



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

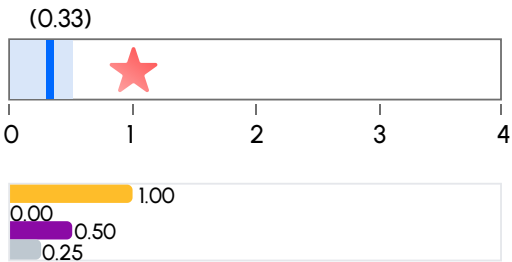
Strengths

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



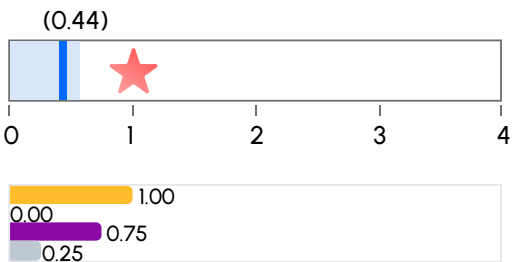
SPEAK UP

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



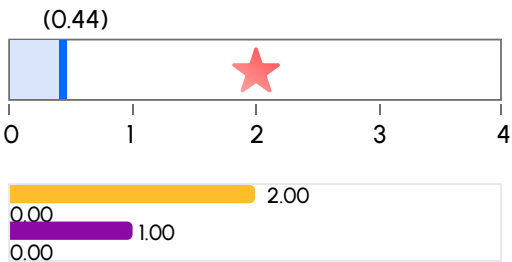
HOLISTIC THINKING

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



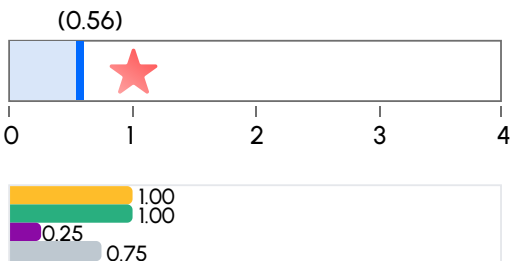
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



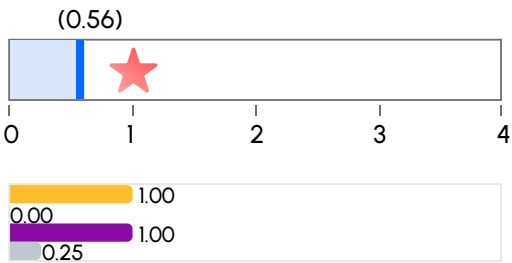
HOLISTIC THINKING

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



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS

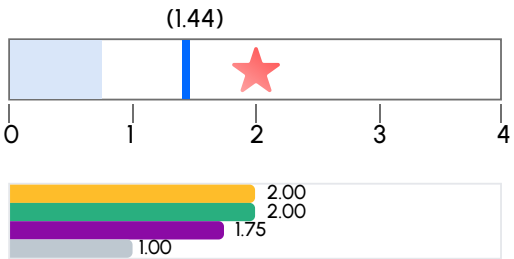
Development Needs

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



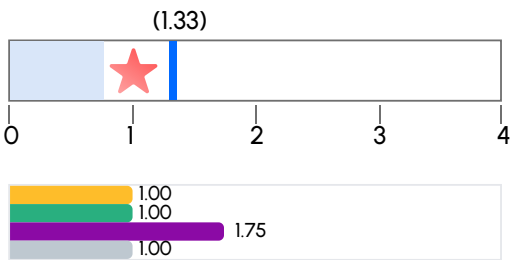
LIFELONG LEARNING

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



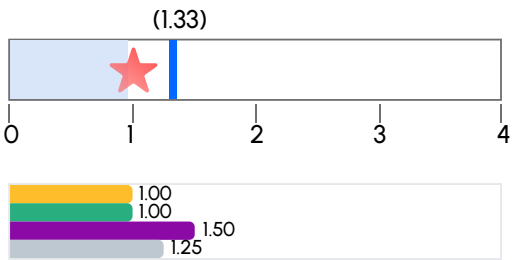
ENGAGE WITH EMPATHY

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



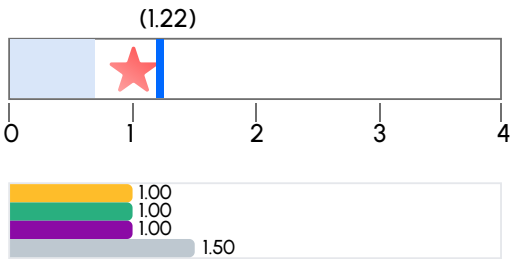
LIFELONG LEARNING

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



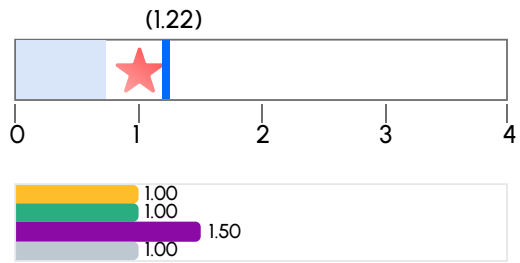
KNOW YOUR CUSTOMER

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

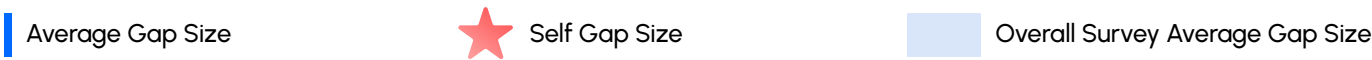


KNOW YOUR CUSTOMER

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



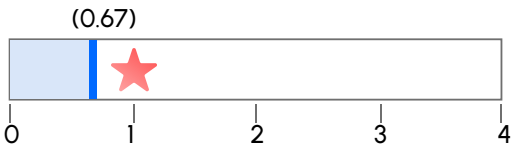
COMPETENCIES REPORT IN ASCENDING ORDER



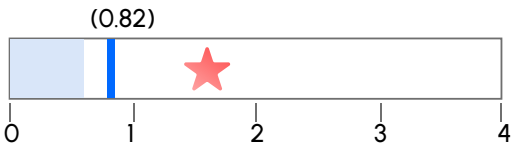
HOLISTIC THINKING



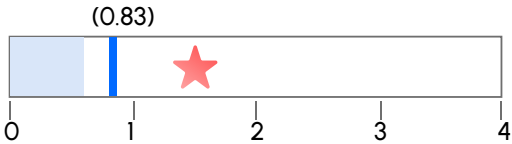
AGILE MINDSET



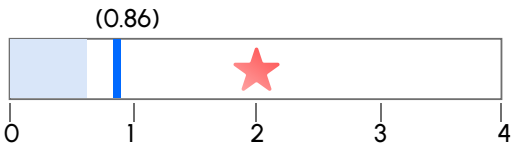
COURAGE TO ACT



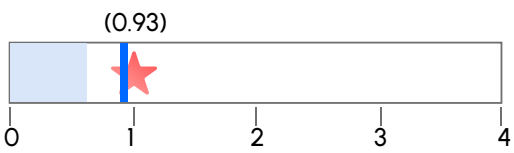
PURPOSEFUL PARTNERSHIP



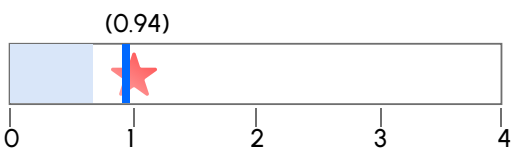
KEEP UP-TO-DATE



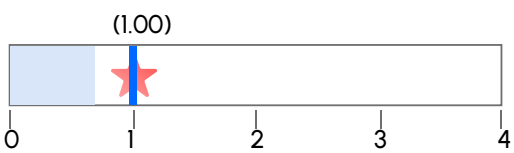
SPEAK UP



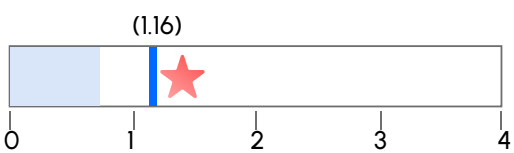
ENGAGE WITH EMPATHY



KNOW YOUR CUSTOMER



LIFELONG LEARNING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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

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

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	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Agile Mindset

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

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

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

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

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

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

Know Your Customer

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.50	-	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.50	-	2	2	-	-	-

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

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

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	1.00	-	1	2	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	-	2	1	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	1.00	-	-	1	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

Speak Up

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

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

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

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

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.50	-	2	2	-	-	-

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	1.00	-	-	1	-	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	0.50	-	2	2	-	-	-

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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	1.25	-	-	3	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	-	2	1	1	-
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	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.33	-	2	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.00	-	4	-	-	-	-

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	1.00	-	-	1	-	-	-
Peers	1.50	-	-	3	-	1	-
Subordinates	1.25	-	1	1	2	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	1.00	-	1	2	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	1.50	-	-	3	-	1	-
Subordinates	1.00	-	1	2	1	-	-

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.33
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.44
Q29. Maintain focus to deliver the chosen strategy.	0.44
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.56
Q6. Ensure change plans are executed effectively and in a timely manner.	0.56
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q4. Manage teams' resources to collate information from multiple sources.	0.67
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.67
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.67
Q16. Empathise whilst balancing the need of individuals and the business.	0.67
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.67
Q18. Leverage one's network and connection to gather market data.	0.67
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.67

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.75
Q3. Identify new possibilities to address current business issues.	0.78
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.78
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.78
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.78
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.89
Q28. Encourage and value innovative ideas and suggestions from others.	0.89
Q30. Give space for self and team members to take risks and learn from mistakes.	0.89
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.89
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.00
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.00
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.00
Q25. Facilitate discussions with various views to converge and achieve a common objective.	1.00
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.00
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.11
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.11

Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.11
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	1.22
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.22
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.22
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.22
Q38. Make effort to teach / coach/ mentor team members.	1.22
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.33
Q36. Purposefully manage career development and professional growth of team members.	1.33
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.44

QUALITATIVE FEEDBACK

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

- ability to coach the team members. Resourceful

Participant is focused on delivering tasks on timely manner and very organized in planning to achieve the target that

- she set. She is very firm and at the same time ever willing to share the vast experience that she has with the team and colleagues.

- 1. Attention to detail 2. Firm

- knowledge and experience

- 1. knowledge and experience - She uses and share her knowledge and experience with others especially in solving issues related to work 2. She is committed

- 1) The participant is meticulous and detail oriented. 2) The participant has the skill in explaining issues to the team.

- - Place importance on balancing the need of subordinates - understanding on subordinates' specific circumstances

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

Agile mindset and holistic approach are 2 areas that participant need to develop as being the stalwart of Legal

- Department, participant tend to stick on the approach that may be outdated in serving the customers. With the vast experience that she has and if she masters these 2 areas as well, she will be the star of the organization, no doubt.

- 1. More vocal 2. Less reserved

- share their knowledge and experience with others (not the team members only)

- 1. to show more of her executive presence 2. to show more courage to act

- 1) To give constructive feedback to the team in doing their work/assignment 2) Empowered the team to make decision and solve the problems

- - to empower subordinates - to provide clarity/ guidance on career growth

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.

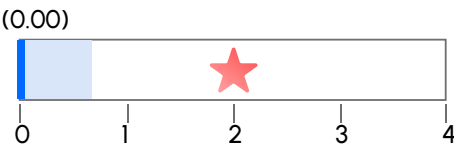
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

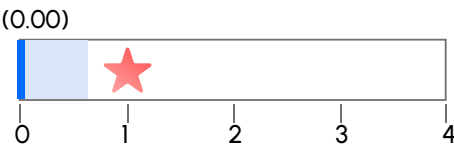
PURPOSEFUL PARTNERSHIP

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



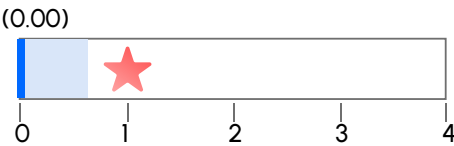
AGILE MINDSET

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



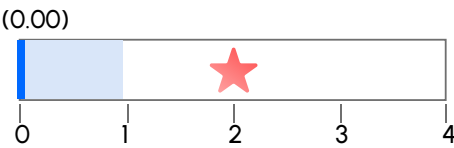
HOLISTIC THINKING

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



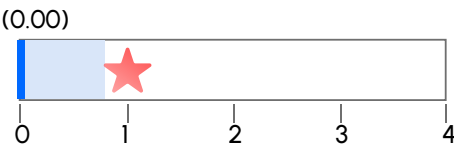
KEEP UP-TO-DATE

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



AGILE MINDSET

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



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.

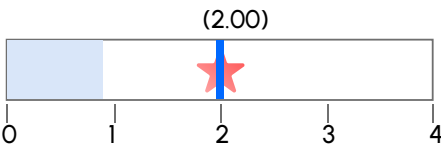
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

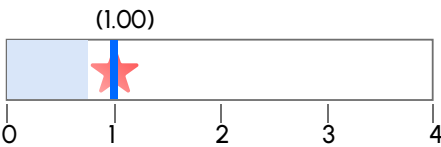
LIFELONG LEARNING

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



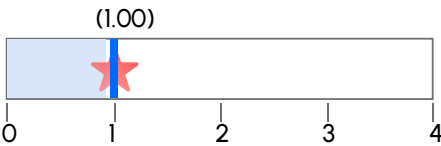
ENGAGE WITH EMPATHY

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



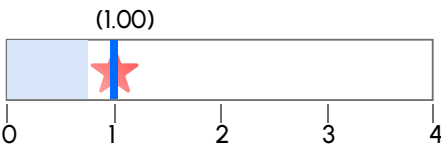
KNOW YOUR CUSTOMER

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



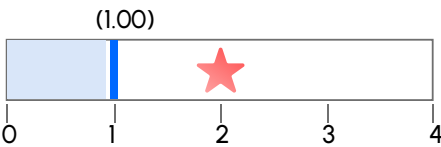
SPEAK UP

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



LIFELONG LEARNING

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



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.

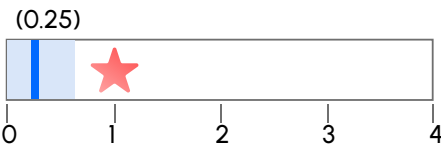
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

HOLISTIC THINKING

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



SPEAK UP

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



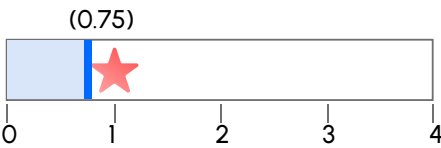
HOLISTIC THINKING

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



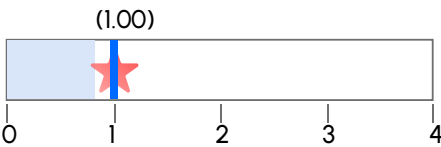
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KNOW YOUR CUSTOMER

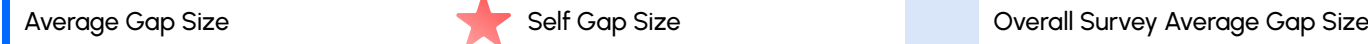
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

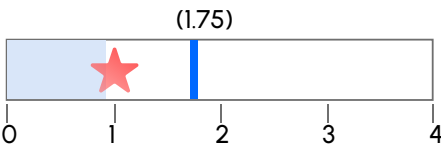
Development Needs

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



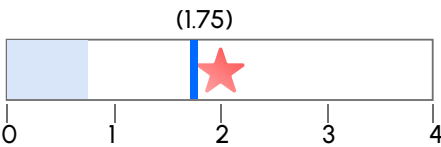
ENGAGE WITH EMPATHY

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



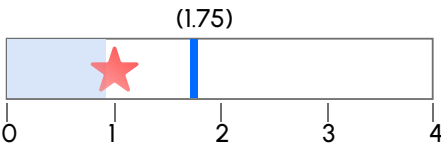
COURAGE TO ACT

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



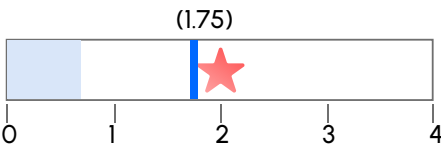
ENGAGE WITH EMPATHY

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



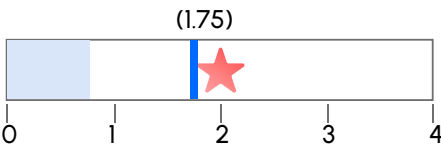
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



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.

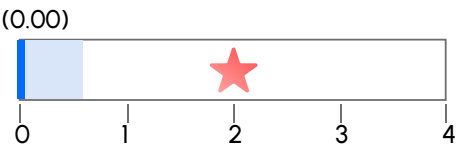
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

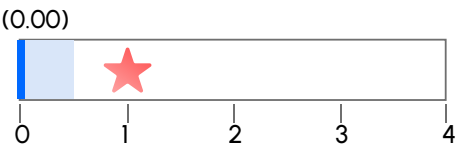
LIFELONG LEARNING

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



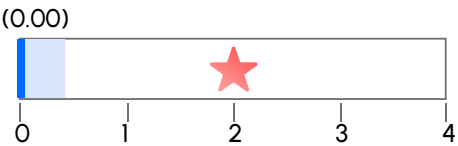
ENGAGE WITH EMPATHY

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



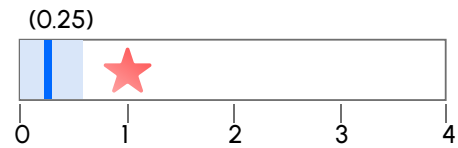
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



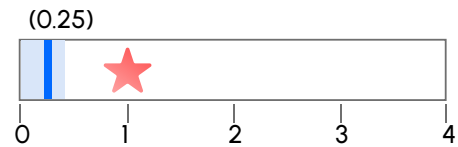
KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

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



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.

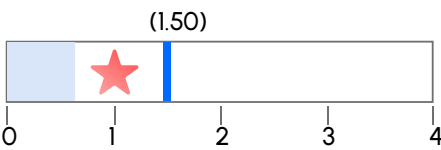
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

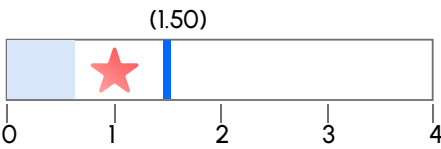
KNOW YOUR CUSTOMER

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



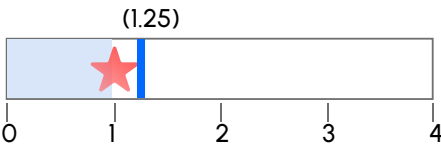
SPEAK UP

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



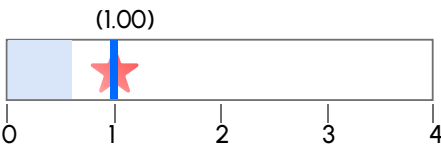
LIFELONG LEARNING

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



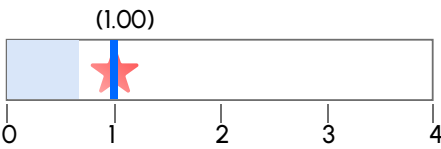
ENGAGE WITH EMPATHY

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



SPEAK UP

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size Average Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



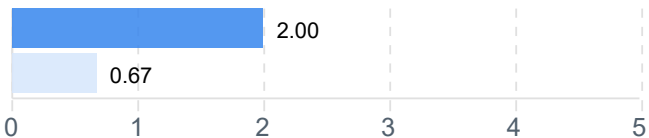
PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



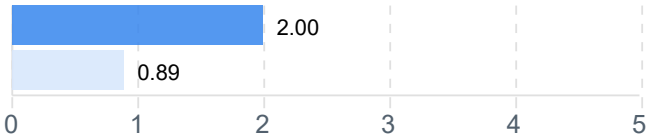
Q30. Give space for self and team members to take risks and learn from mistakes.



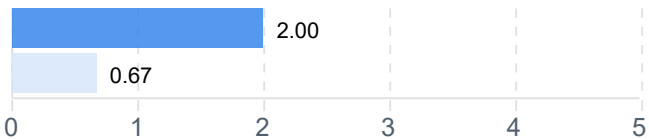
KEEP UP-TO-DATE

Self Gap SizeAverage Gap Size

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



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



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



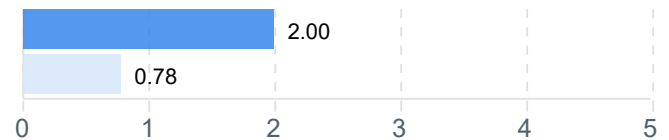
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



LIFELONG LEARNING

■ Self Gap Size ■ Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

-- There are no Blind Spots to show --

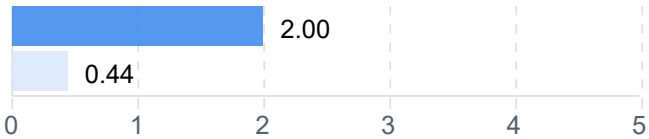
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

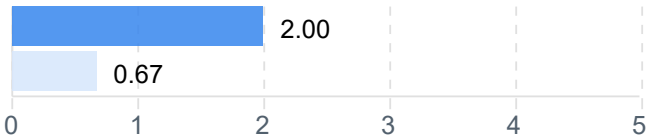
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



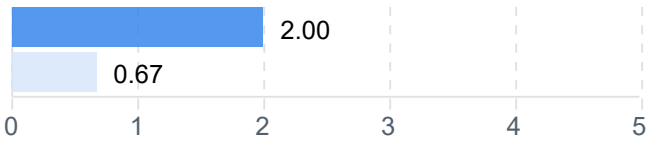
PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

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



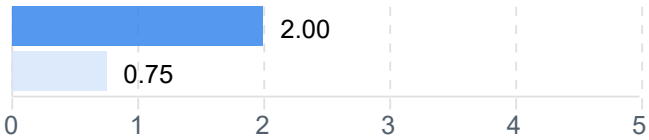
KEEP UP-TO-DATE

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

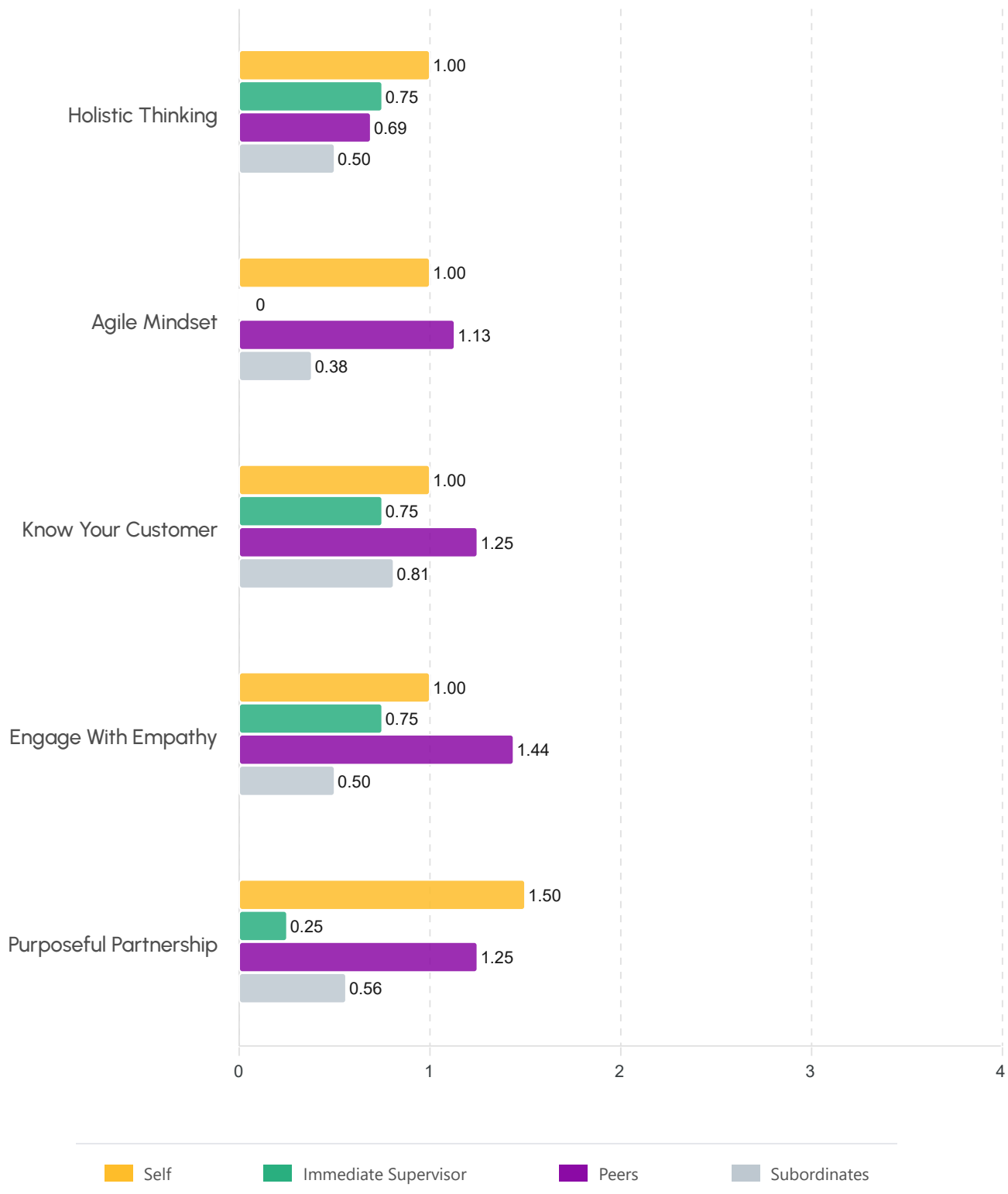


KEEP UP-TO-DATE

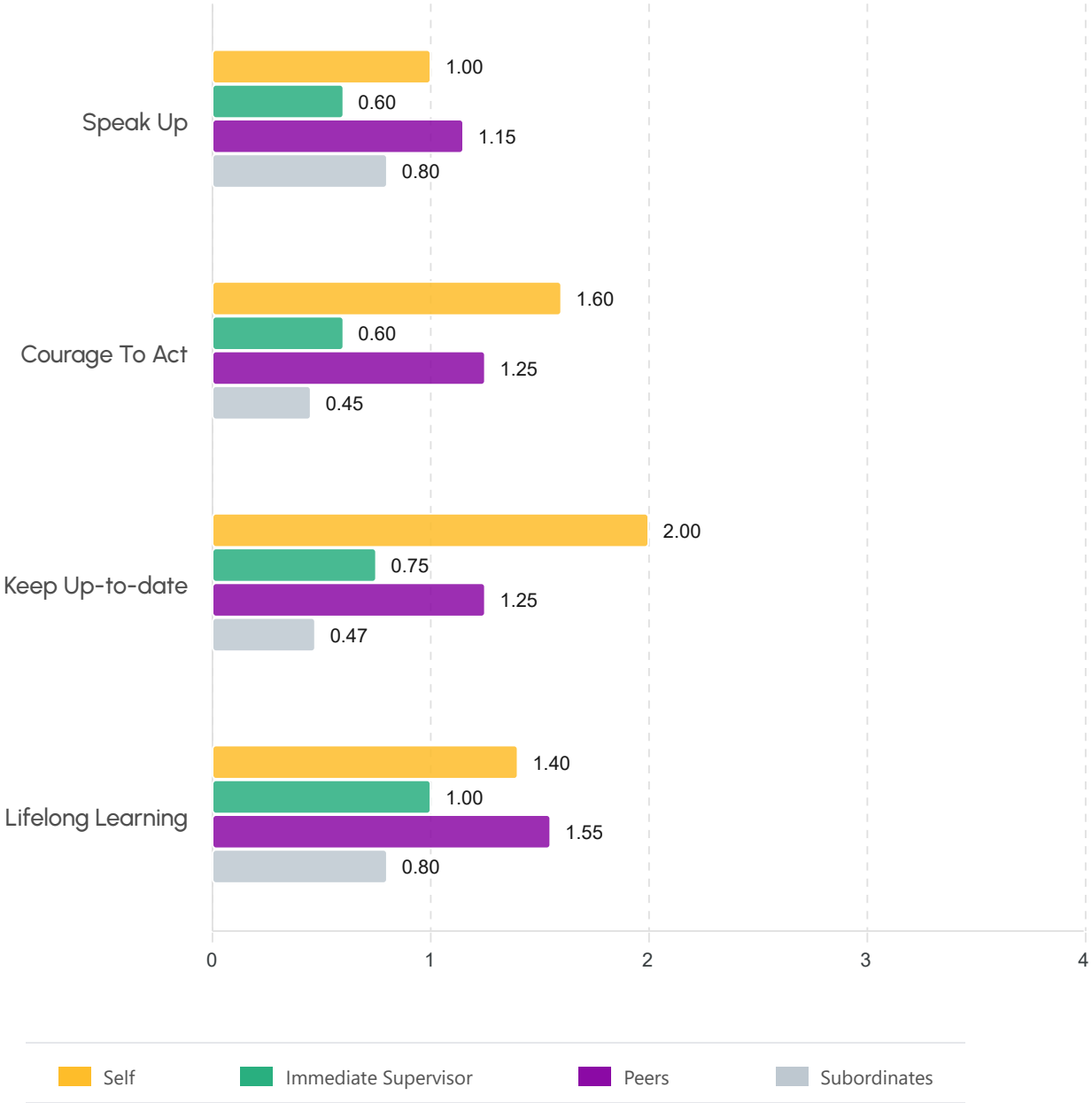
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



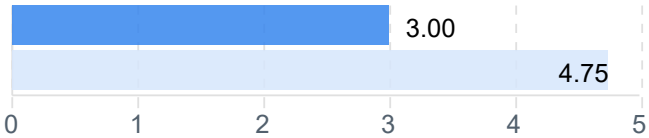
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

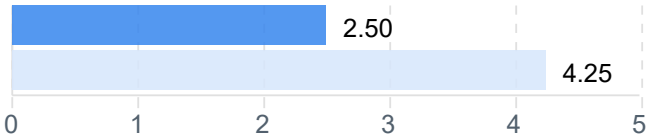
ENGAGE WITH EMPATHY

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



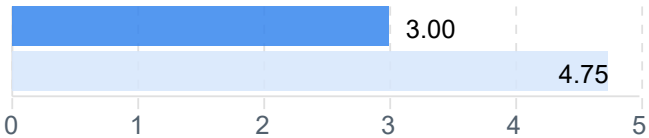
ENGAGE WITH EMPATHY

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



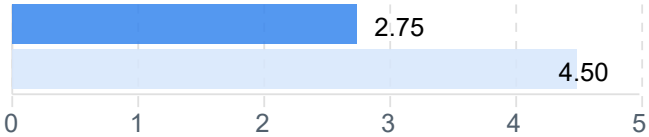
LIFELONG LEARNING

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



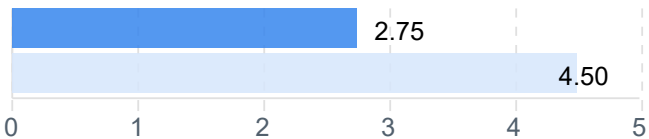
COURAGE TO ACT

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



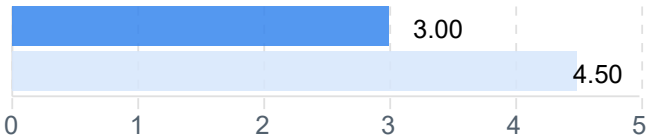
KEEP UP-TO-DATE

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



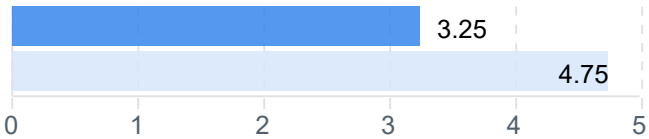
LIFELONG LEARNING

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



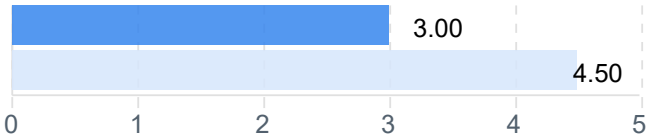
LIFELONG LEARNING

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



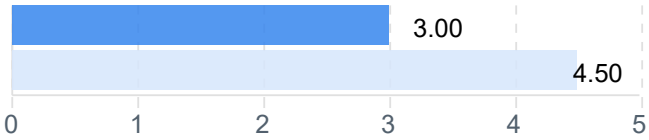
SPEAK UP

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



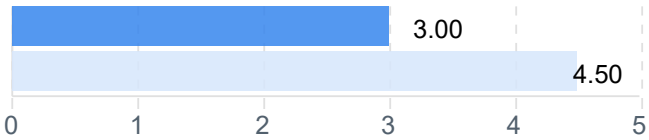
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



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

RATING FROM SELF

Current Expected

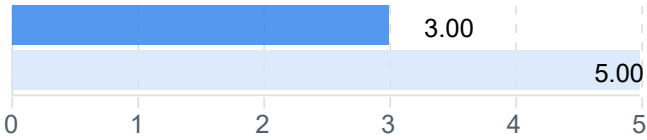
COURAGE TO ACT

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



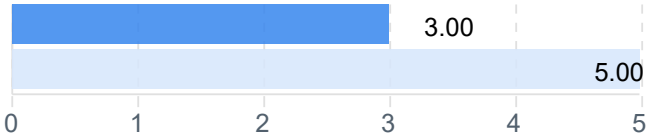
LIFELONG LEARNING

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



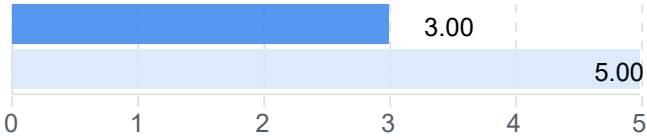
KEEP UP-TO-DATE

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



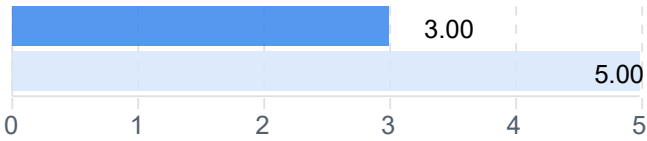
PURPOSEFUL PARTNERSHIP

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



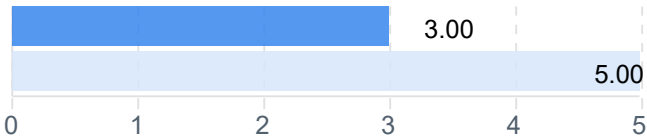
PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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



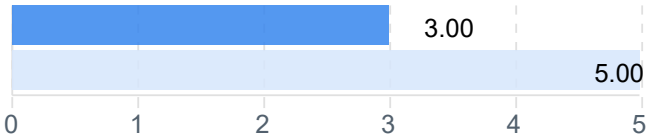
KEEP UP-TO-DATE

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



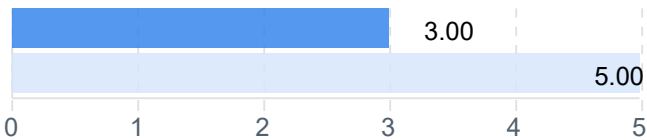
LIFELONG LEARNING

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



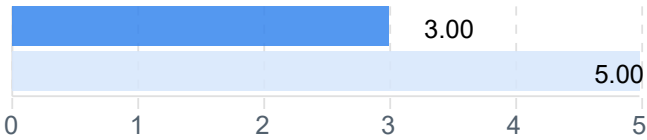
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



KEEP UP-TO-DATE

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



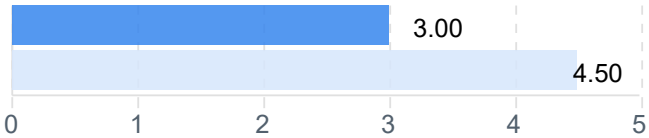
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

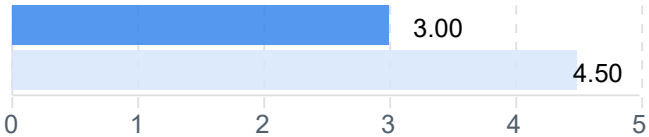
KNOW YOUR CUSTOMER

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



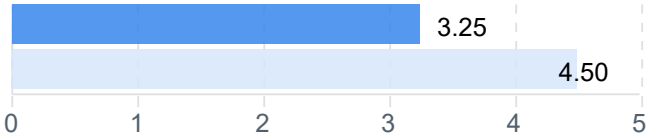
SPEAK UP

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



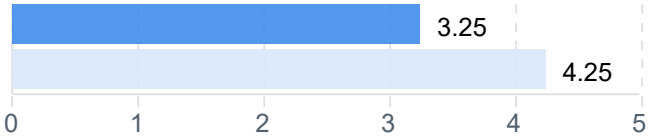
LIFELONG LEARNING

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



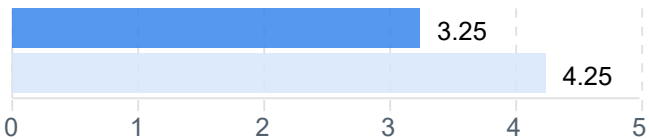
ENGAGE WITH EMPATHY

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



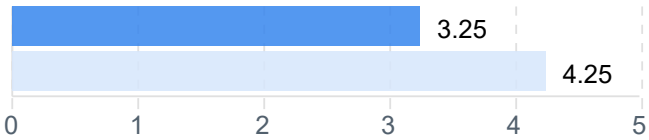
SPEAK UP

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



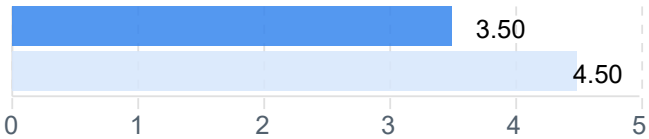
LIFELONG LEARNING

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



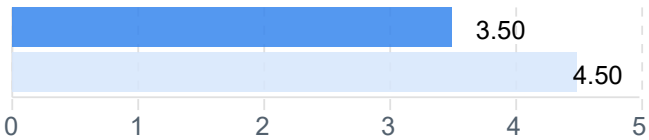
KNOW YOUR CUSTOMER

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



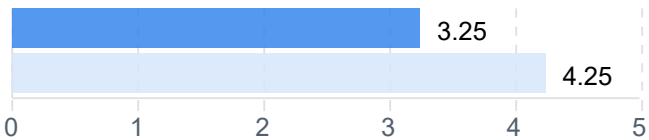
LIFELONG LEARNING

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



COURAGE TO ACT

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



SPEAK UP

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



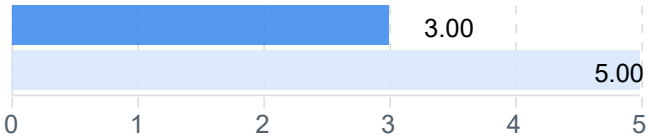
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

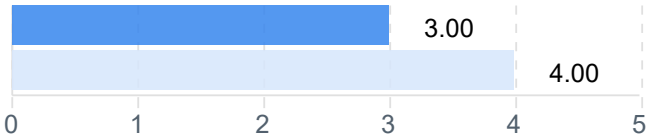
LIFELONG LEARNING

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



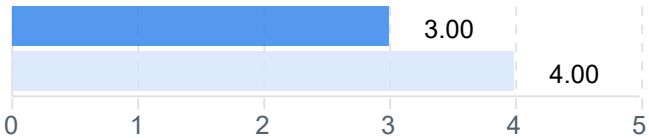
COURAGE TO ACT

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



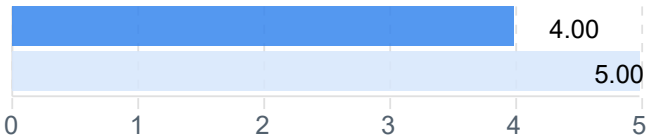
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



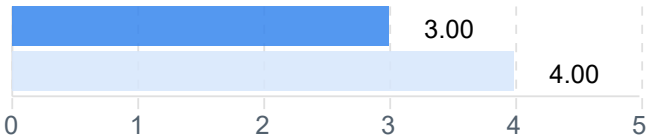
KNOW YOUR CUSTOMER

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



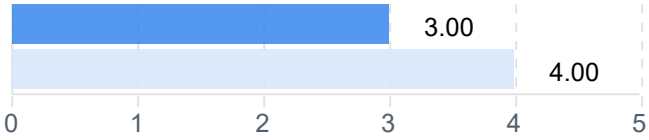
SPEAK UP

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



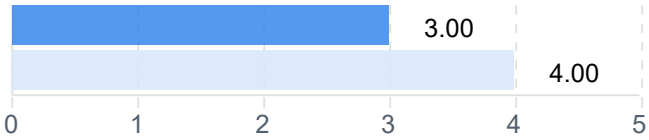
HOLISTIC THINKING

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



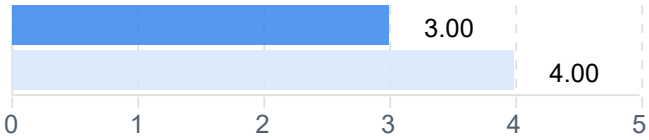
ENGAGE WITH EMPATHY

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



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.

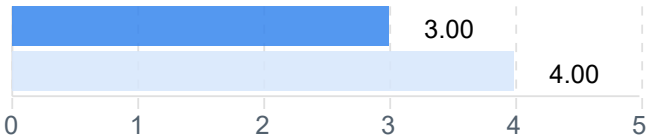


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

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

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

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.	3.3	4.5	3.0	4.0	4.0	4.3	3.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.3	4.5	4.0	5.0	3.8	4.3	3.0	4.0
Q29. Maintain focus to deliver the chosen strategy.	3.0	4.0	3.0	5.0	4.3	4.3	4.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	3.0	5.0	3.3	4.3	3.0	3.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.3	4.5	3.0	5.0	3.8	4.3	4.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.3	4.3	3.0	5.0	3.8	4.3	4.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	2.8	4.5	3.0	5.0	3.8	4.3	4.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	3.0	5.0	3.7	4.0	4.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	4.5	3.0	5.0	4.3	4.3	3.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	3.3	4.8	4.0	5.0	3.3	4.5	4.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	4.8	3.0	5.0	3.3	4.3	3.0	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.3	4.8	4.0	5.0	3.5	4.5	4.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.3	4.8	4.0	5.0	3.5	4.3	4.0	4.0

* Responses based on Rating scale of 1-5