INSIGHT 360 FEEDBACK FOR LEADERS

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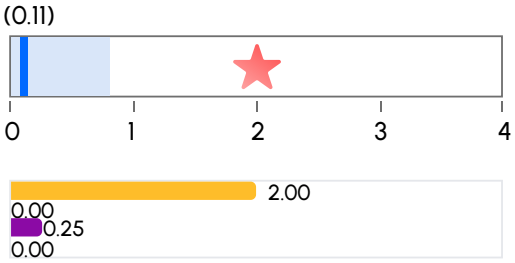
STRENGTHS AND DEVELOPMENT NEEDS

Strengths

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

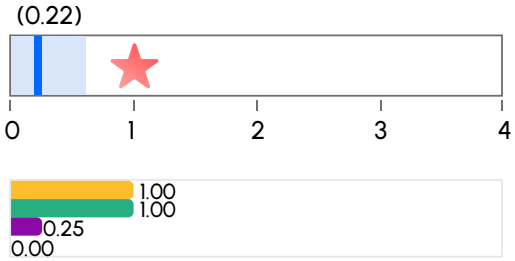
COURAGE TO ACT

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



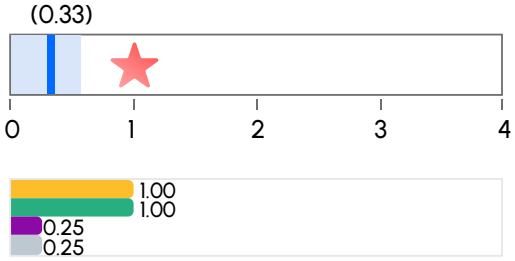
AGILE MINDSET

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



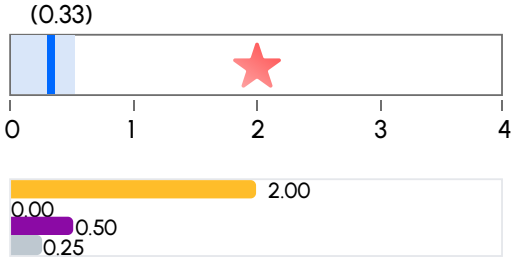
PURPOSEFUL PARTNERSHIP

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



COURAGE TO ACT

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



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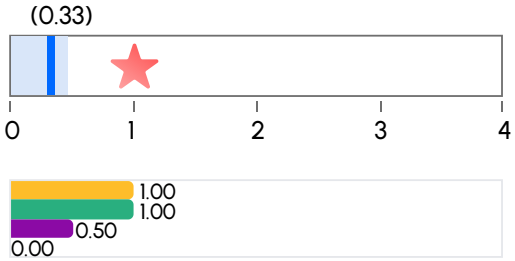
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



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STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

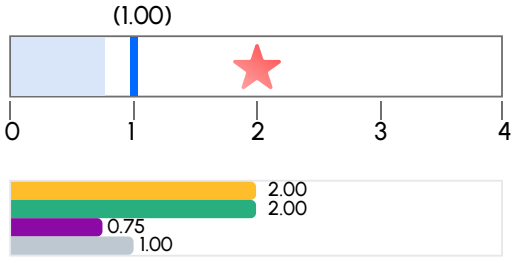
These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

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

Self | Immediate Supervisor | Peers | Subordinates

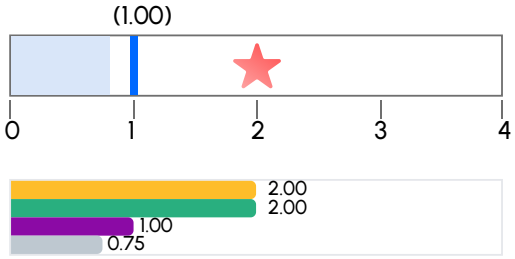
ENGAGE WITH EMPATHY

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



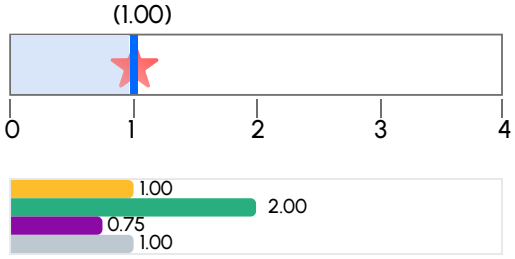
ENGAGE WITH EMPATHY

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



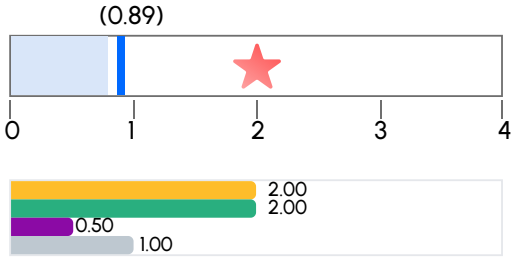
LIFELONG LEARNING

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



AGILE MINDSET

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



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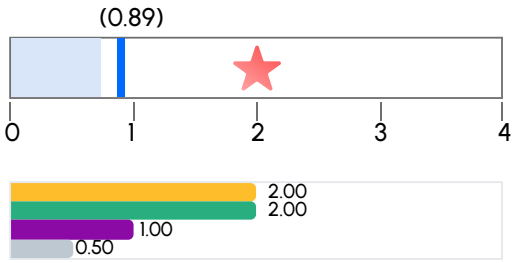
KNOW YOUR CUSTOMER

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



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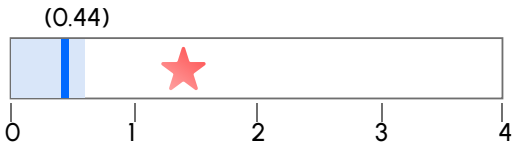
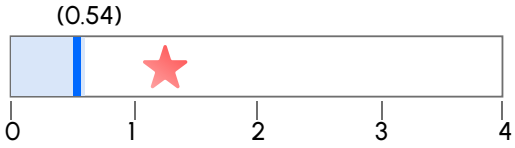
COMPETENCIES REPORT IN ASCENDING ORDER

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

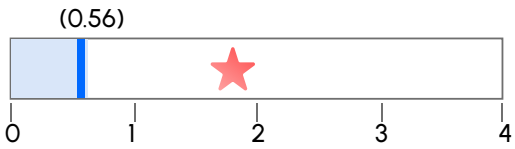
COURAGE TO ACT



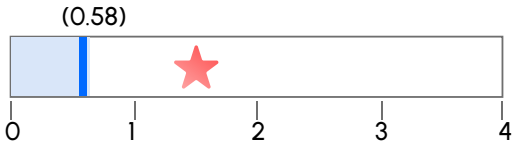
PURPOSEFUL PARTNERSHIP



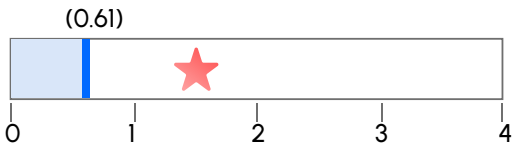
SPEAK UP



AGILE MINDSET



HOLISTIC THINKING



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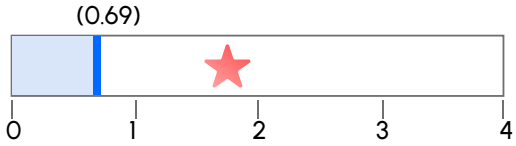
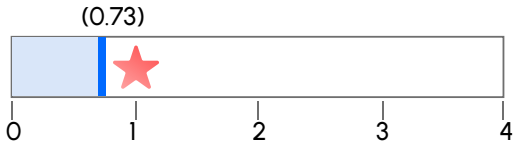
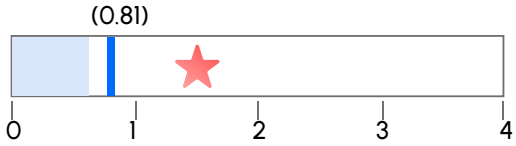
KNOW YOUR CUSTOMER



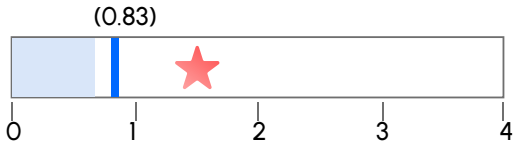
LIFELONG LEARNING



KEEP UP-TO-DATE



ENGAGE WITH EMPATHY



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INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	3	-	1	-	-

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

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

Q3. Identify new possibilities to address current business issues.

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

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

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

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Agile Mindset

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

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

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

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

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

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

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

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

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Know Your Customer

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

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	2	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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	2.00	-	-	-	1	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	3	-	1	-	-

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Engage With Empathy

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

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

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	3	-	-	1	-

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Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.25	-	3	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	2.00	-	-	-	1	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

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

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Speak Up

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	3	-	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	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	3	-	1	-	-

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

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

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

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

Courage To Act

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

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

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

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

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

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

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Q29. Maintain focus to deliver the chosen strategy.

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

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	3	-	1	-	-

Lifelong Learning

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

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

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	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	1.00	-	2	1	-	1	-

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

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

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

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

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

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

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INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.11
Q6. Ensure change plans are executed effectively and in a timely manner.	0.22
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.33
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.33
Q29. Maintain focus to deliver the chosen strategy.	0.33
Q4. Manage teams' resources to collate information from multiple sources.	0.44
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.44
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.44
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.56
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.56
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.56
Q18. Leverage one's network and connection to gather market data.	0.56

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Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.56
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.56
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.56
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.56
Q38. Make effort to teach / coach/ mentor team members.	0.56
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.67
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.67
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.67
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.67
Q28. Encourage and value innovative ideas and suggestions from others.	0.67
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.67
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.75
Q3. Identify new possibilities to address current business issues.	0.78
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.78
Q16. Empathise whilst balancing the need of individuals and the business.	0.78
Q30. Give space for self and team members to take risks and learn from mistakes.	0.78

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Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.78
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.78
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.78
Q8. Provide coaching to help others adapt and be more versatile.	0.89
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.89
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.89
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.89
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.00
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one’s need for personal space.	1.00
Q36. Purposefully manage career development and professional growth of team members.	1.00

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QUALITATIVE FEEDBACK

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

- Very high commitment /discipline Easy to approach by team members and other peers
- 1) I like to share my knowledge and experience with others 2) I stay focus in delivering the chosen strategy
- 1. Very good in strategic approach & holistic thinking 2. Excellent in communication skill
- Startegic Practical
- Thinking approaches and stakeholder management.
- 1. Knowledge on strategic planning helps team to complete task effectively 2. Working experience in various division helps team to engage with others departments.
- 1. Influencing skills 2. Strategic thinking skills
- Good networking with internal stakeholders - an influencer. Able to translate strategies into action plan.
- 1. Strong analytical and problem-solving skills, she has consistently demonstrated her ability with a logical and strategic mindset. In the workplace, she has been involved in various projects where she has effectively analyzed the problem and provided solutions. Her exceptional analytical skills have enabled valuable insights and informed decisions, leading to successful outcomes. 2. Furthermore, she has displayed outstanding leadership abilities. She has a natural ability to inspire and motivate team members, fostering a collaborative work environment. Her strong leadership skills have been evident in her role as a senior manager, where she has successfully guided cross-functional teams, set clear goals, and ensured effective communication. Her leadership style has empowered team members to perform at their best, resulting in increased productivity and successful project delivery.

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

- Business thinking, big picture Engagement external with “business language”
- 1) Keep updated with new technology and new development in the market 2) Leverage partnership in delivering the strategy
- 1. To enhance product knowledge 2. To strengthen Stake holder engagement

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- Tolerance
- None
- 1. Empathy skills 2. Coaching team member.
- 1. Be an empathetic leader 2. Patience and be a good listener
- Explore into operations and marketing
- 1. Emotional Intelligence: Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions and effectively navigate relationships with others. Developing emotional intelligence can greatly contribute to building positive working relationships, resolving conflicts, and fostering a harmonious and productive work environment. 2. Cross-functional collaboration: Effective collaboration across different departments, divisions and teams. By strengthening the ability to collaborate across functions, she can drive synergy, break down silos, and enhance overall organizational effectiveness.

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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

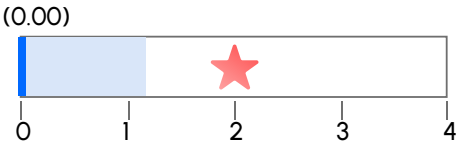
Strengths

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

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

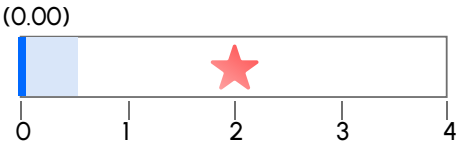
COURAGE TO ACT

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



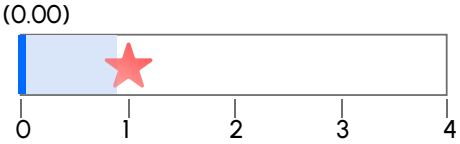
COURAGE TO ACT

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



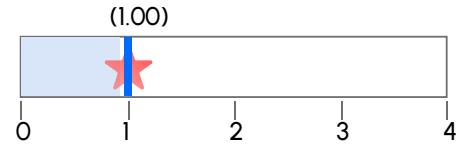
LIFELONG LEARNING

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



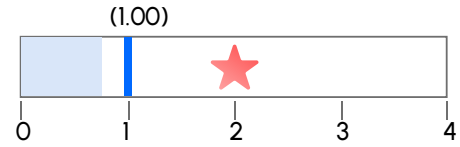
KNOW YOUR CUSTOMER

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



SPEAK UP

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

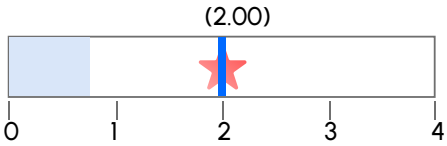
Development Needs

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

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

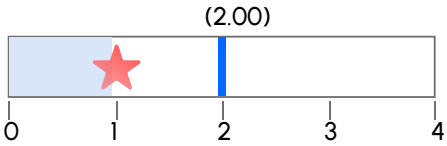
ENGAGE WITH EMPATHY

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



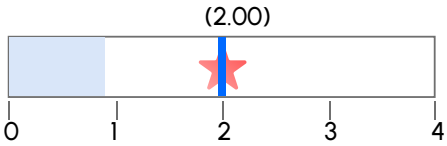
KEEP UP-TO-DATE

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



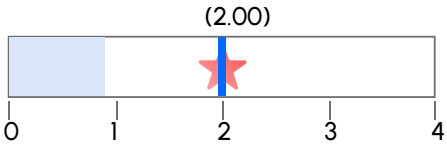
KNOW YOUR CUSTOMER

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



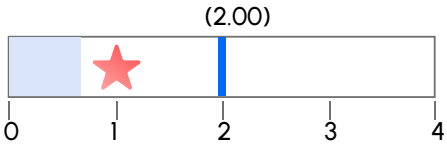
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

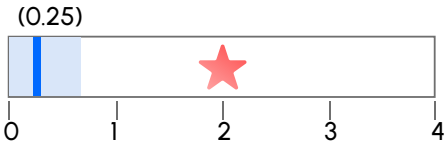
Strengths

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

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

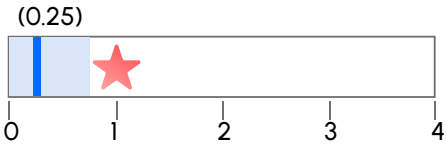
SPEAK UP

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



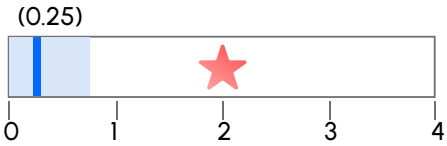
LIFELONG LEARNING

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



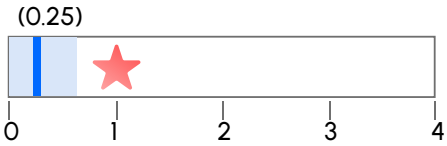
COURAGE TO ACT

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



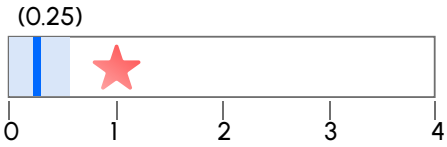
AGILE MINDSET

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



PURPOSEFUL PARTNERSHIP

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

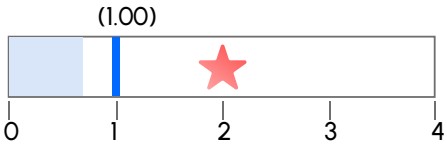
Development Needs

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

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

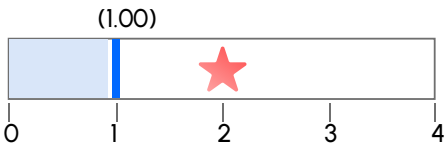
KEEP UP-TO-DATE

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



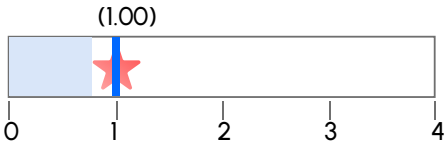
ENGAGE WITH EMPATHY

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



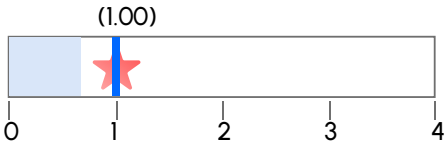
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



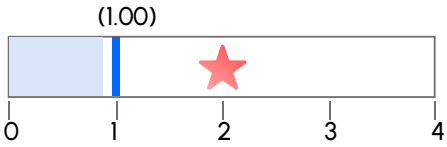
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

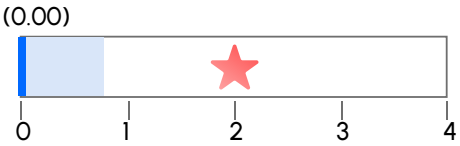
Strengths

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

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

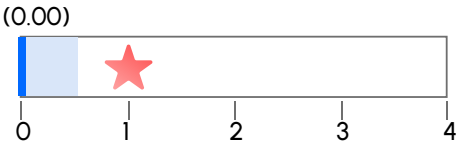
COURAGE TO ACT

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



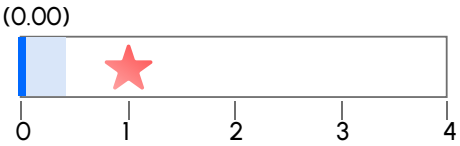
AGILE MINDSET

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.

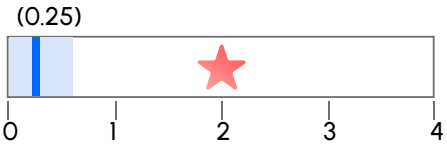


PURPOSEFUL PARTNERSHIP

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.



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

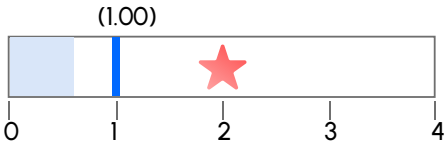
Development Needs

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

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

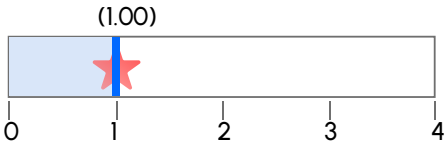
ENGAGE WITH EMPATHY

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



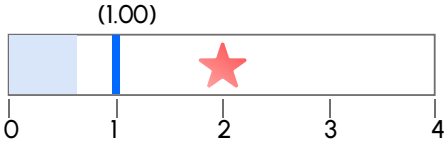
LIFELONG LEARNING

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



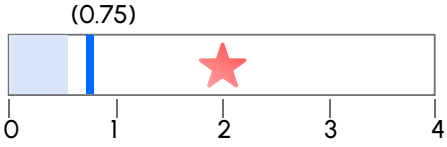
AGILE MINDSET

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



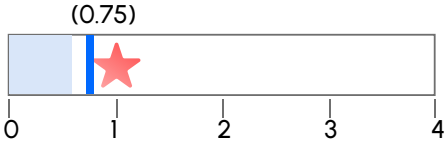
SPEAK UP

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.



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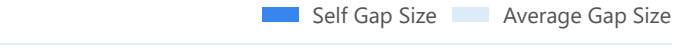
AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING



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

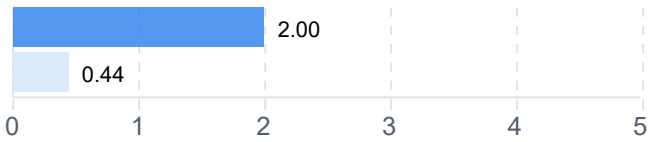
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.

Q3. Identify new possibilities to address current business issues.

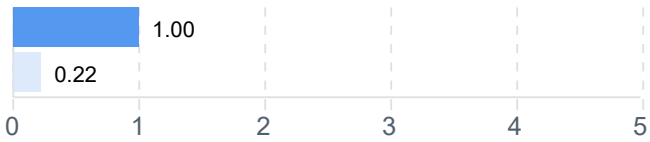
Q4. Manage teams' resources to collate information from multiple sources.

AGILE MINDSET

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



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



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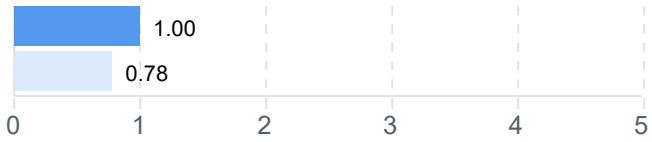
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.

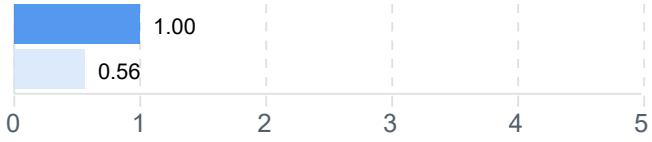


Q8. Provide coaching to help others adapt and be more versatile.

KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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

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

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

ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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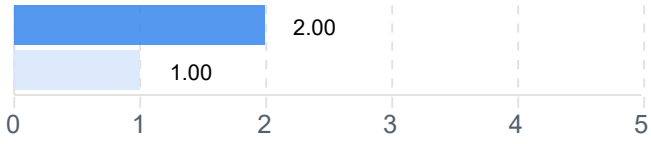
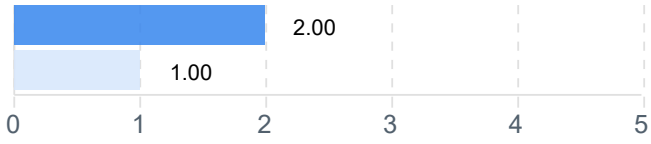
Q13. Empathise in a way that motivates one to take action to help others in the work environment.

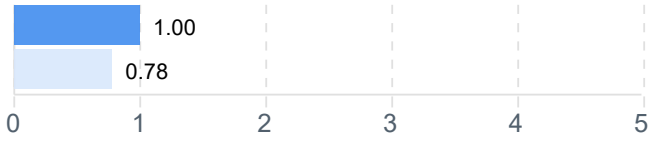


Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.



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

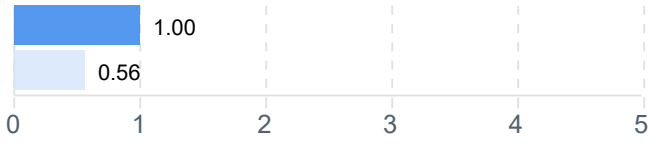
Q16. Empathise whilst balancing the need of individuals and the business.



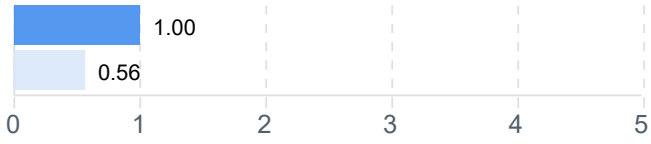
PURPOSEFUL PARTNERSHIP

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.

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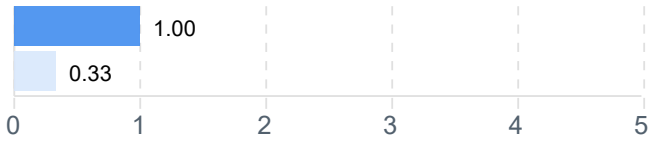
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.

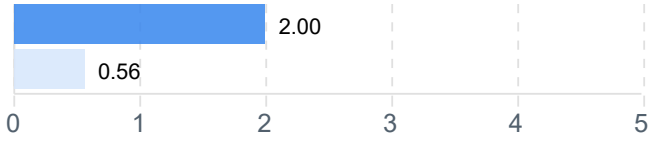


SPEAK UP

Self Gap Size Average Gap Size

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

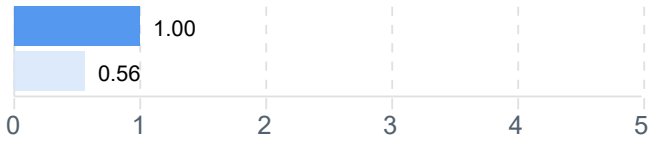
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



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

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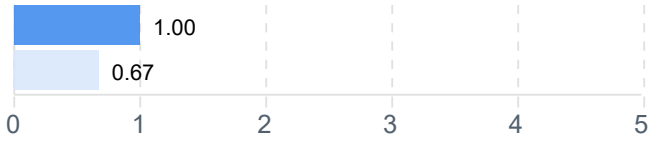
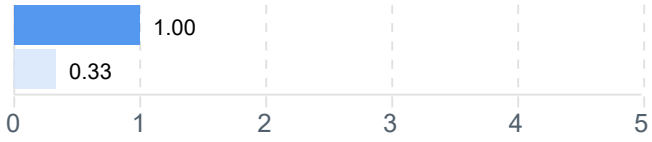
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.

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.



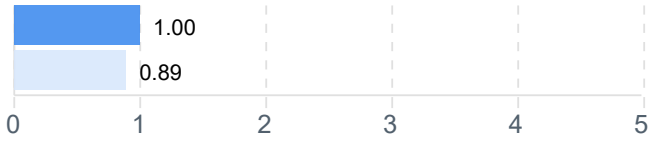
Q30. Give space for self and team members to take risks and learn from mistakes.

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.



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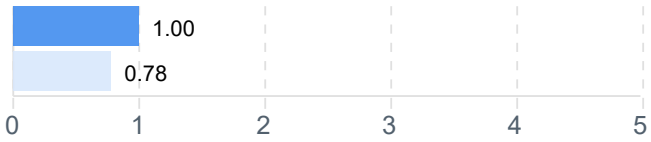
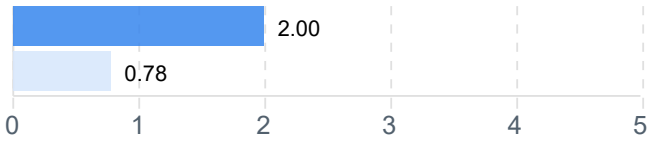
Q33. Create opportunities for the team to be in touch by having external exposure from related industries



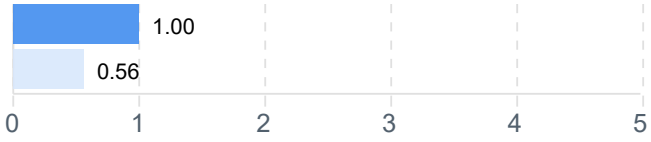
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



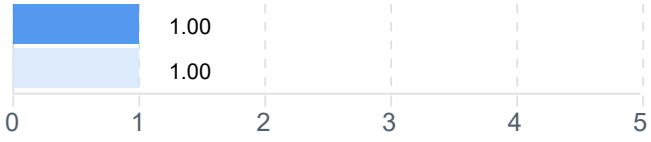
LIFELONG LEARNING

Self Gap Size Average Gap Size

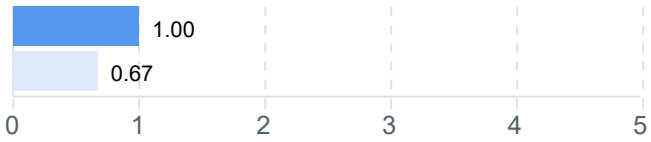
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



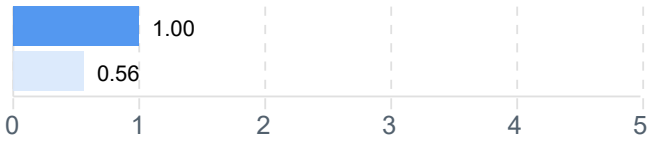
Q36. Purposefully manage career development and professional growth of team members.



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.

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TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

-- There are no Blind Spots to show --

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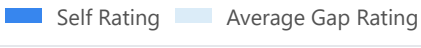
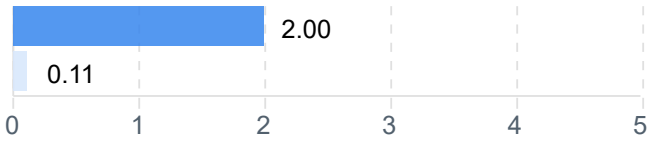
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP



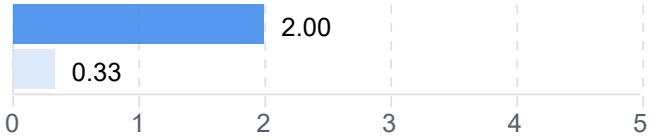
COURAGE TO ACT

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



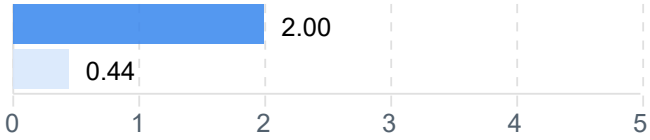
COURAGE TO ACT

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



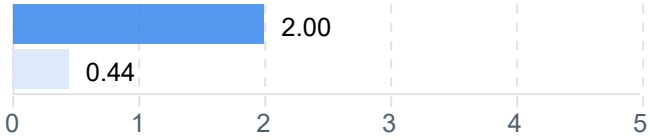
AGILE MINDSET

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



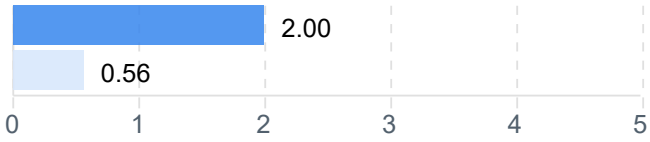
SPEAK UP

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



SPEAK UP

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



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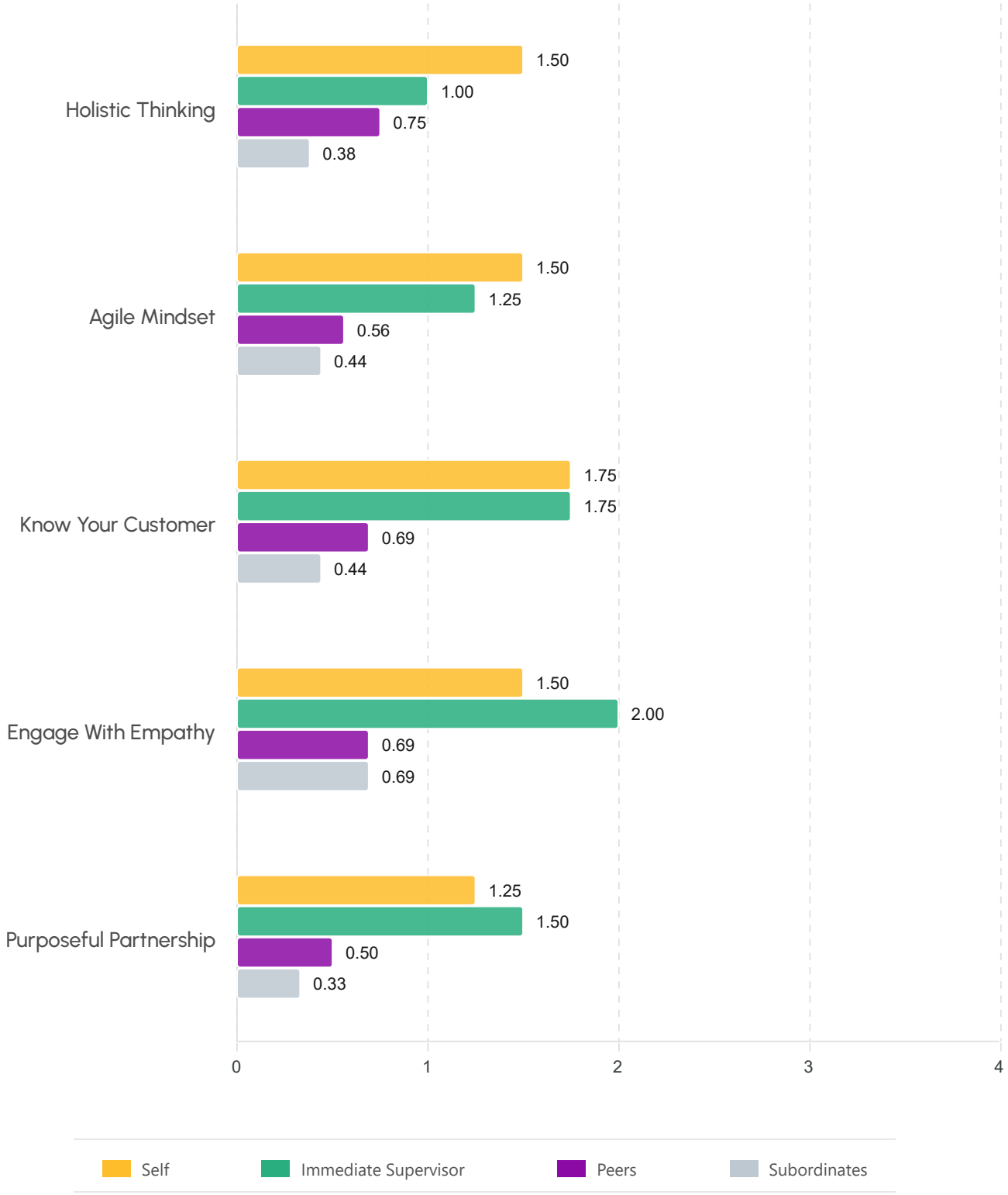
AVG GAP PER ROLE BY COMPETENCY



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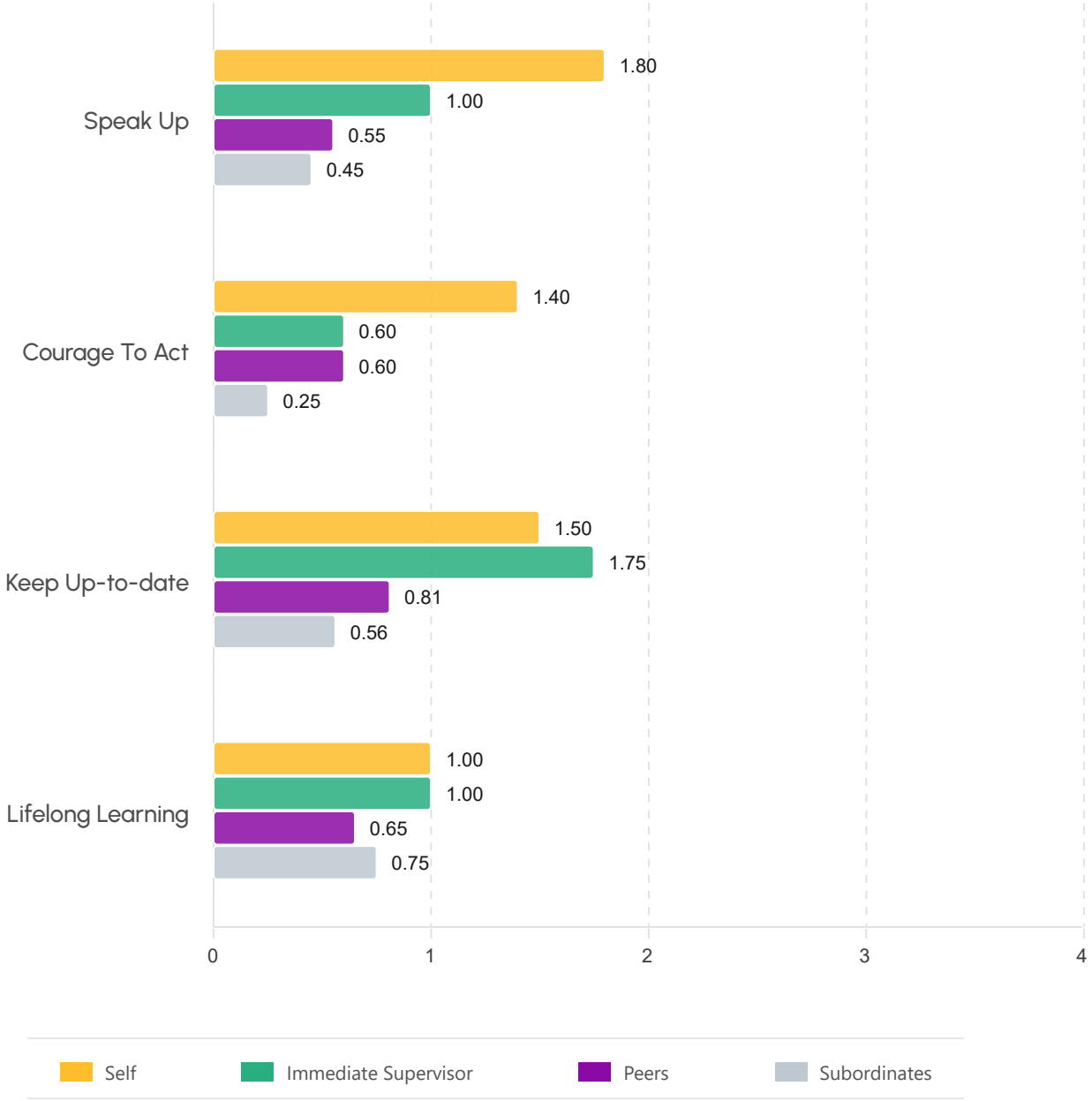

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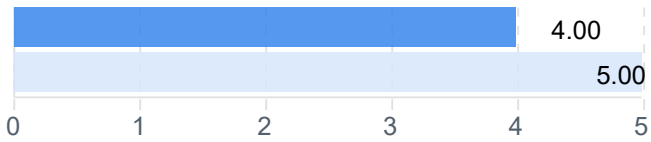
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

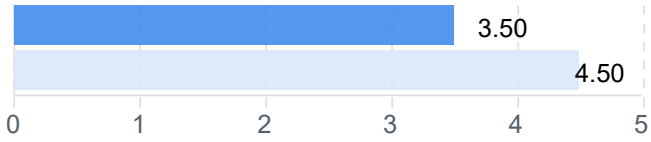
KEEP UP-TO-DATE

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



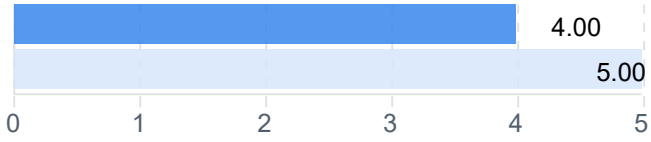
ENGAGE WITH EMPATHY

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



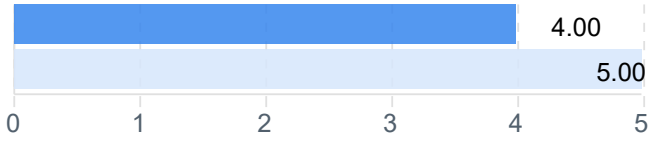
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



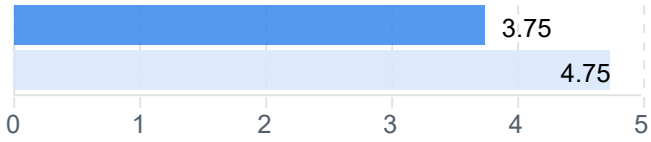
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



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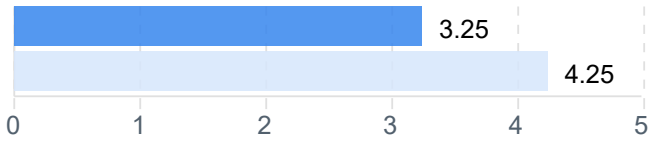
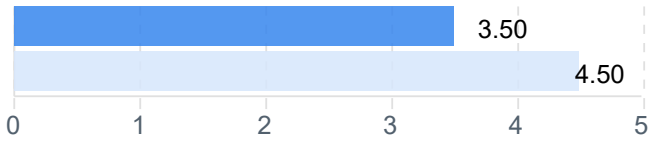
LIFELONG LEARNING

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



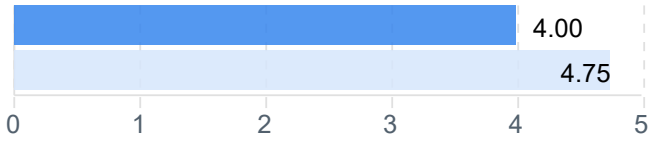
COURAGE TO ACT

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



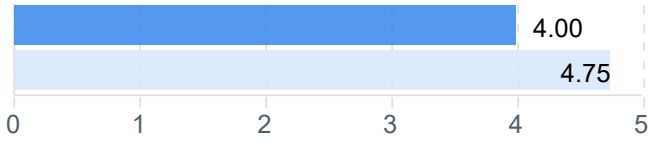
HOLISTIC THINKING

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



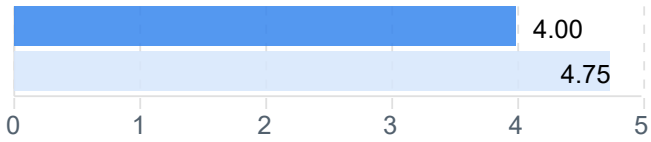
KEEP UP-TO-DATE

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



HOLISTIC THINKING

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



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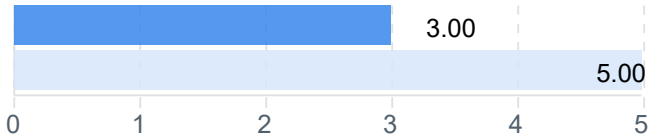
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

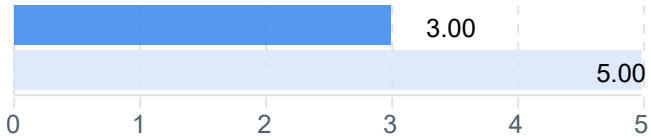
COURAGE TO ACT

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



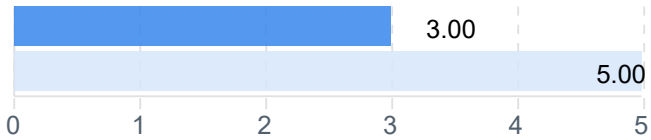
AGILE MINDSET

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



KEEP UP-TO-DATE

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



SPEAK UP

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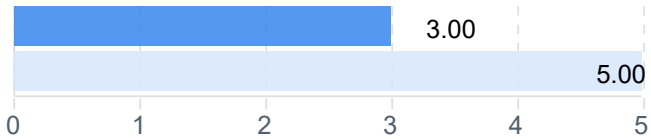

HOLISTIC THINKING

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

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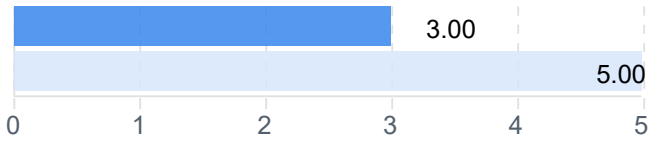
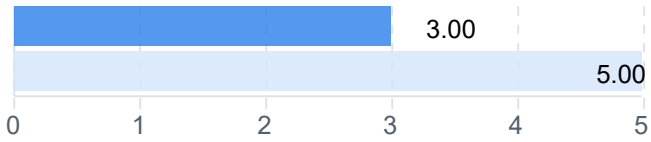
ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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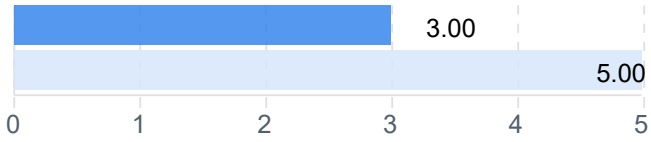
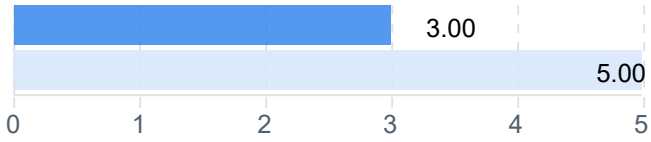


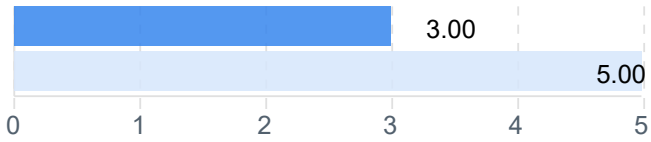
SPEAK UP

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



COURAGE TO ACT

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



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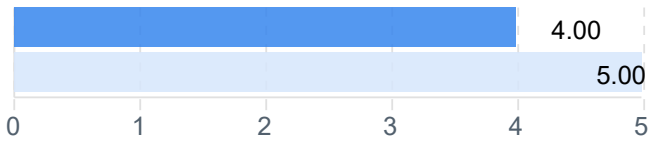
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

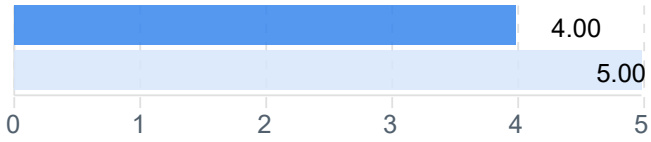
ENGAGE WITH EMPATHY

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



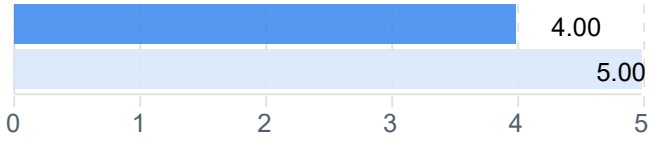
LIFELONG LEARNING

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



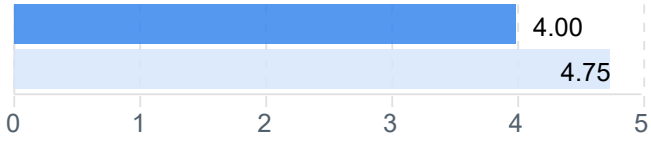
AGILE MINDSET

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



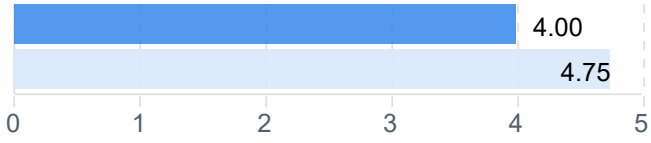
ENGAGE WITH EMPATHY

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



KEEP UP-TO-DATE

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



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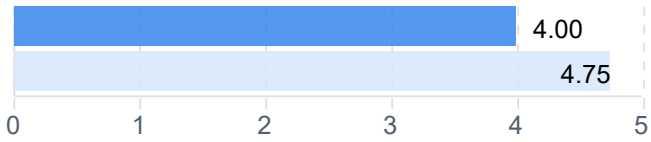
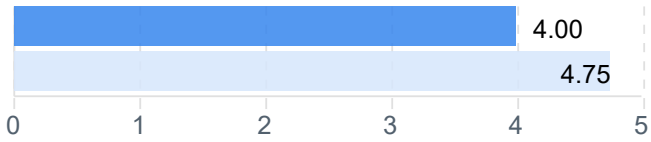
ENGAGE WITH EMPATHY

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



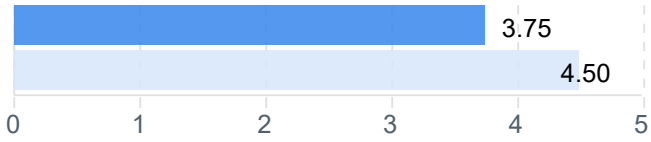
LIFELONG LEARNING

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



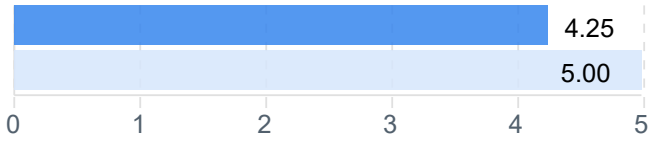
LIFELONG LEARNING

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



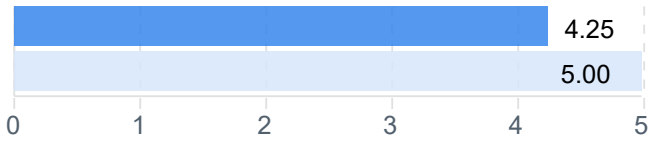
SPEAK UP

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



LIFELONG LEARNING

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



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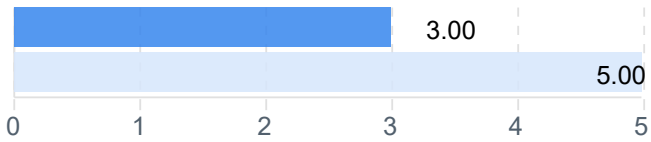
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

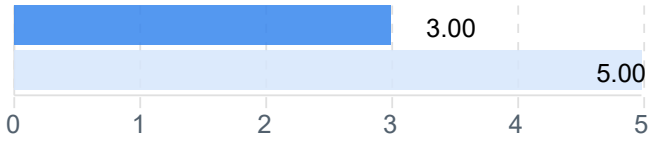
ENGAGE WITH EMPATHY

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



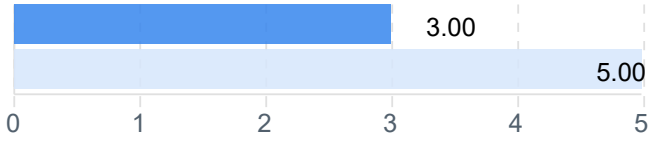
KNOW YOUR CUSTOMER

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



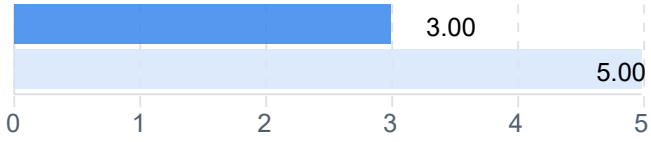
ENGAGE WITH EMPATHY

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



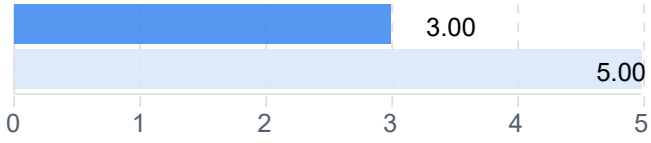
PURPOSEFUL PARTNERSHIP

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



LIFELONG LEARNING

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



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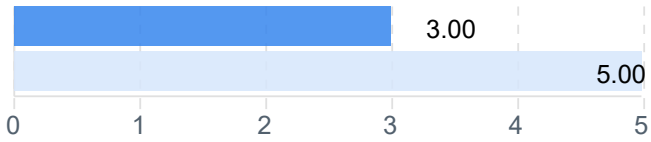
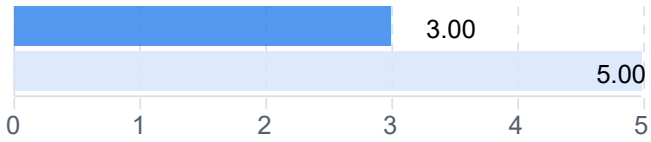
KEEP UP-TO-DATE

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



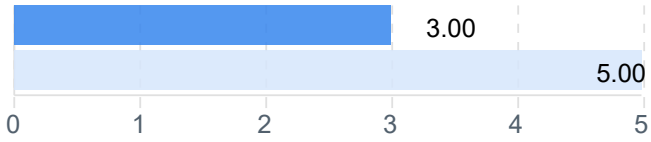
KEEP UP-TO-DATE

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



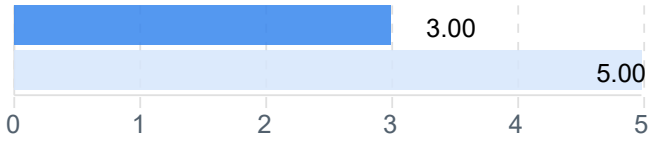
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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

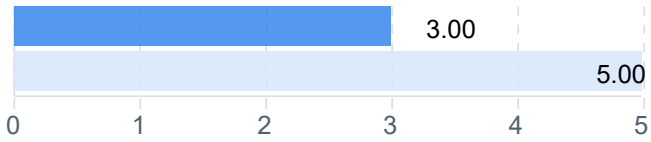


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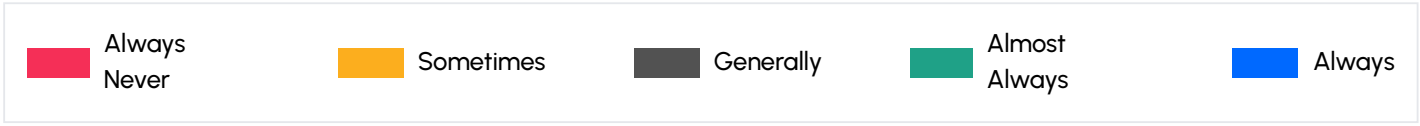
TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP



How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.0	4.8	3.0	5.0	4.3	4.8	4.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	4.8	3.0	5.0	4.3	4.5	4.0	5.0
Q3. Identify new possibilities to address current business issues.	4.0	5.0	3.0	4.0	4.3	4.8	4.0	5.0
Q4. Manage teams' resources to collate information from multiple sources.	4.3	4.8	4.0	5.0	4.8	5.0	3.0	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.5	5.0	3.0	5.0	4.8	5.0	4.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.5	4.8	3.0	4.0	5.0	5.0	3.0	4.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	5.0	3.0	4.0	4.0	4.5	3.0	4.0
Q8. Provide coaching to help others adapt and be more versatile.	4.3	4.8	3.0	5.0	4.0	5.0	2.0	4.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	4.5	5.0	4.0	5.0	4.5	5.0	4.0	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.3	4.8	3.0	5.0	4.5	5.0	3.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.3	5.0	3.0	5.0	4.8	5.0	3.0	5.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.8	4.8	3.0	5.0	4.5	5.0	3.0	5.0

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How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.8	4.5	3.0	5.0	4.0	5.0	3.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.5	4.5	3.0	5.0	4.0	4.8	3.0	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	4.5	3.0	4.0	4.8	5.0	3.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.8	4.3	3.0	4.0	4.0	4.8	3.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.8	4.5	3.0	4.0	4.5	4.8	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	4.3	4.5	3.0	4.0	3.8	4.3	3.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	4.8	3.0	5.0	4.3	4.7	3.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.5	4.8	4.0	5.0	4.8	5.0	3.0	4.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.5	4.8	3.0	5.0	4.3	5.0	3.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.3	4.8	3.0	5.0	4.5	5.0	3.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	4.8	3.0	5.0	4.5	5.0	3.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.3	4.8	3.0	5.0	4.8	5.0	3.0	4.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	4.8	3.0	4.0	4.8	5.0	4.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	4.3	3.0	5.0	4.5	4.5	4.0	4.0

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How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.3	4.8	3.0	5.0	4.8	5.0	4.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	4.8	3.0	4.0	4.3	4.8	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.3	4.8	3.0	4.0	5.0	5.0	4.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.5	4.5	3.0	4.0	4.0	4.5	3.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	3.0	5.0	4.3	4.8	4.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	4.8	3.0	4.0	4.0	4.8	3.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.8	4.5	3.0	4.0	4.0	4.5	3.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.8	4.5	3.0	5.0	4.0	4.5	3.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.	4.3	4.5	3.0	4.0	3.8	4.5	3.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	3.8	4.5	3.0	4.0	4.0	5.0	3.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.8	4.5	3.0	4.0	4.3	5.0	4.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	4.0	4.5	3.0	4.0	3.8	4.3	3.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.3	4.3	3.0	4.0	4.0	4.8	3.0	4.0

* Responses based on Rating scale of 1-5

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