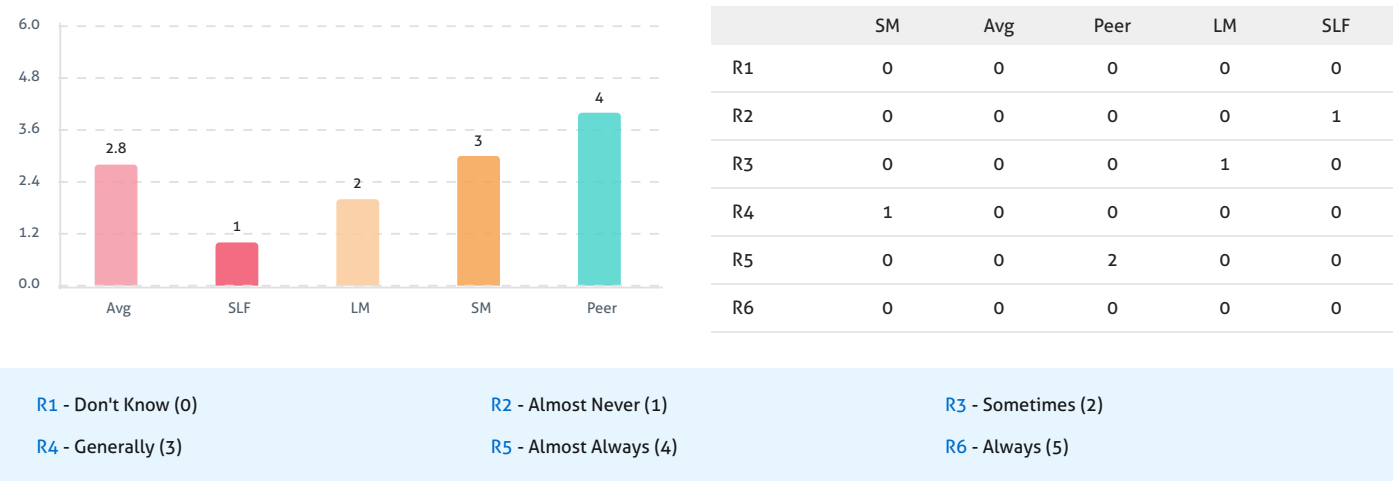
Q15 Develop and continuously improve change management strategies / processes to increase effectiveness?



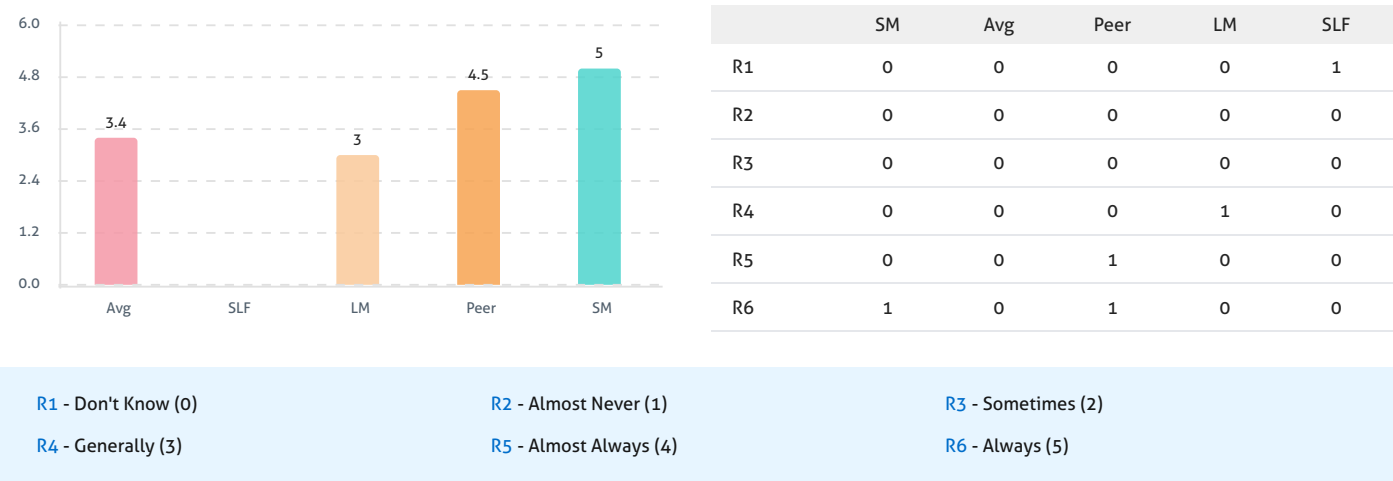
Q16 Learn and re-learn to continuously improve himself/herself?



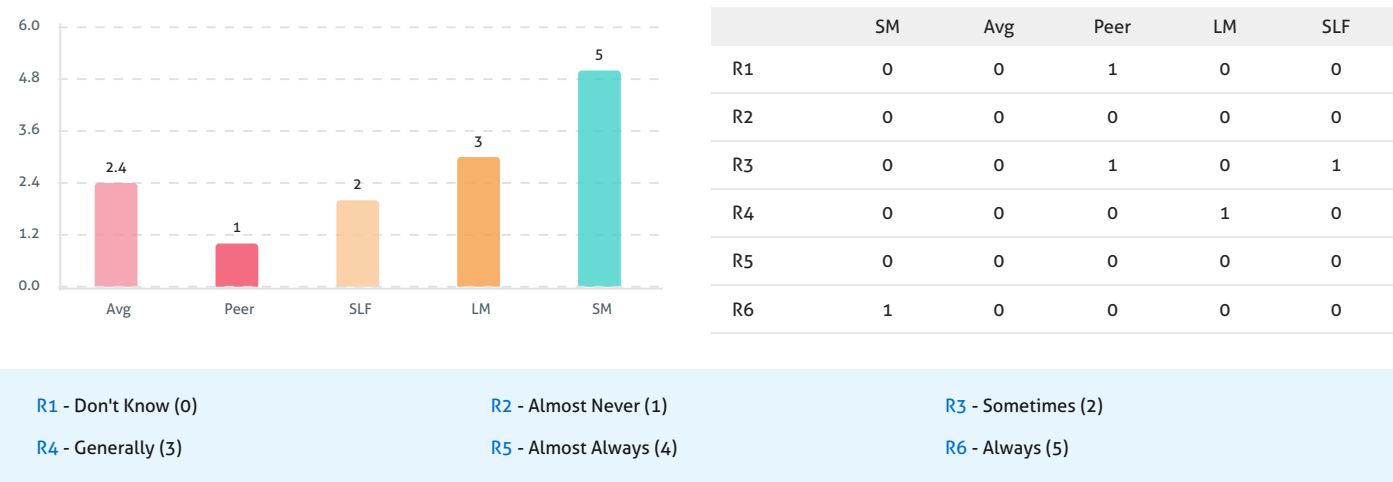
Q17 Provide direction and focus during uncertain and / or chaotic circumstances?



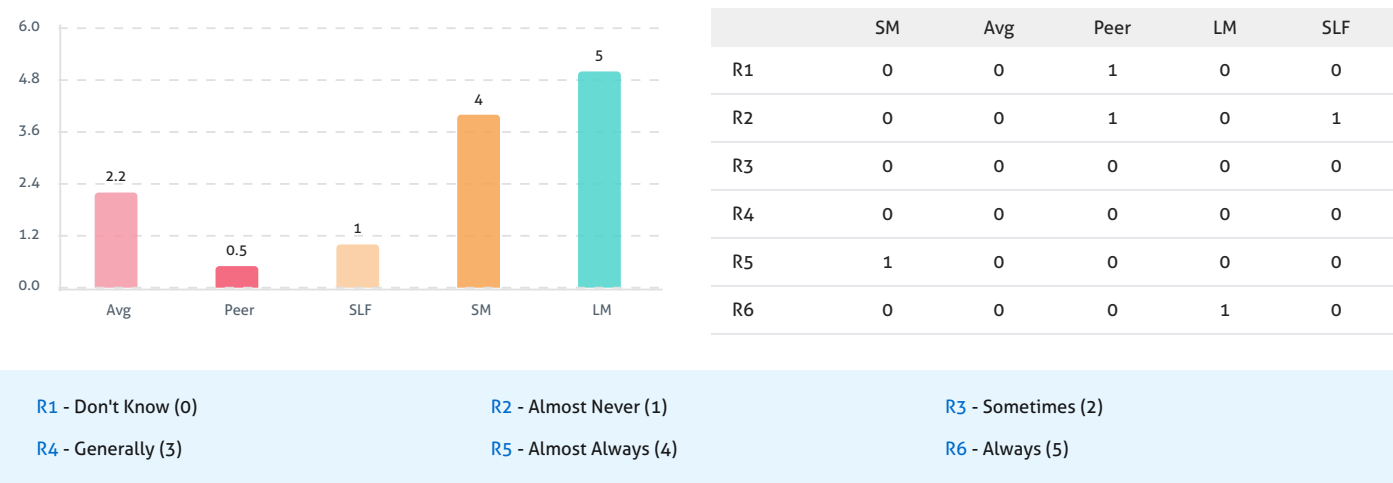
Q18 Promote a culture of being receptive to change by role modelling the behaviour?



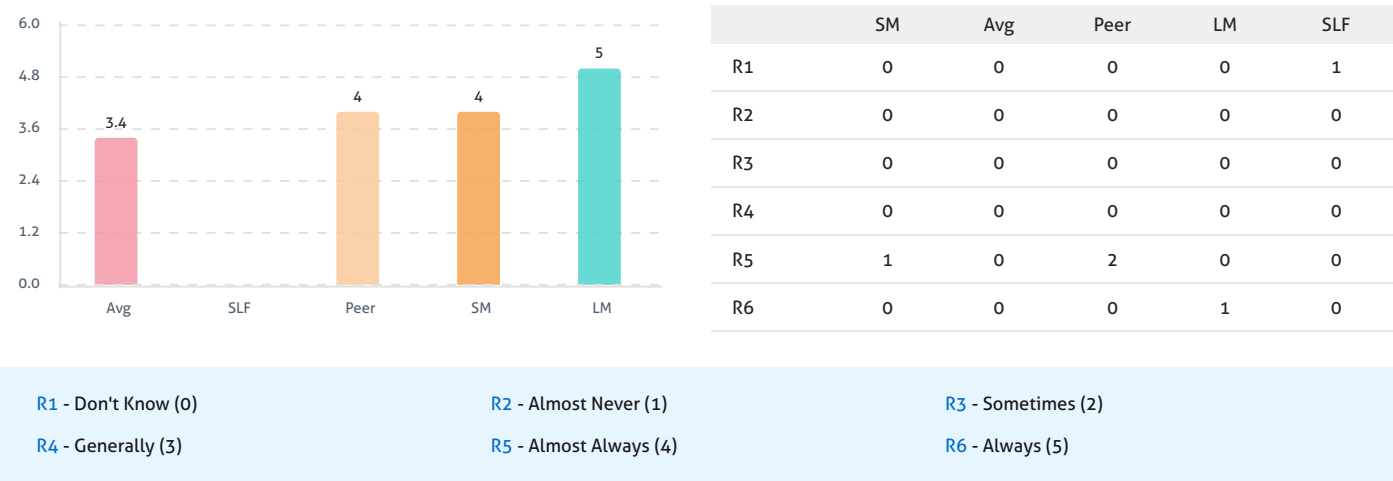
Q19 Adapt business direction / strategy in anticipation of potential changes in the market?



Q20 Show proactiveness and think ahead?

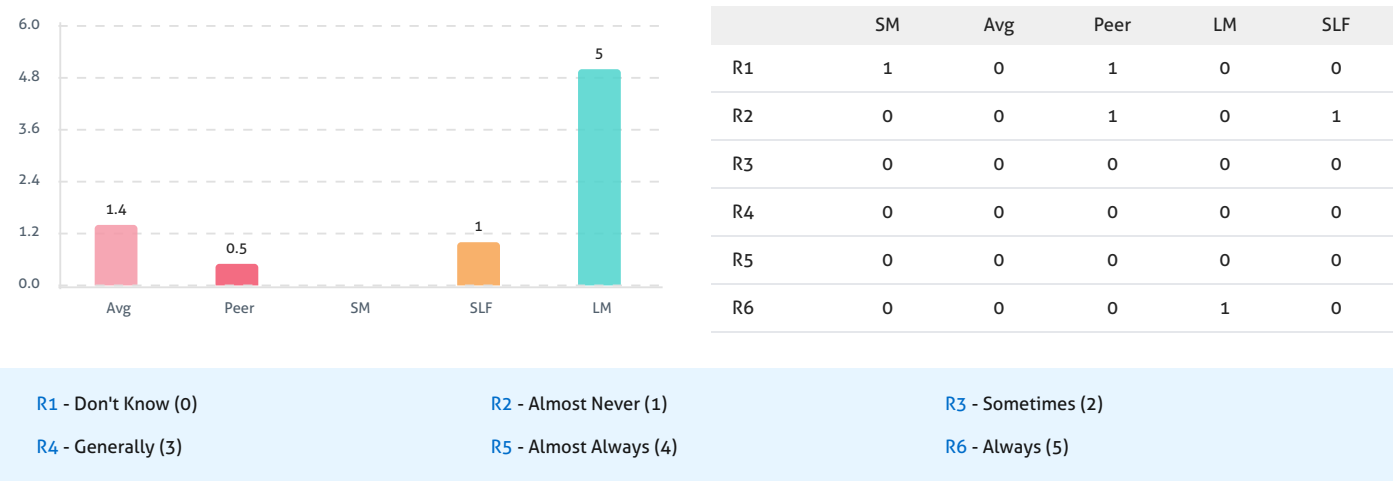


Q21 Open minded and have courage to change and adopt innovative ideas and practices?

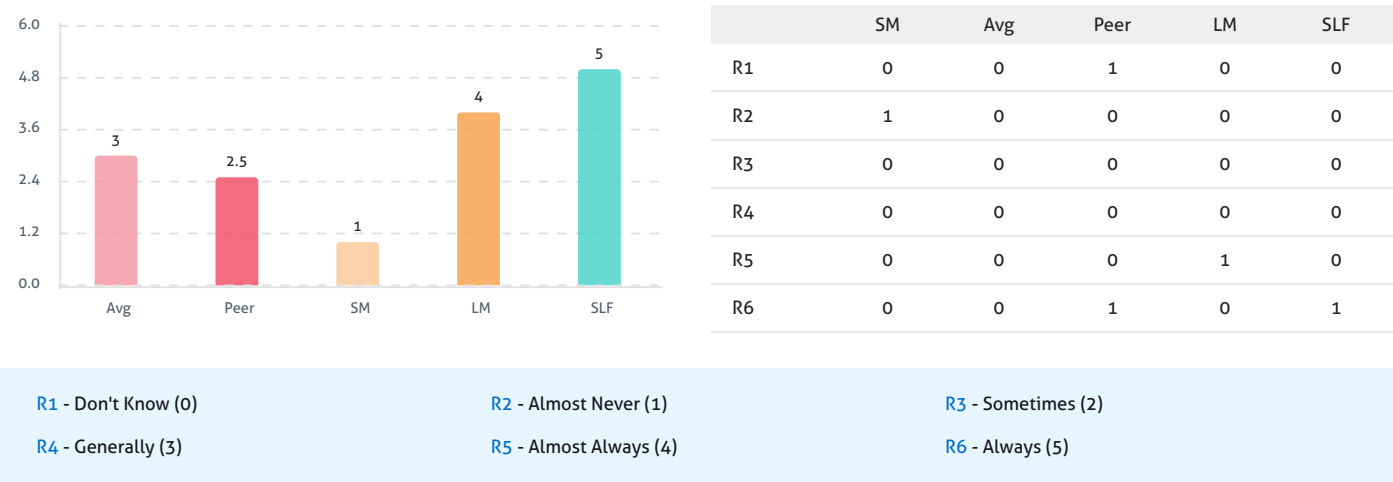


Collaboration

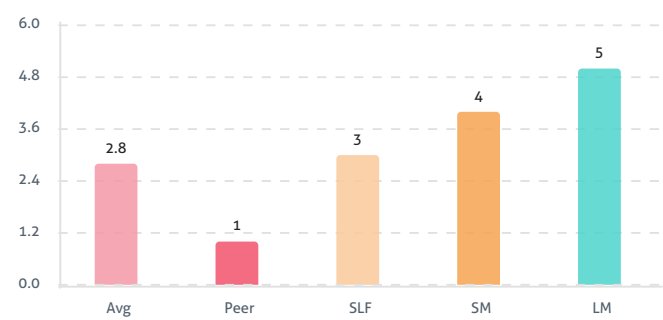
Q22 Consistently carries out tasks and delivers results to expectations when entrusted with them?



Q23 Take personal accountability and responsibility for what he/she says or does?



Q24 Dependable in making the right decisions for the organization?

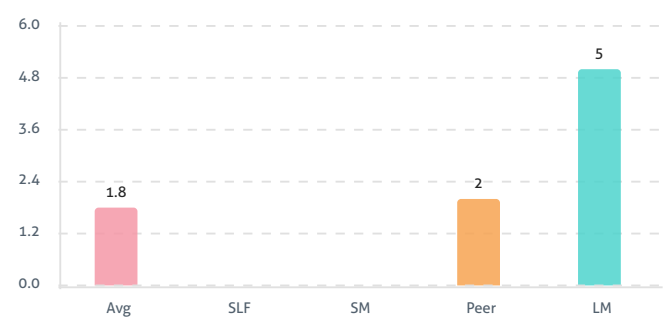


	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	2	0	0
R3	0	0	0	0	0
R4	0	0	0	0	1
R5	1	0	0	0	0
R6	0	0	0	1	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

Communication

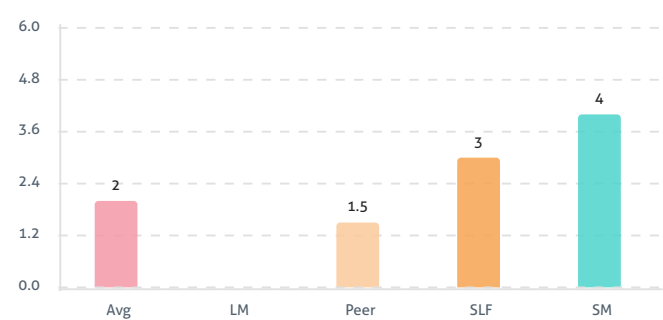
Q25 Present with impact to influence and gain buy-in and commitment?



	SM	Avg	Peer	LM	SLF
R1	1	0	0	0	1
R2	0	0	1	0	0
R3	0	0	0	0	0
R4	0	0	1	0	0
R5	0	0	0	0	0
R6	0	0	0	1	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

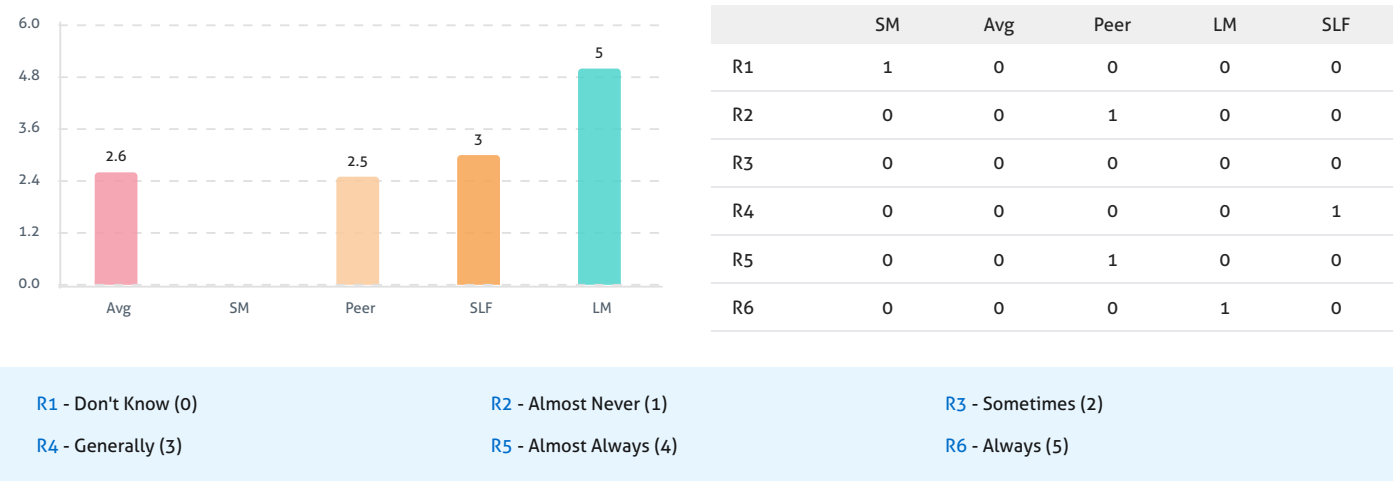
Q26 Listen actively to others and ask questions to enhance own understanding?



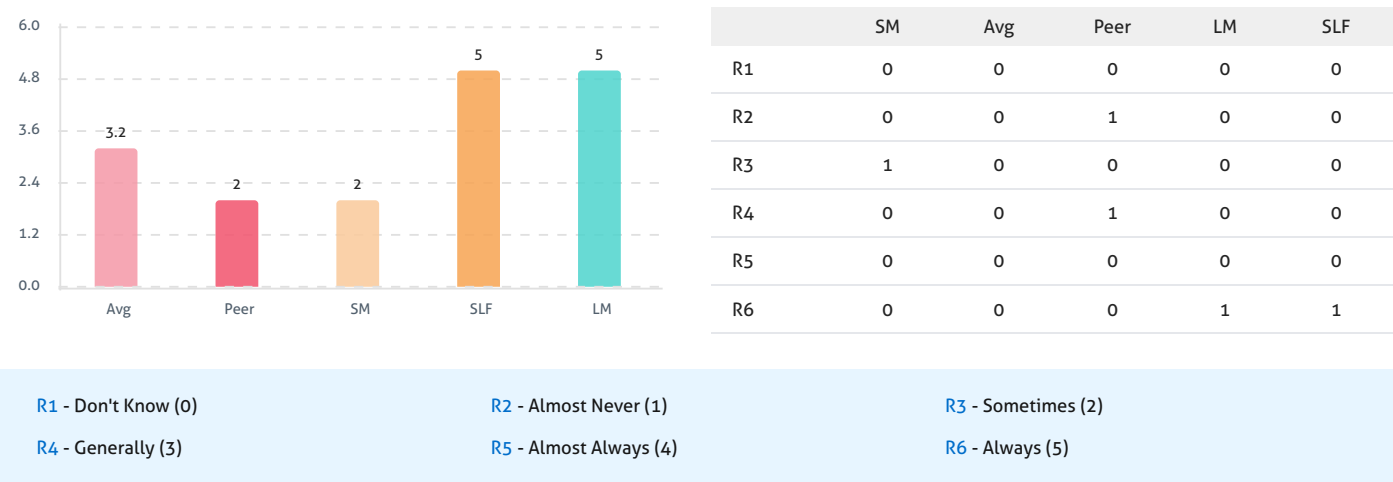
	SM	Avg	Peer	LM	SLF
R1	0	0	0	1	0
R2	0	0	1	0	0
R3	0	0	1	0	0
R4	0	0	0	0	1
R5	1	0	0	0	0
R6	0	0	0	0	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

Q27 Demonstrate confidence and effectiveness when speaking or interacting with others in a variety of situations?

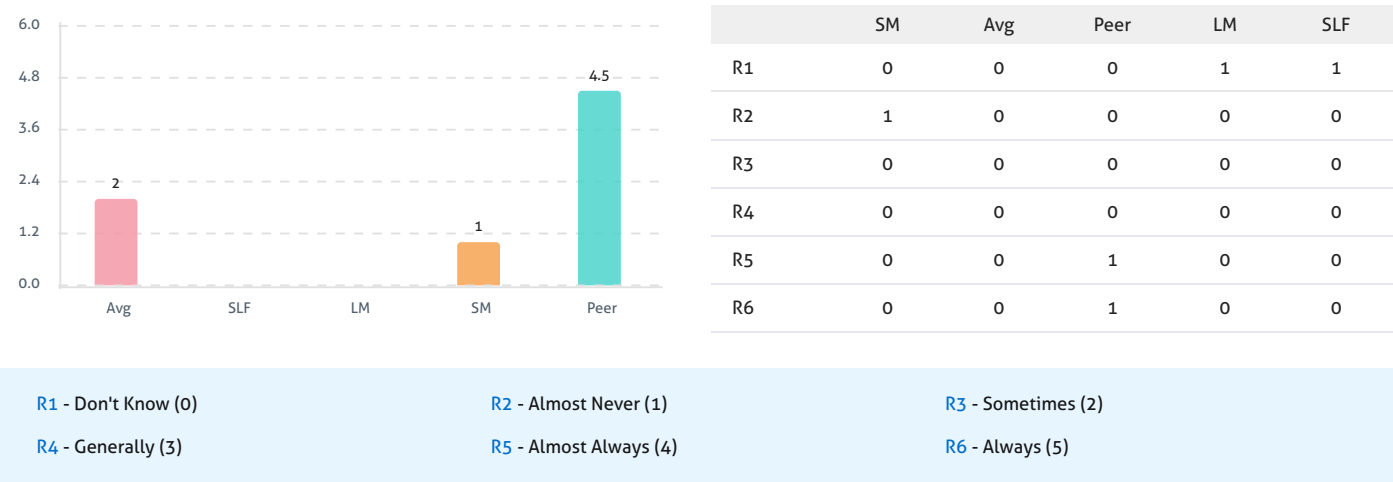


Q28 Express concepts in writing clearly, concisely and with impact?

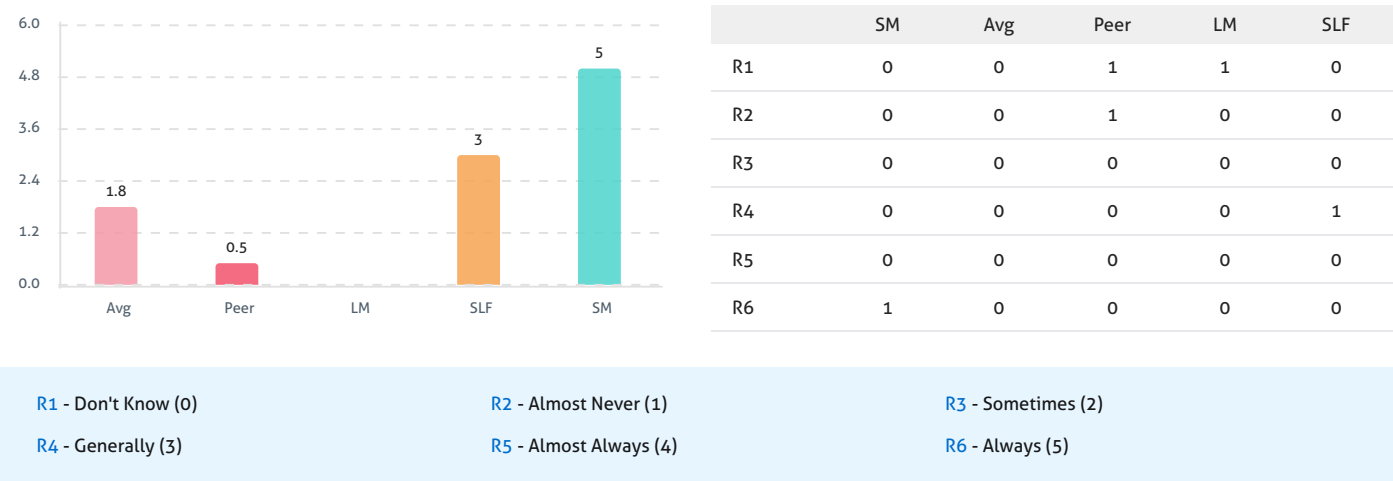


Courage to act

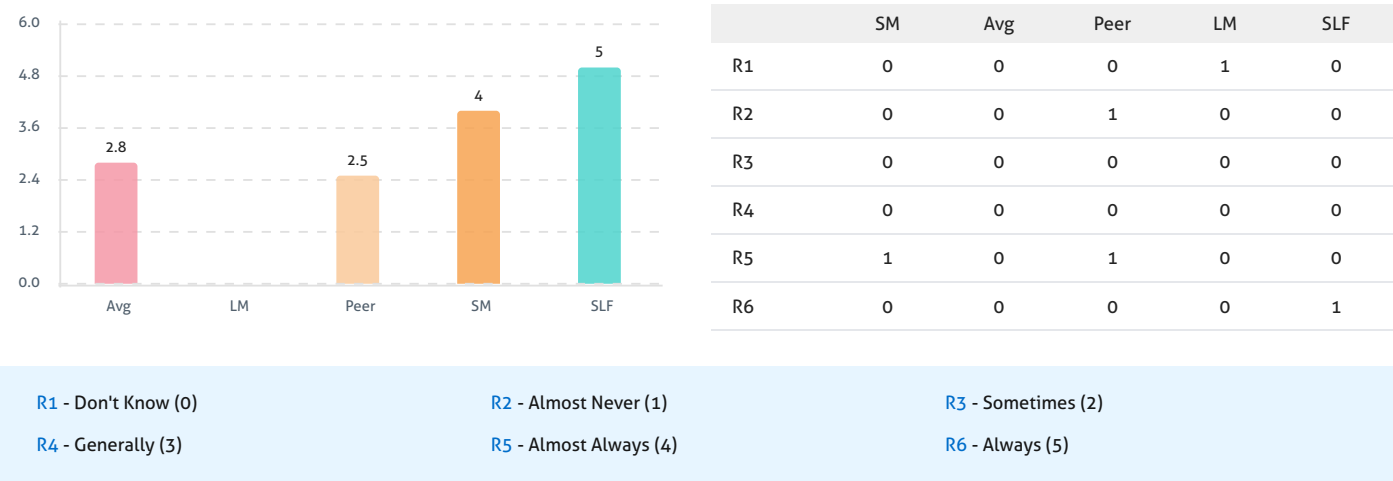
Q29 Persistent in taking action, drive performance and achieve results with clear direction and goals?



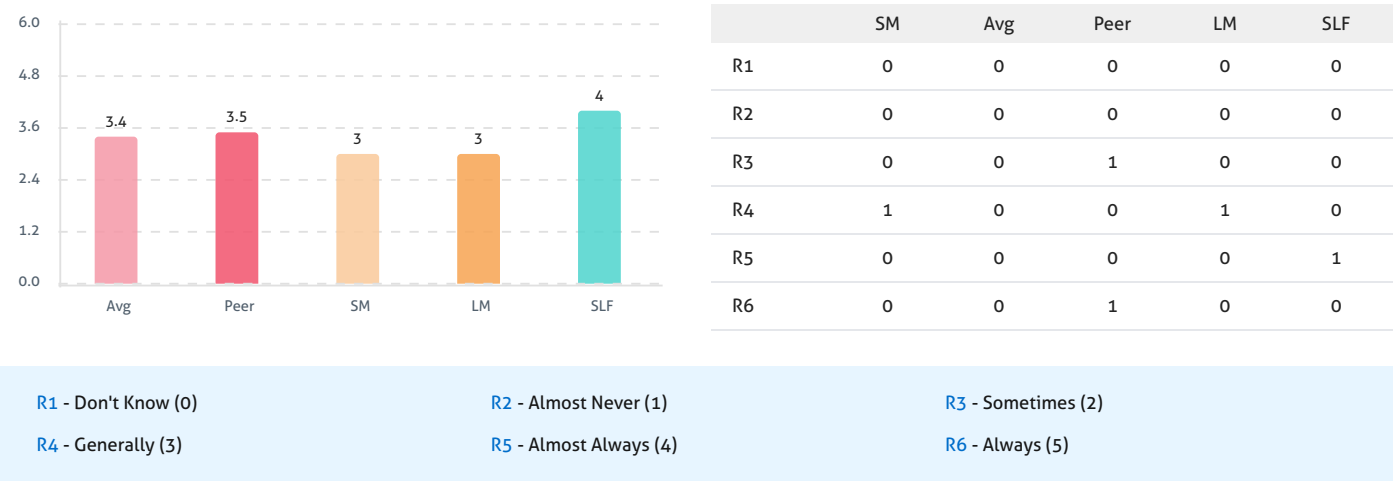
Q30 Take accountability and ownership of his/her team’s performance?



Q31 Take calculated risks and make tough decisions for the benefit of the business and the nation?

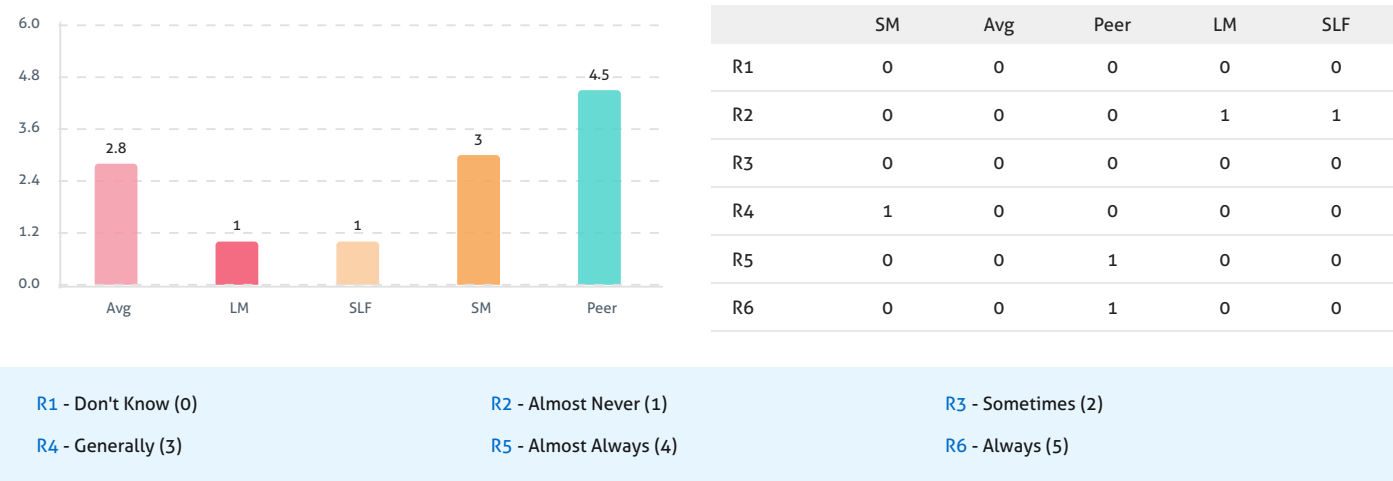


Q32 Promote an innovative culture by role modelling the behaviour?



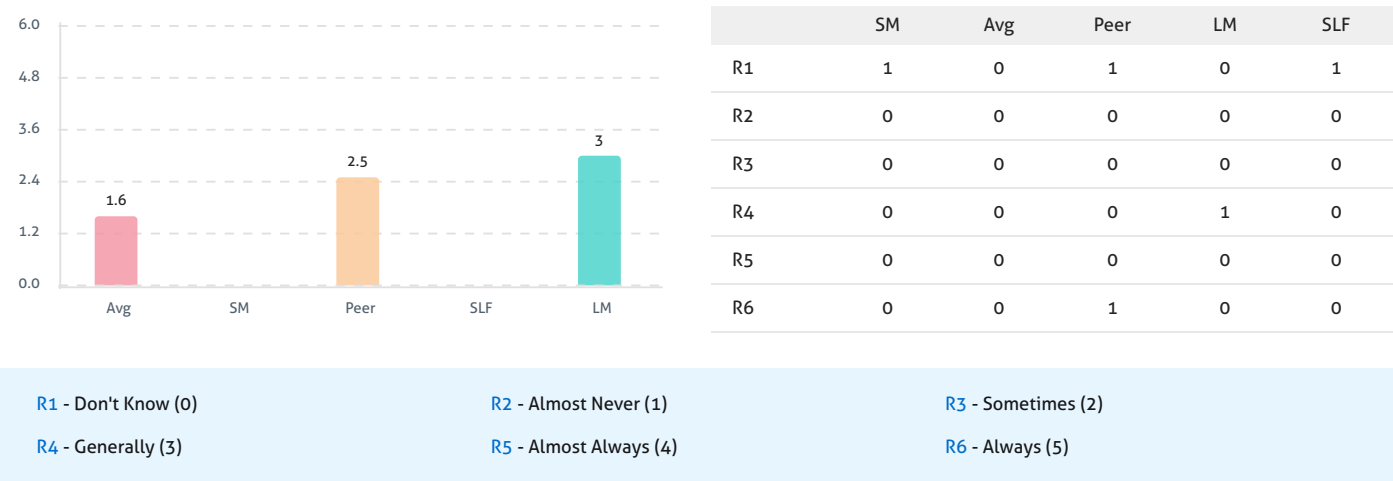


Q33 Create an environment that encourages innovation and learning through experimentation and taking calculated risks?

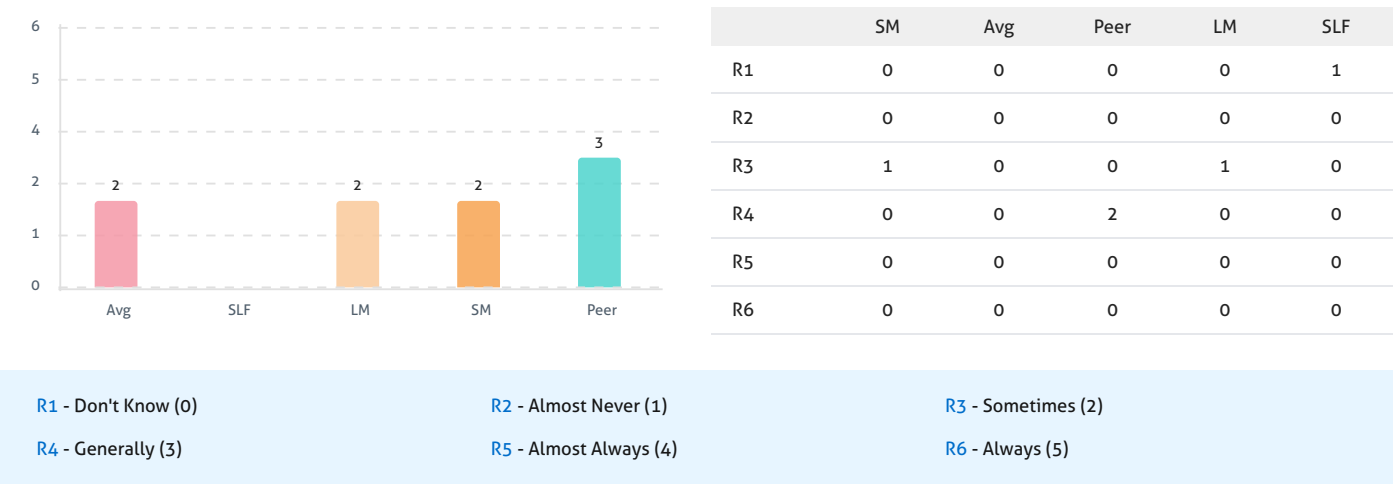


Customer Focus

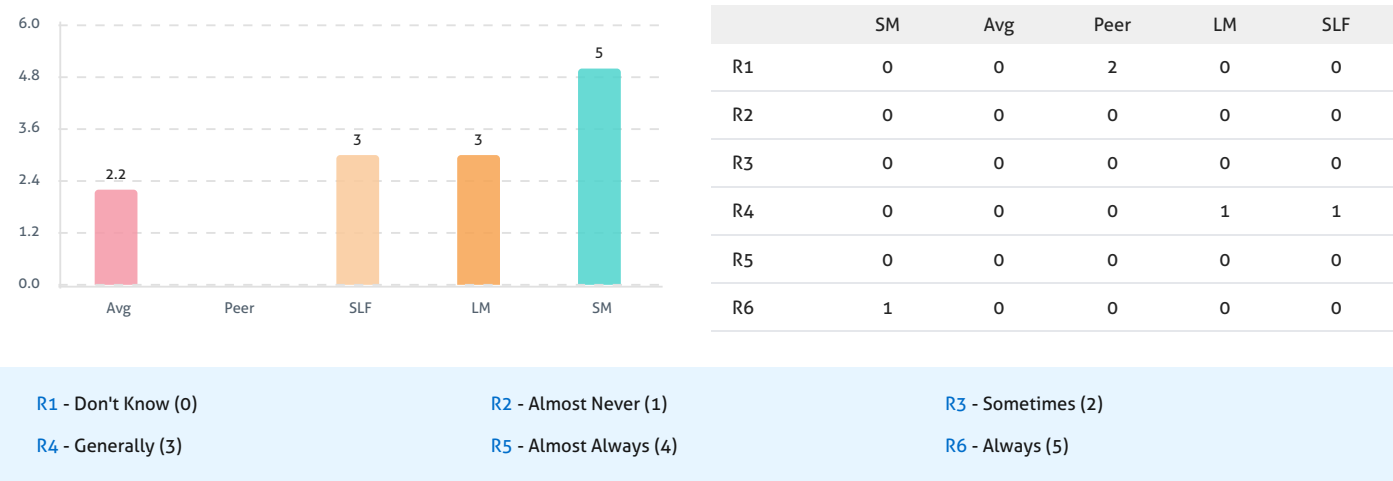
Q34 Establish and maintain effective relationship with customers with good rapport, listening and relationship skills?



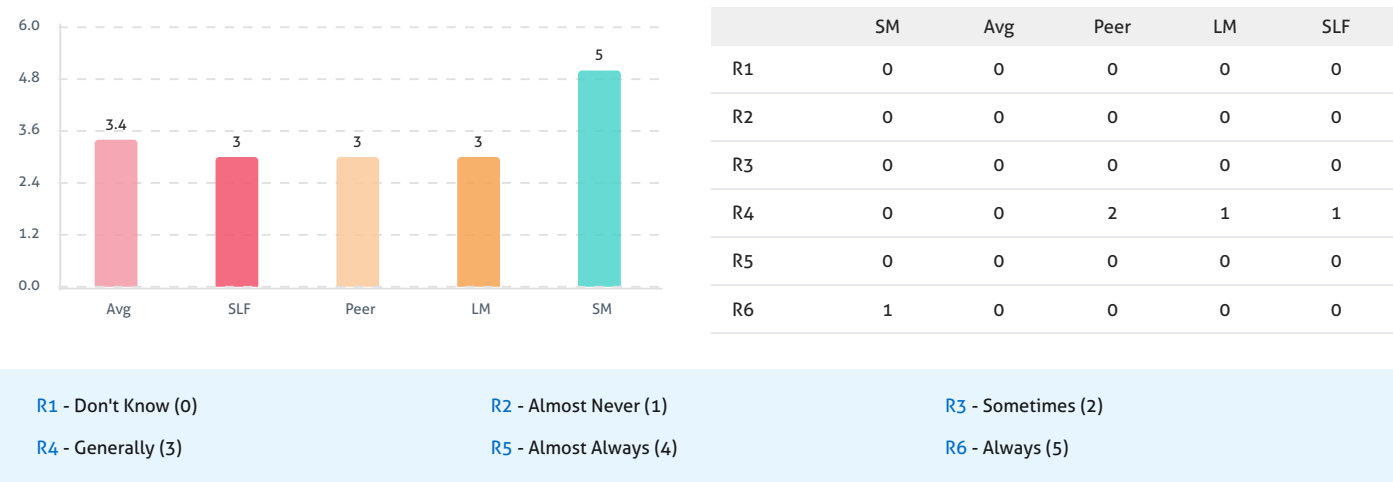
Q35 Demonstrate a positive attitude and take personal accountability to serve customers well?



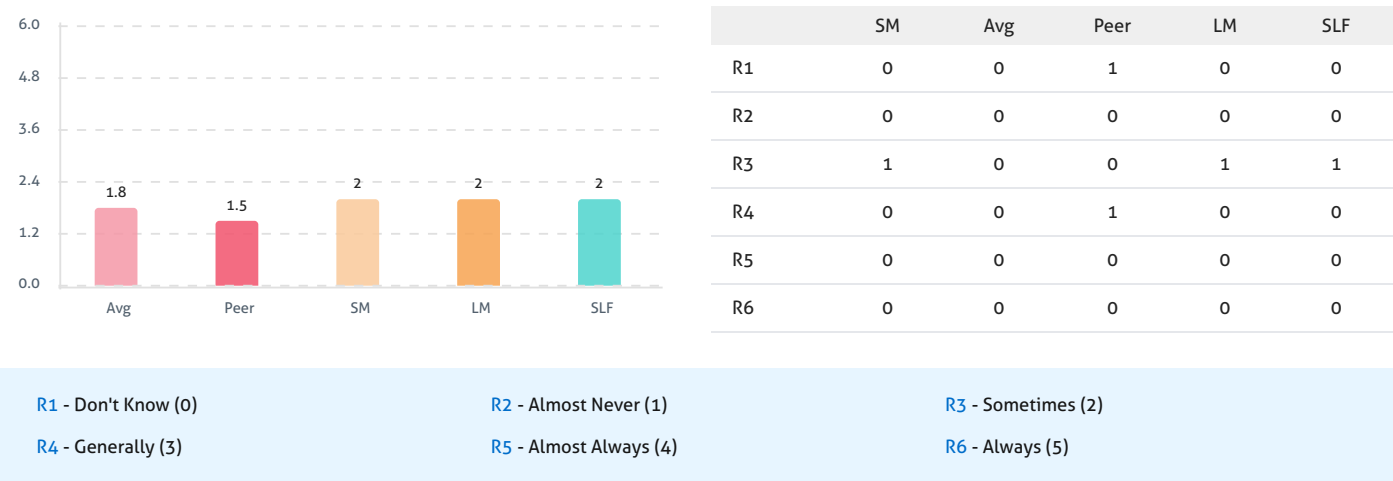
Q36 Build cross-functional team relationship that can effectively address the needs of all customers?



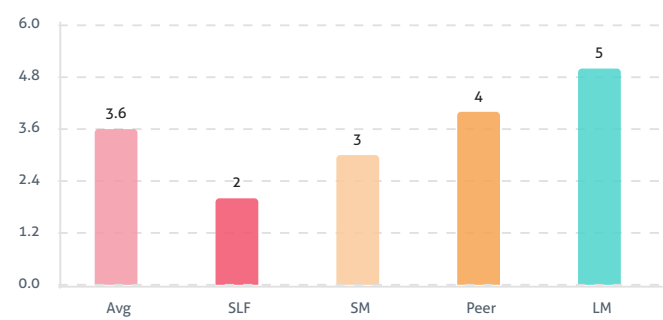
Q37 Resolve customers' issues quickly?



Q38 Show ability to anticipate future customers' requirements?



Q39 Analyse customer needs and take action to meet those needs to the satisfaction of customers?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	0	0	0
R3	0	0	0	0	1
R4	1	0	1	0	0
R5	0	0	0	0	0
R6	0	0	1	1	0

R1 - Don't Know (0)

R2 - Almost Never (1)

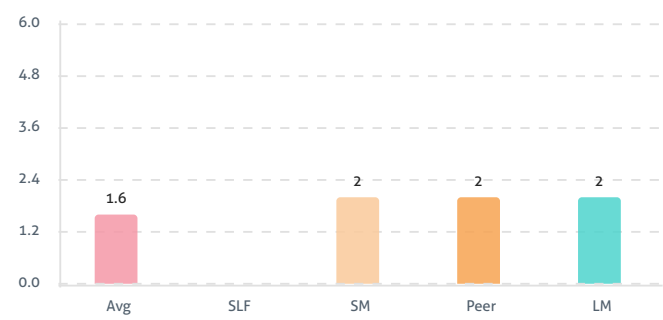
R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Q40 Instill customer focus throughout the business unit or department?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	1
R2	0	0	0	0	0
R3	1	0	2	1	0
R4	0	0	0	0	0
R5	0	0	0	0	0
R6	0	0	0	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

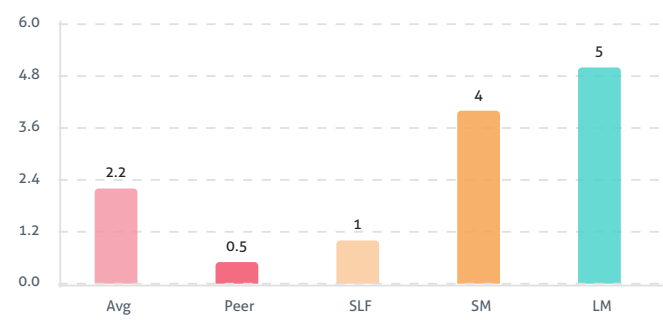
R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Q41 Analyse customers' needs and take action to meet those needs to the satisfaction of customers?



	SM	Avg	Peer	LM	SLF
R1	0	0	1	0	0
R2	0	0	1	0	1
R3	0	0	0	0	0
R4	0	0	0	0	0
R5	1	0	0	0	0
R6	0	0	0	1	0

R1 - Don't Know (0)

R2 - Almost Never (1)

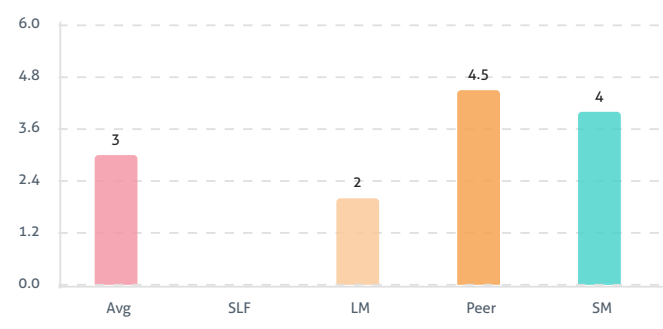
R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Q42 Establish and maintain effective relationship with customers with good rapport, listening and communication skills?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	1
R2	0	0	0	0	0
R3	0	0	0	1	0
R4	0	0	0	0	0
R5	1	0	1	0	0
R6	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

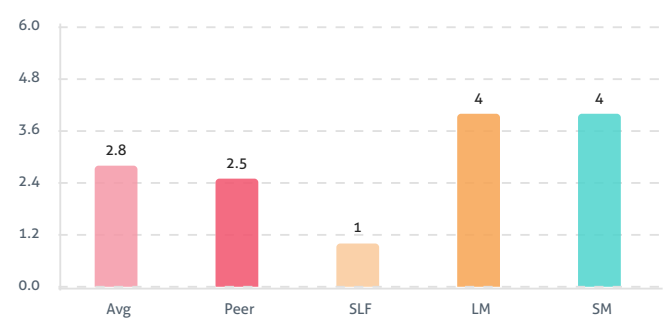
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

Q43 Instil customer focus throughout the department/unit?



	SM	Avg	Peer	LM	SLF
R1	0	0	1	0	0
R2	0	0	0	0	1
R3	0	0	0	0	0
R4	0	0	0	0	0
R5	1	0	0	1	0
R6	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

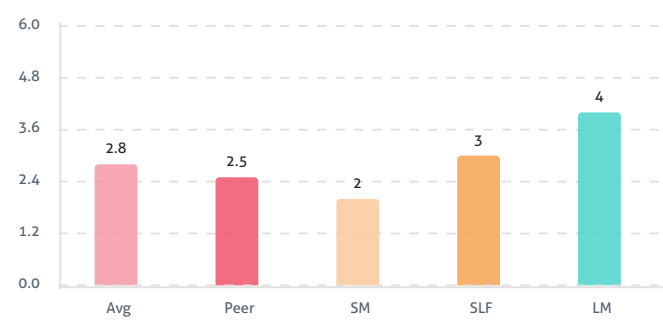
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

Develop Self and Others

Q44 Take responsibility for own development?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	0	0	0
R3	1	0	1	0	0
R4	0	0	1	0	1
R5	0	0	0	1	0
R6	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

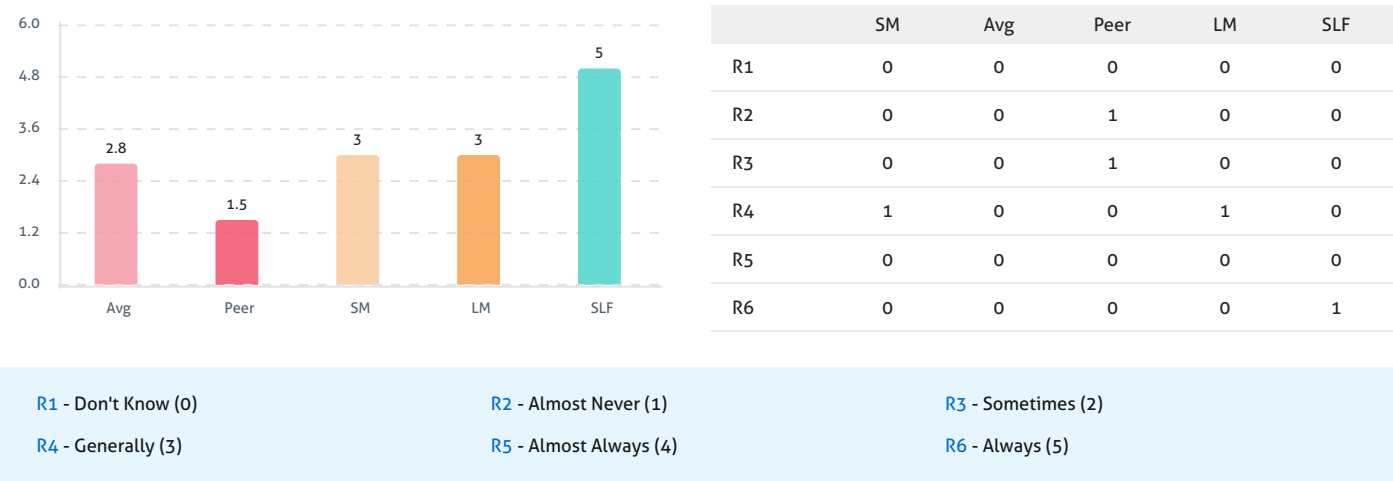
R2 - Almost Never (1)

R5 - Almost Always (4)

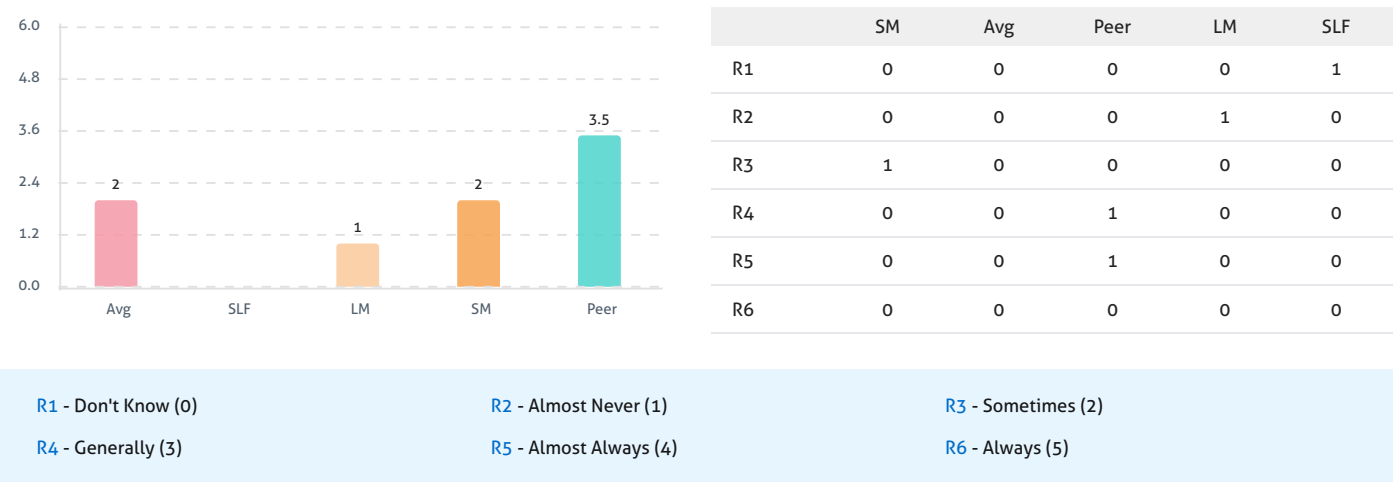
R3 - Sometimes (2)

R6 - Always (5)

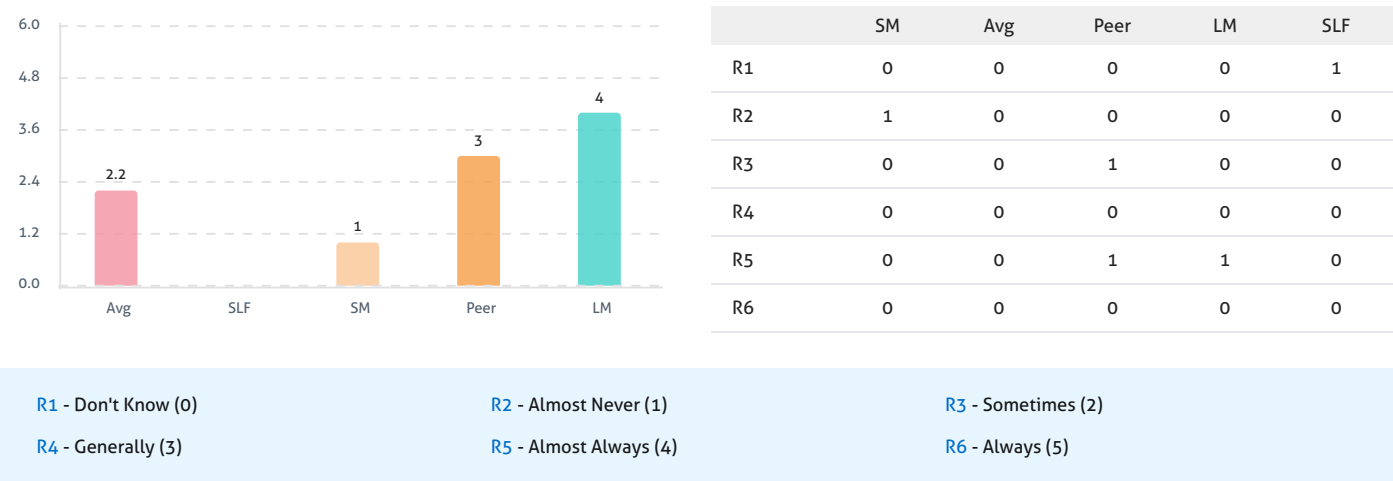
Q45 Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



Q46 Listen, without making judgments, to help others explore solutions?

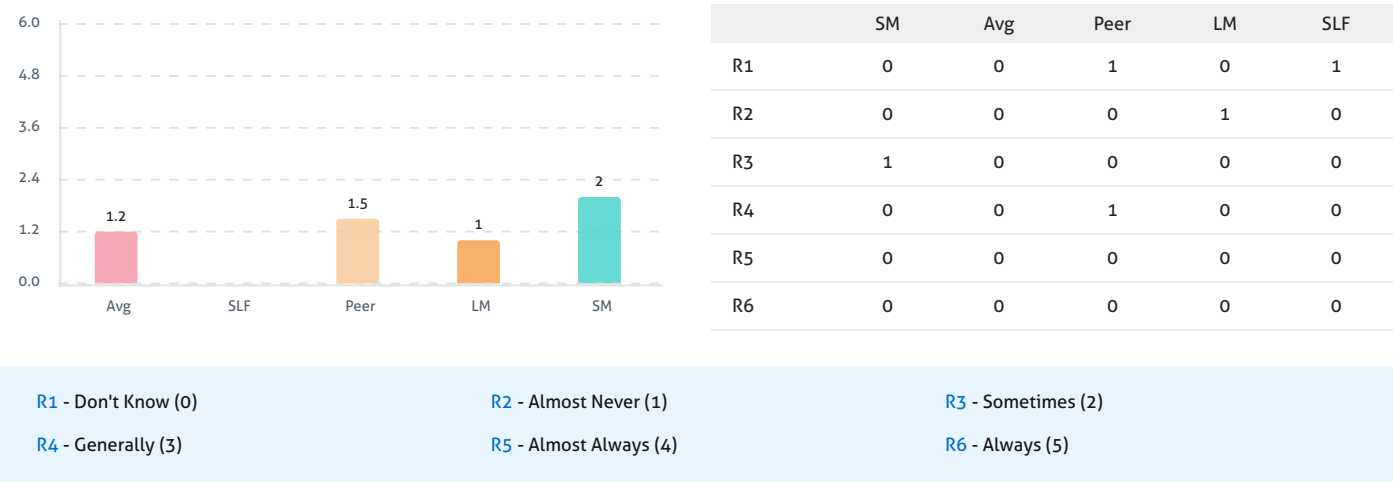


Q47 Develop subordinates through challenging tasks, coaching and support?

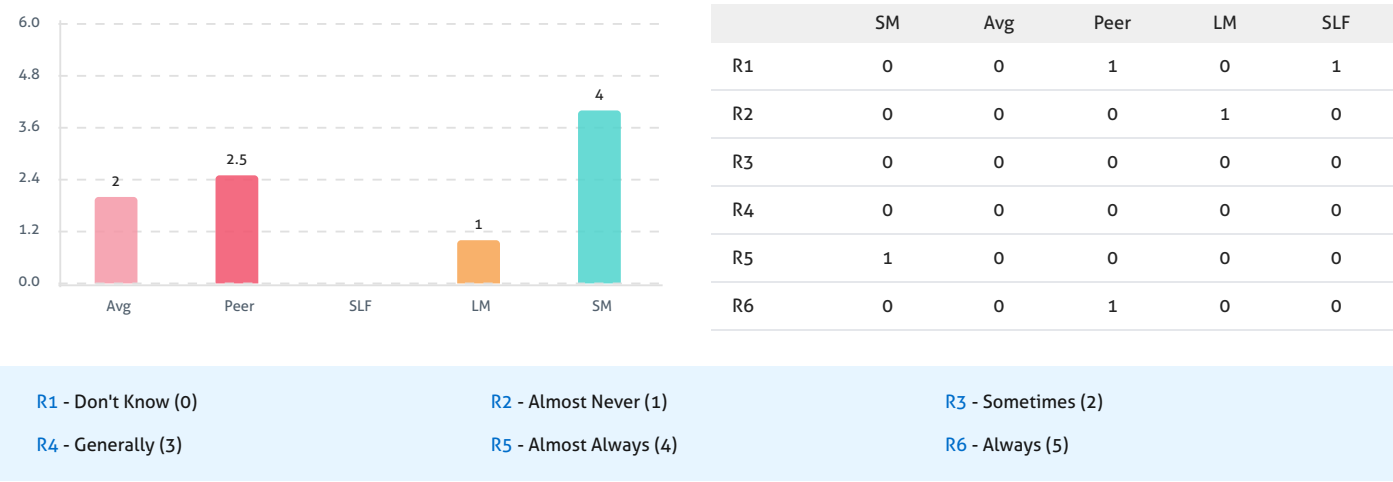


Ethics and standard

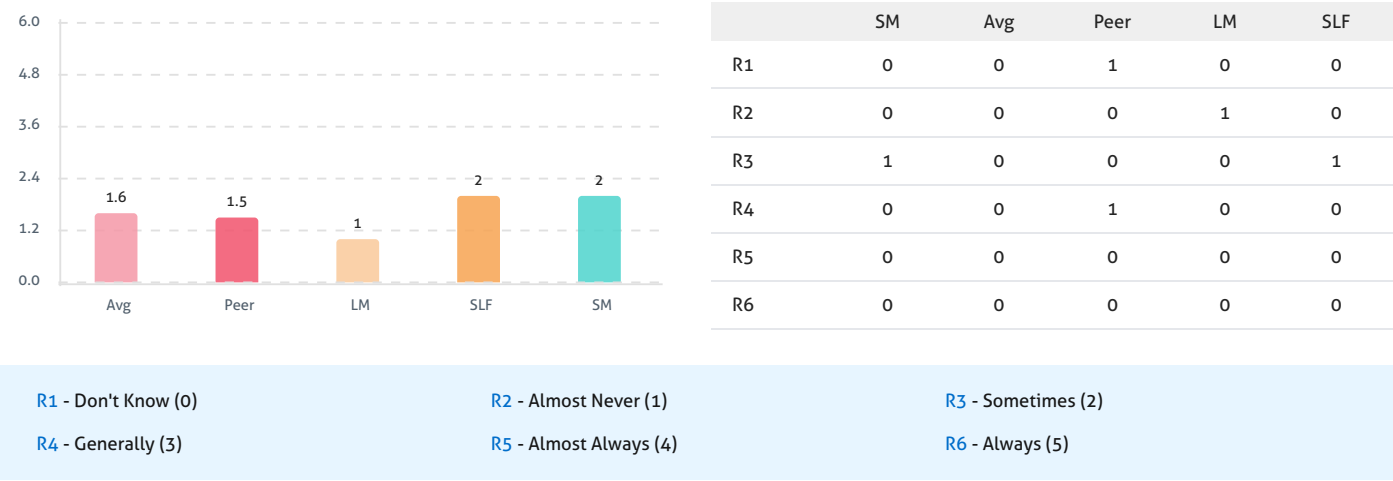
Q48 Demonstrate high work ethics and principles that are in accordance with PUNB’s standards and practices?



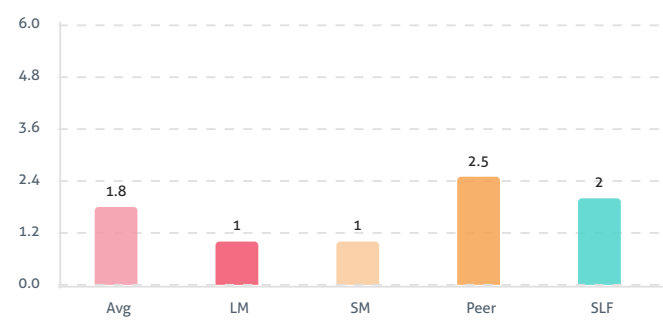
Q49 Lead the effort in adapting the standards to new demands and requirements?



Q50 Act with honesty and truthfulness in the way he/she conducts himself/herself?



Q51 Make transparent and fair decisions and transactions?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	1	0	0	1	0
R3	0	0	1	0	1
R4	0	0	1	0	0
R5	0	0	0	0	0
R6	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

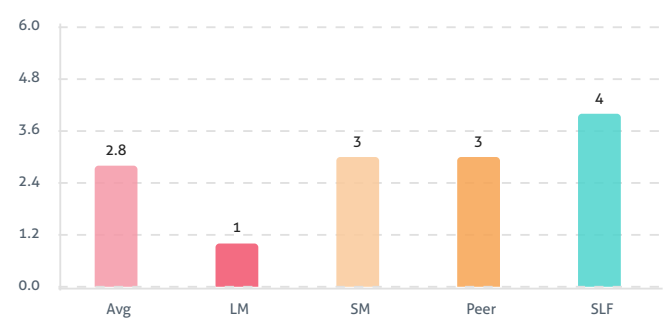
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

Q52 Act as role model for ethical behaviour within the group?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	0	1	0
R3	0	0	0	0	0
R4	1	0	2	0	0
R5	0	0	0	0	1
R6	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

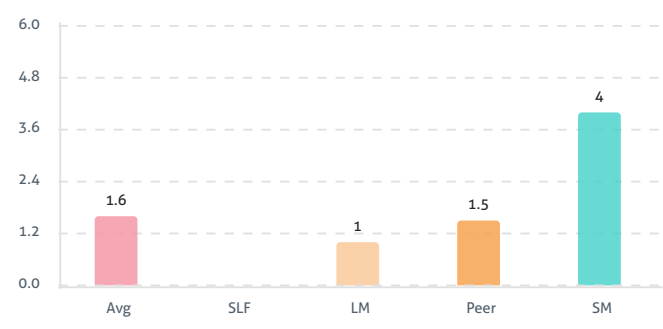
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

Holistic Thinking

Q53 Promote a culture of strategic and holistic thinking by role modelling the behaviour?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	1
R2	0	0	1	1	0
R3	0	0	1	0	0
R4	0	0	0	0	0
R5	1	0	0	0	0
R6	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

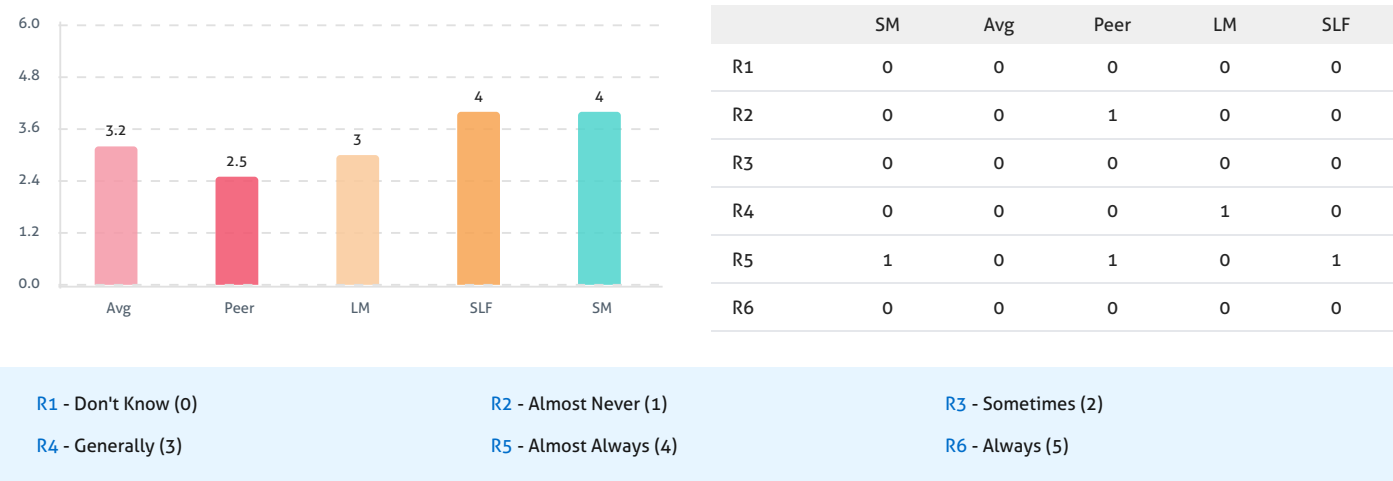
R2 - Almost Never (1)

R5 - Almost Always (4)

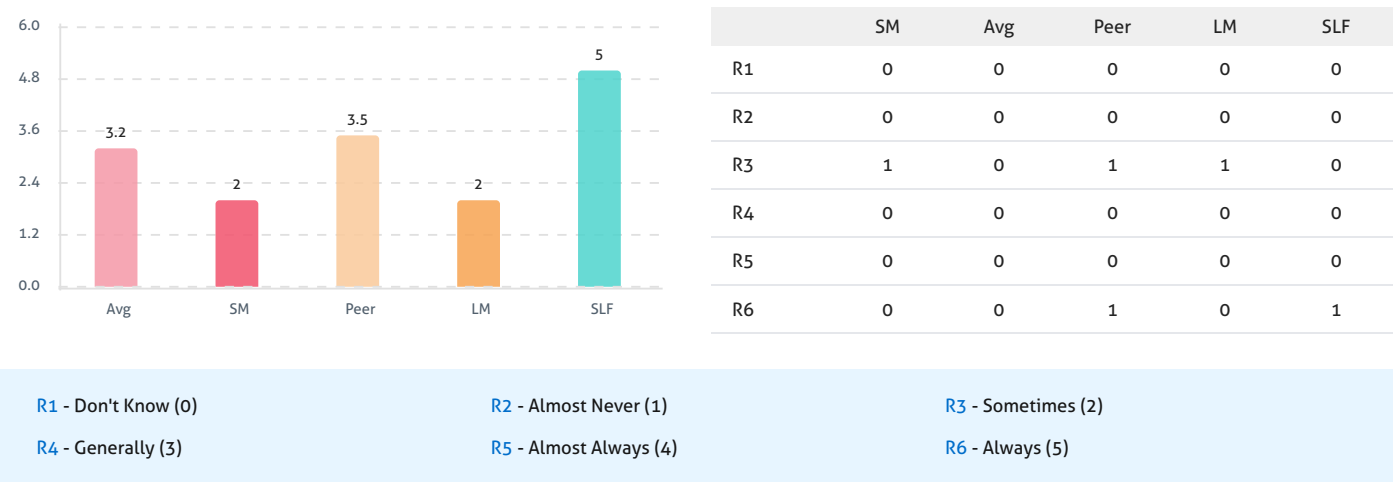
R3 - Sometimes (2)

R6 - Always (5)

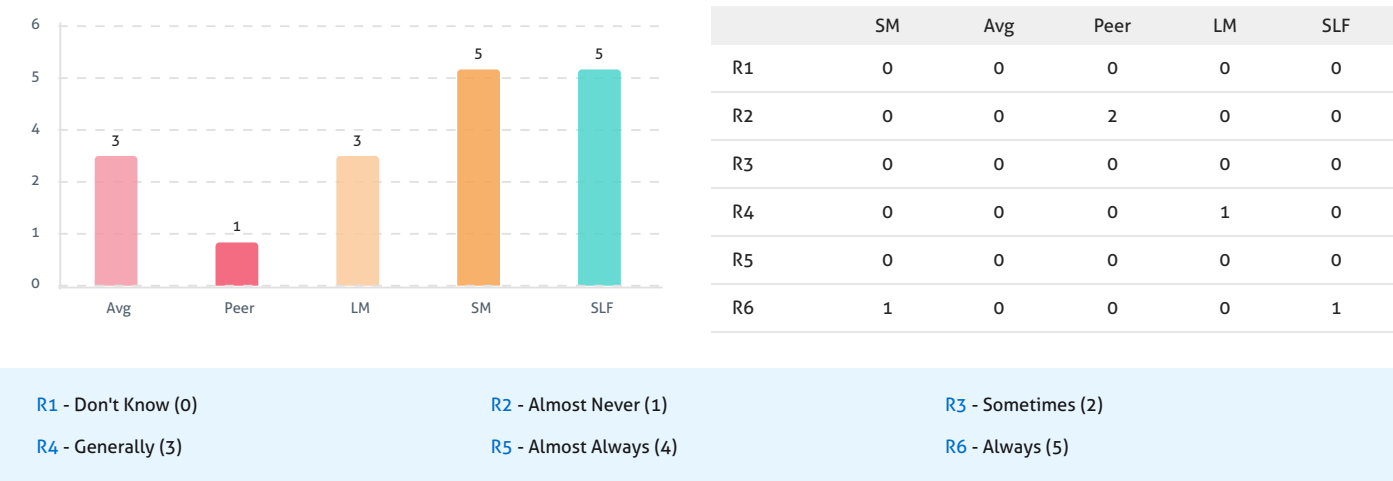
Q54 Provide guidance and challenge the teams’ analysis to ensure thoroughness?



Q55 Balance priorities and conflicting views in making decisions?

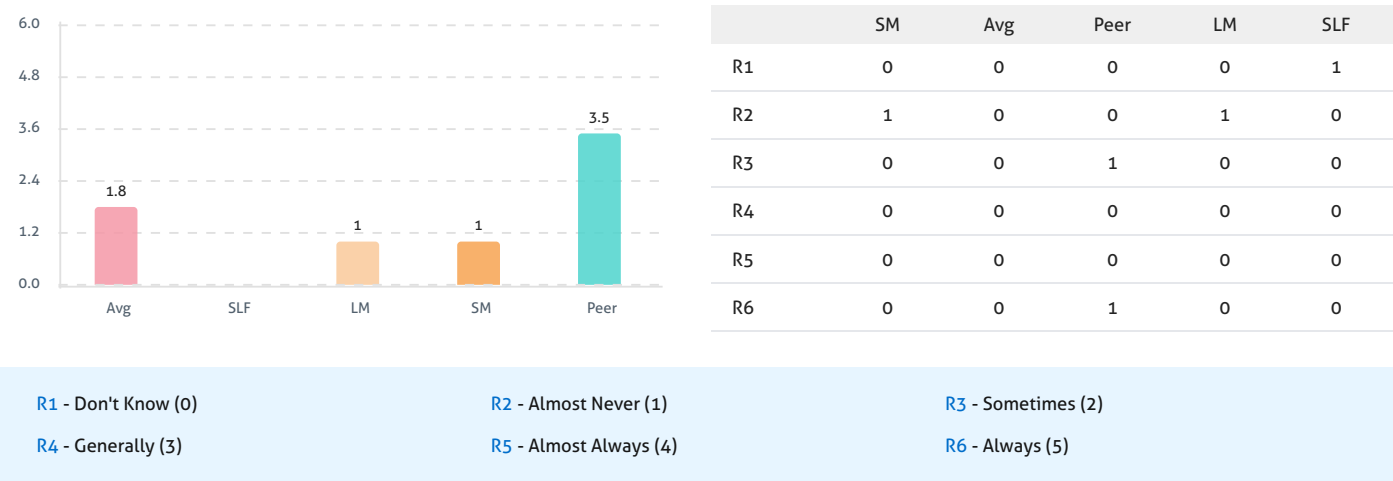


Q56 Effectively analyse, synthesise, and interpret data from multiple sources in making decisions?



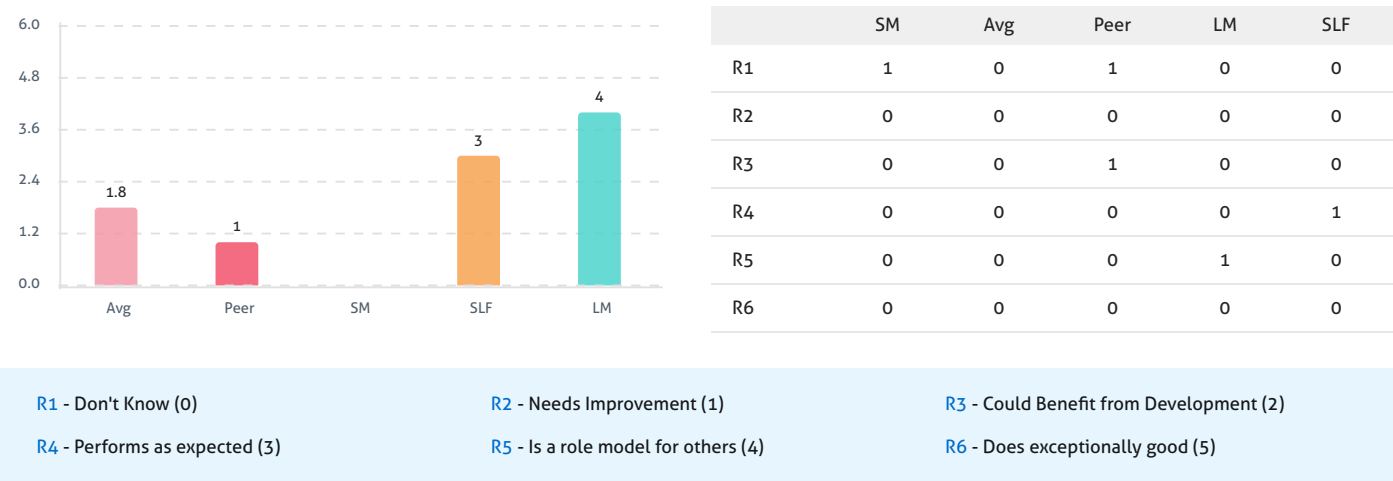


Q57 Promote new ways of thinking, considering outside-in perspectives to identify opportunities?

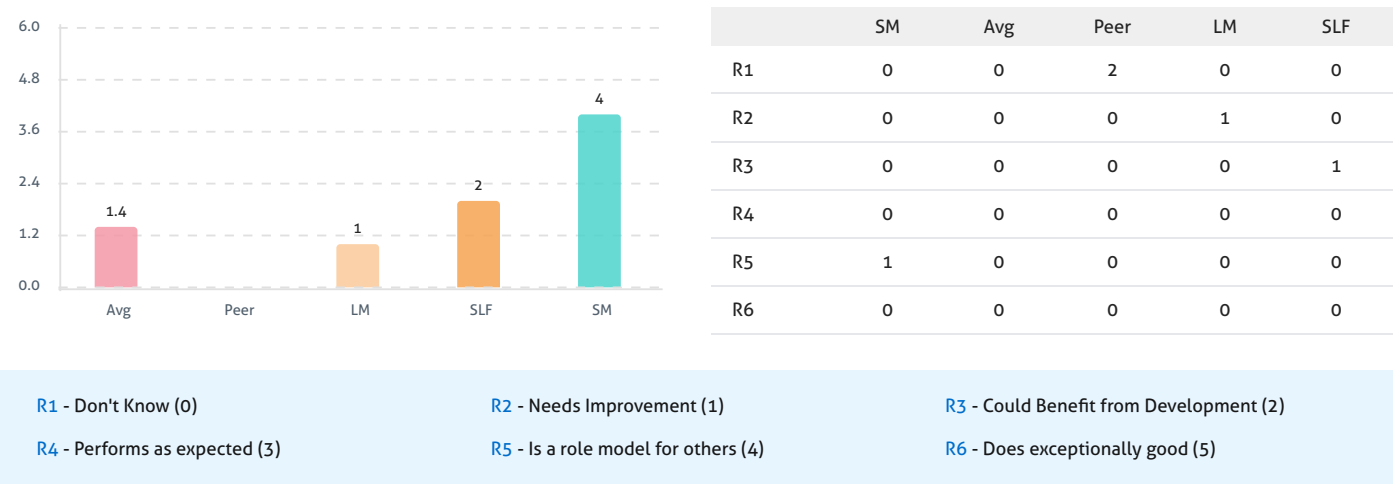


Impact

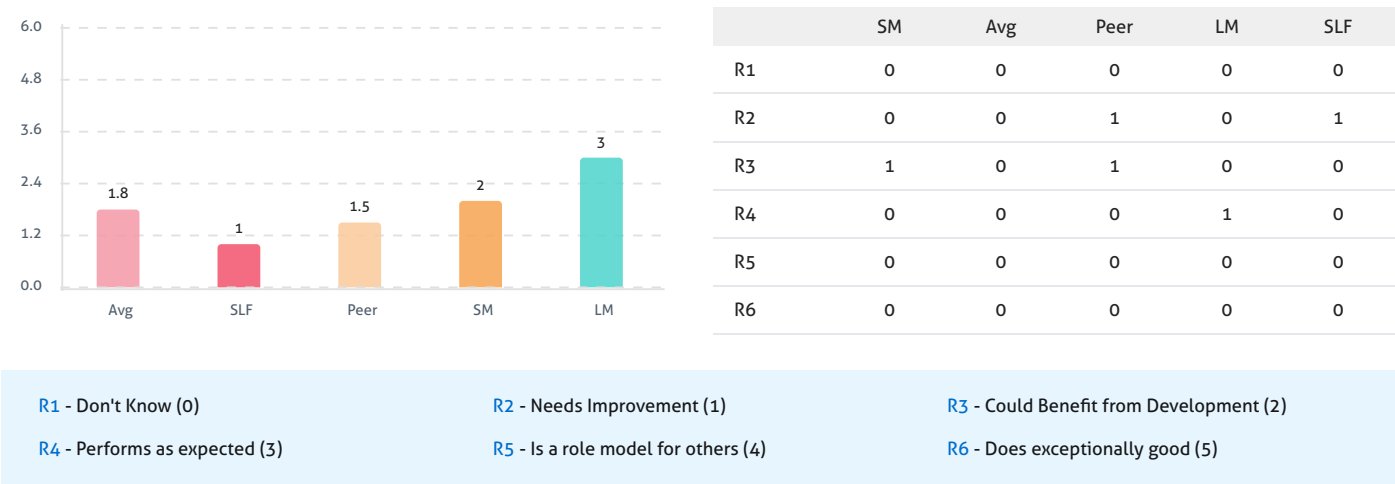
Q58 Inspires others to take action based on his/her communications



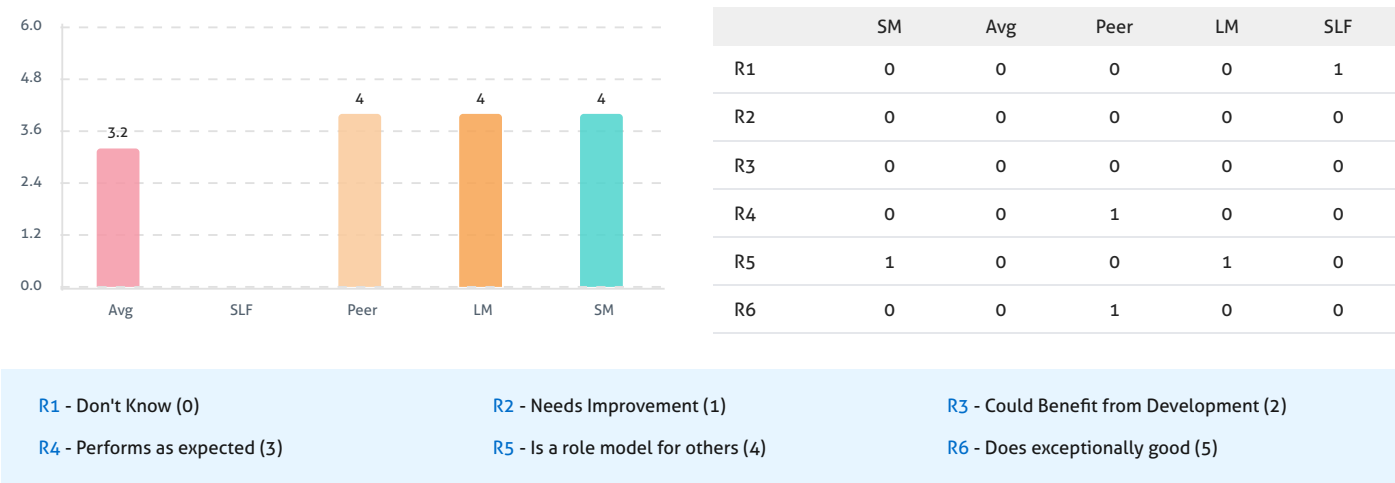
Q59 Informs others about changes or developments in plans and goals



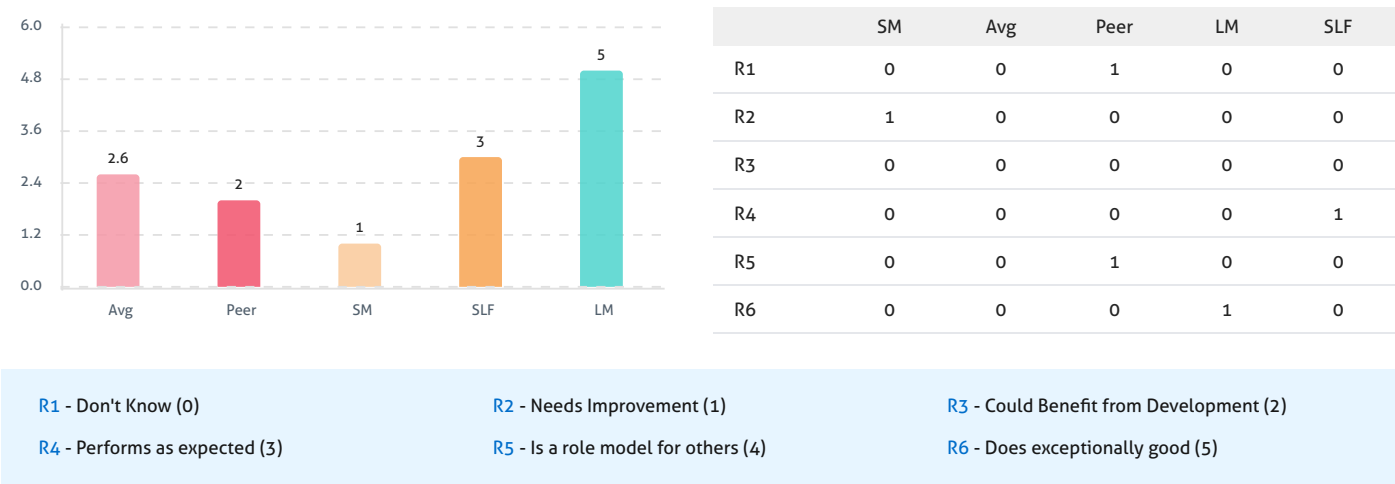
Q60 Reviews any "action steps" resulting from meetings or conversations before concluding to ensure clarity and that plans will be executed



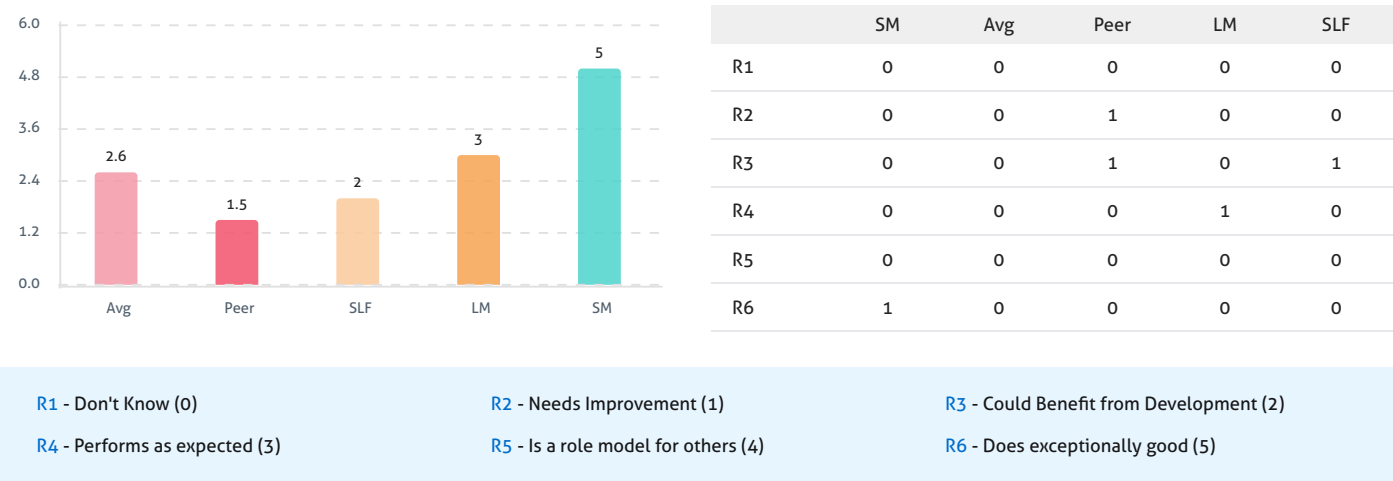
Q61 Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



Q62 Explains reasons behind decisions and actions

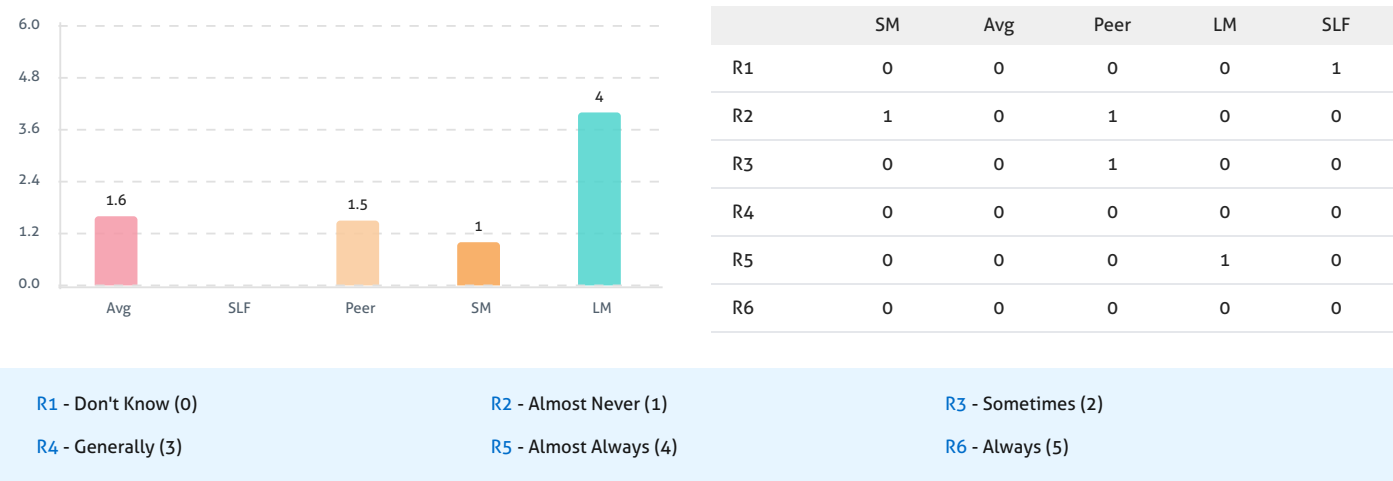


Q63 Communicates the vision of the organization to all employees

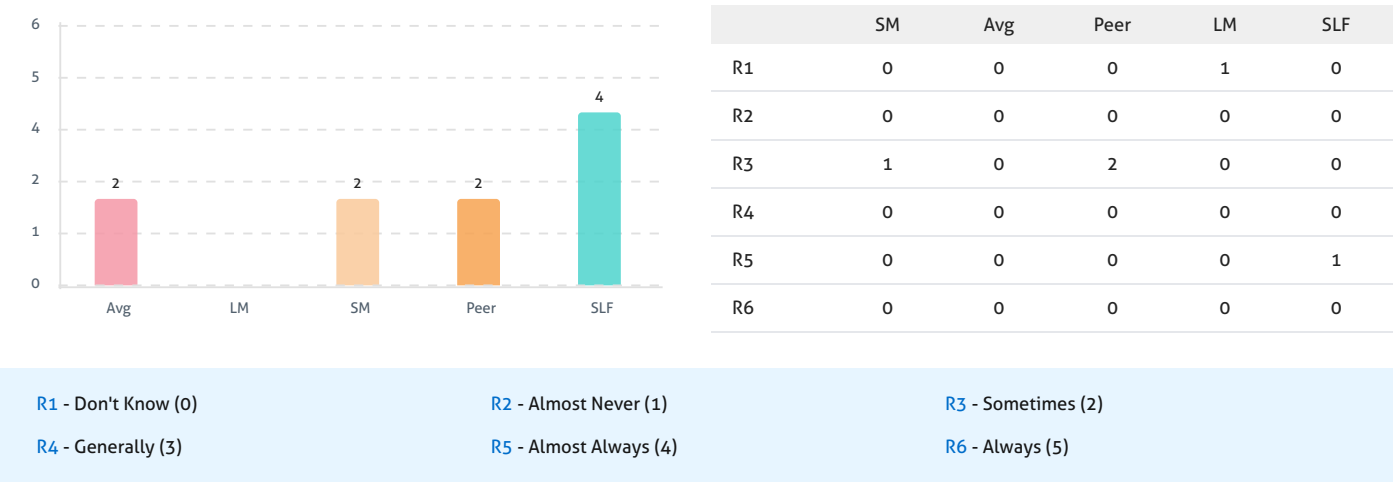


Manage Change Effectively

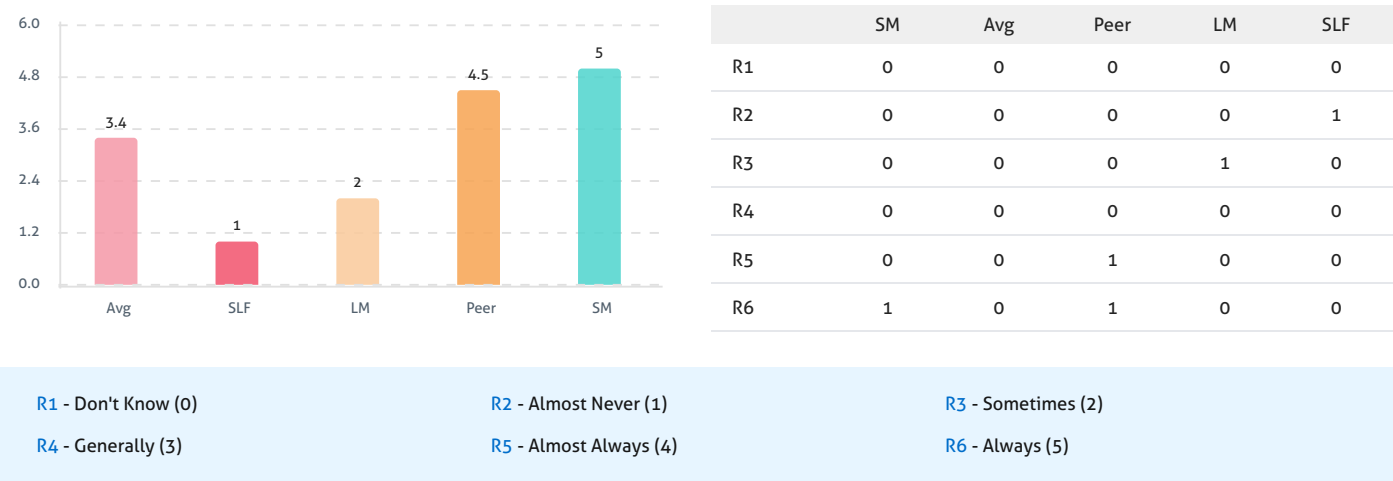
Q64 Provide direction and focus during uncertain and/or chaotic circumstances.



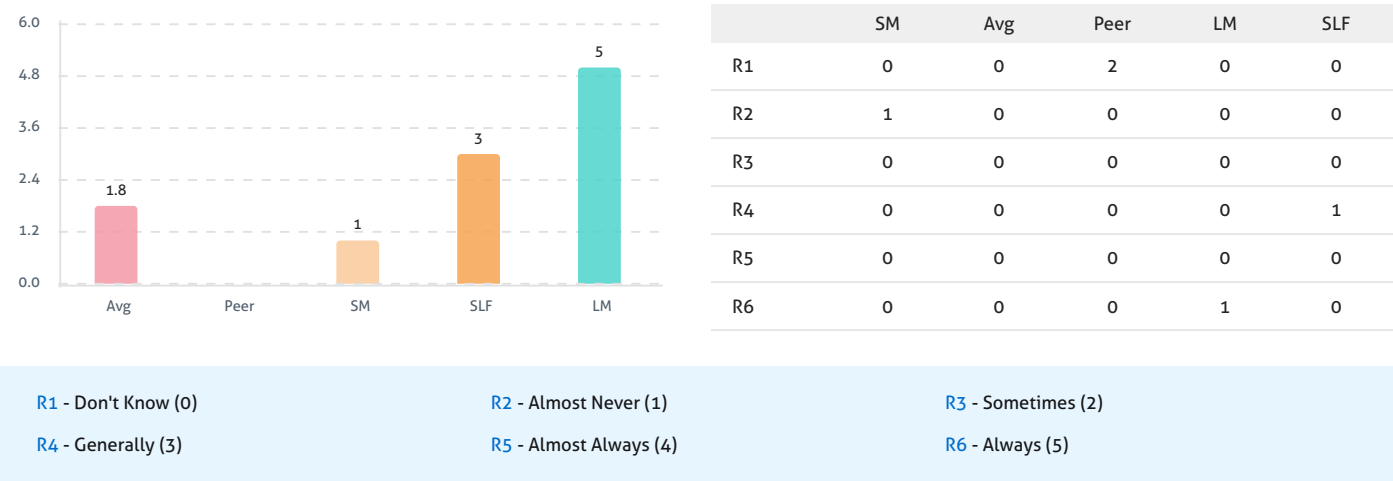
Q65 Help self, individuals and groups to effectively cope with change?



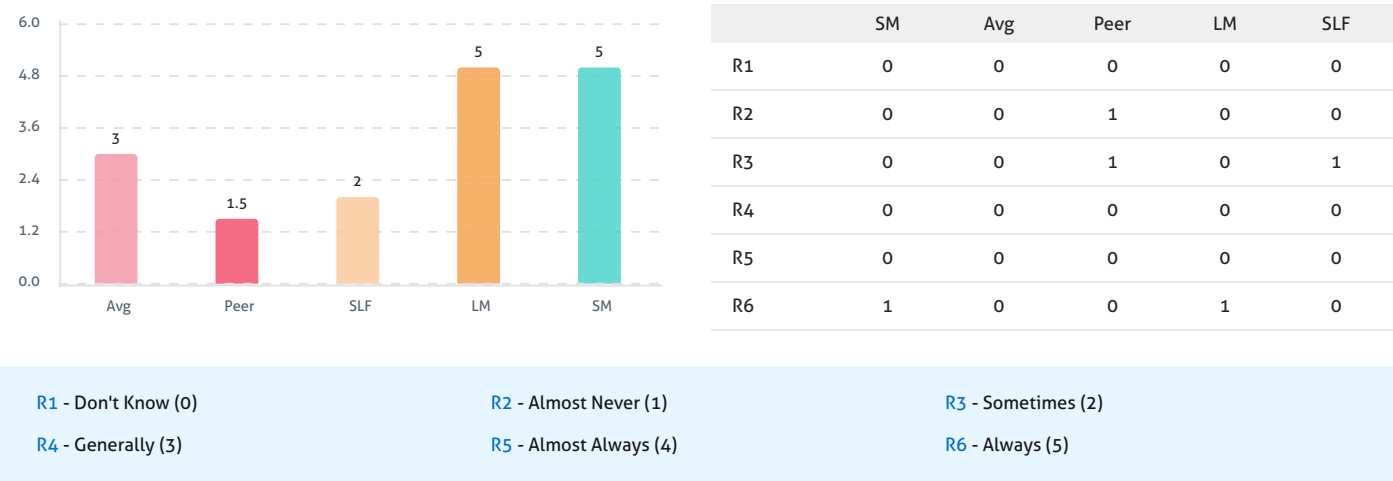
Q66 Challenge status quo thinking and push for positive change?



Q67 Gain the commitment of others to support and embrace change initiatives?

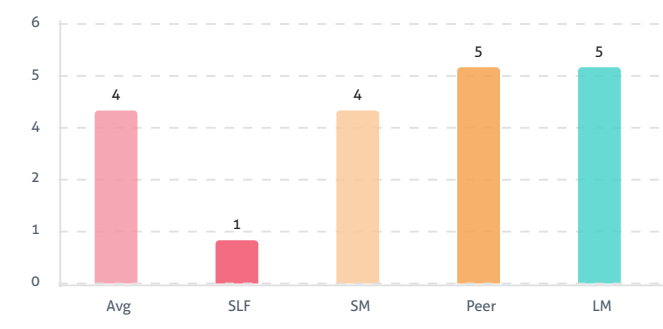


Q68 Continuously handle risks and uncertainties of change effectively?



Quality and productivity

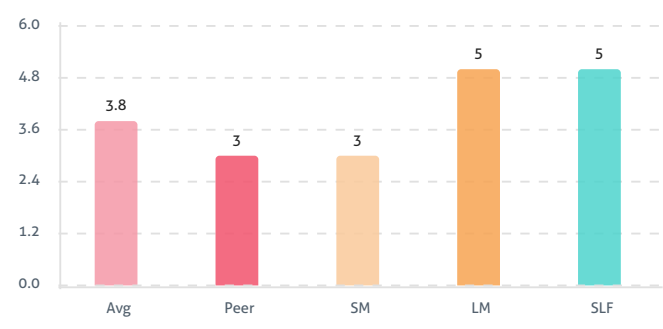
Q69 Instil and insist on high quality work standards from his/her department/unit?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	0	0	1
R3	0	0	0	0	0
R4	0	0	0	0	0
R5	1	0	0	0	0
R6	0	0	2	1	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

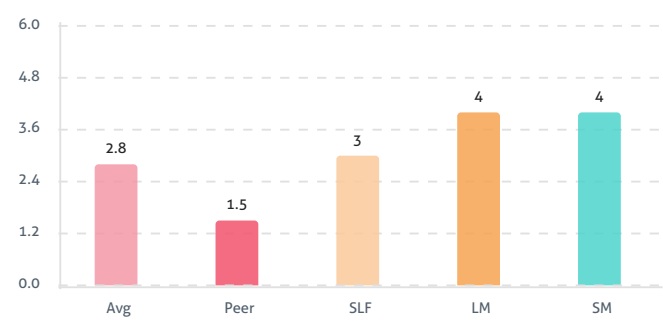
Q70 Stretch the capability of the team in achieving greater output?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	0	0	0
R3	0	0	1	0	0
R4	1	0	0	0	0
R5	0	0	1	0	0
R6	0	0	0	1	1

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

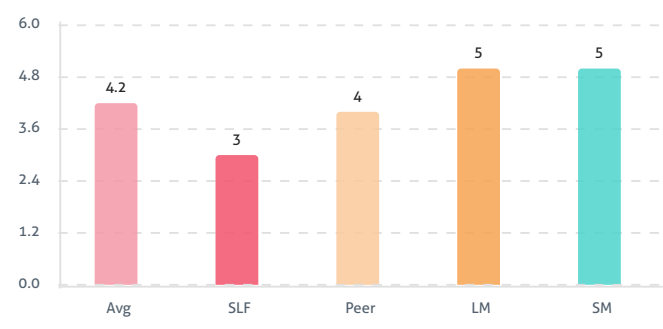
Q71 Coach others to improve work quality or standards?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	1	0	0
R3	0	0	1	0	0
R4	0	0	0	0	1
R5	1	0	0	1	0
R6	0	0	0	0	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

Q72 Challenge status quo thinking to ensure output is delivered on time and with quality?

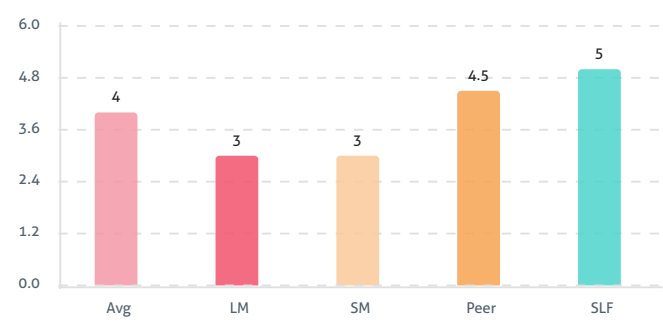


	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	0	0	0
R3	0	0	0	0	0
R4	0	0	1	0	1
R5	0	0	0	0	0
R6	1	0	1	1	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

Trustworthy

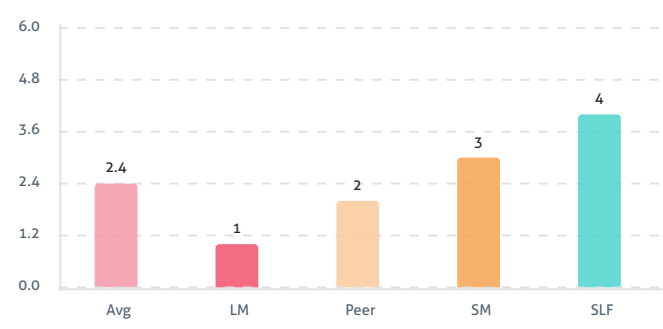
Q73 Dependable in making the right decisions for the organization?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	0	0	0
R3	0	0	0	0	0
R4	1	0	0	1	0
R5	0	0	1	0	0
R6	0	0	1	0	1

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

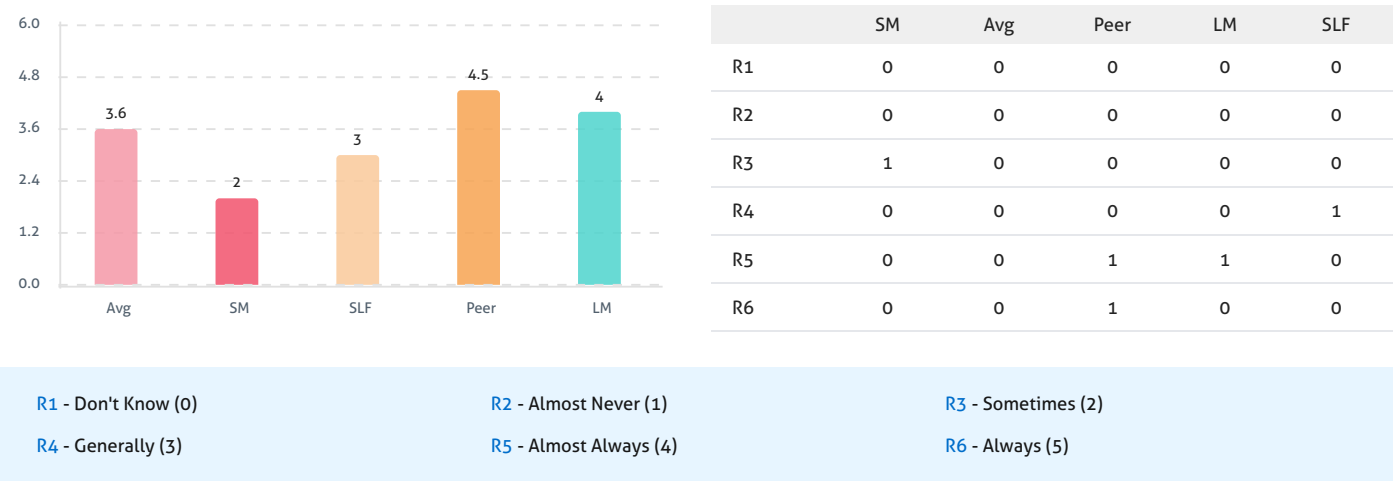
Q74 Consistently carries out tasks and delivers results to expectations when entrusted with them?



	SM	Avg	Peer	LM	SLF
R1	0	0	0	0	0
R2	0	0	1	1	0
R3	0	0	0	0	0
R4	1	0	1	0	0
R5	0	0	0	0	1
R6	0	0	0	0	0

- R1 - Don't Know (0)
- R2 - Almost Never (1)
- R3 - Sometimes (2)
- R4 - Generally (3)
- R5 - Almost Always (4)
- R6 - Always (5)

Q75 Take personal accountability and responsibility for what he/she says or does?



Response Type : Single Choice

---



Response Type : Multiple Choice

---

Response Type : Comments

---

Agility Mindset

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Accountability

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Collaboration

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Customer Focus

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Courage to act

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Quality and productivity

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Ethics and standard

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Holistic Thinking

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Achievement driven

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Communication

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Develop Self and Others

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Trustworthy

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Impact

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency

Manage Change Effectively

Comments for this competency

---

- Self
  - My Comments for this Competency
- Secondary Line Manager
  - My Comments for this Competency
- Peer
  - My Comments for this Competency
  - My Comments for this Competency
- Line Manager
  - My Comments for this Competency