



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

Name: IVAN SEK LI YEE

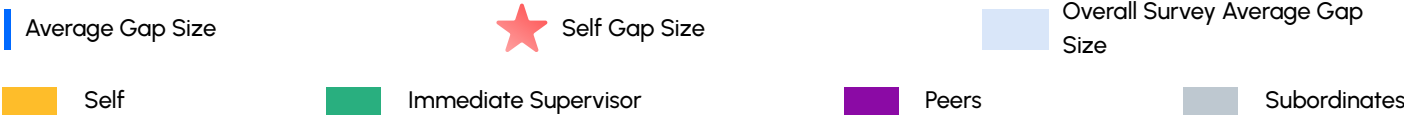
Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

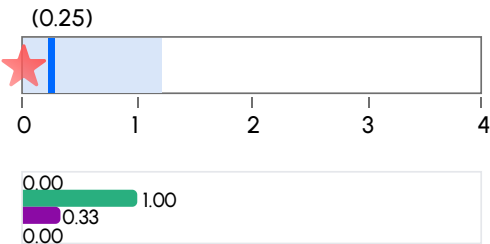
Strengths

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



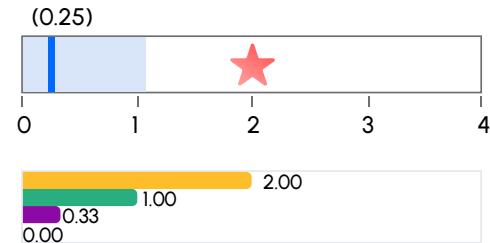
SETS CLEAR DIRECTIONS

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



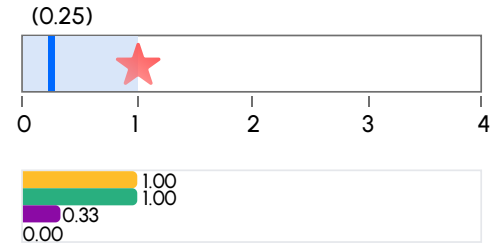
DEVELOP SELF AND OTHERS

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



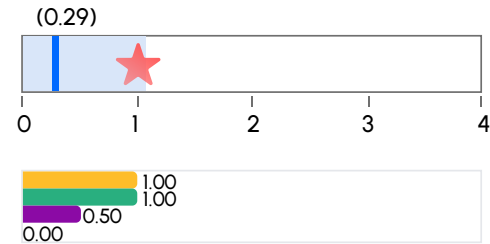
DEVELOP SELF AND OTHERS

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



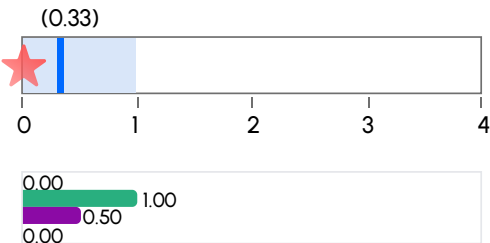
DEVELOP SELF AND OTHERS

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



INNOVATIVE AND CRITICAL THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS

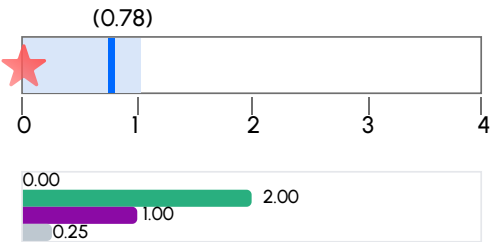
Development Needs

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



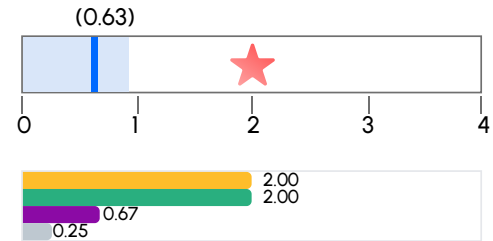
CLIENT-FOCUSED

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



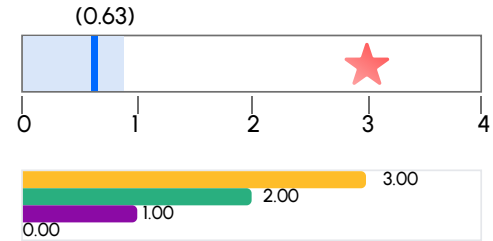
TECHNICAL CAPABILITIES

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



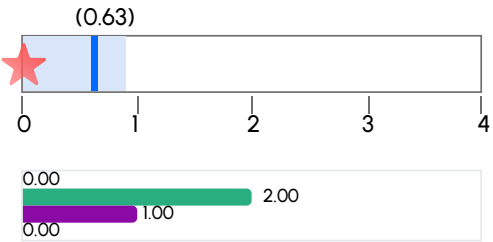
BUSINESS ACUMEN

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



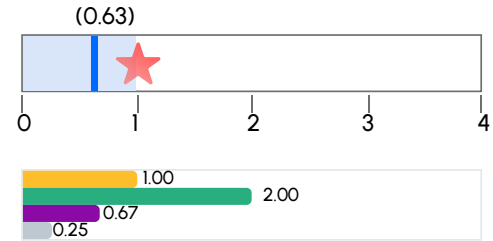
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



DRIVES FOR RESULT

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



COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

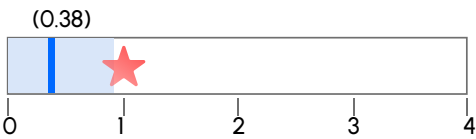
★ Self Gap Size

Overall Survey Average Gap Size

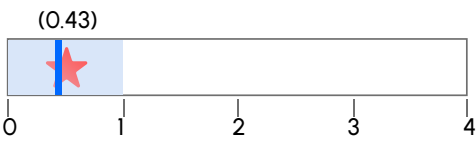
INNOVATIVE AND CRITICAL THINKING



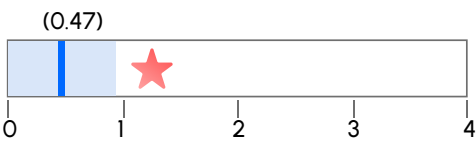
DEVELOP SELF AND OTHERS



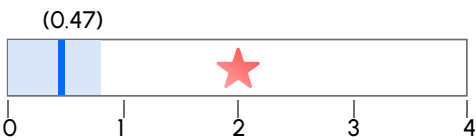
SETS CLEAR DIRECTIONS



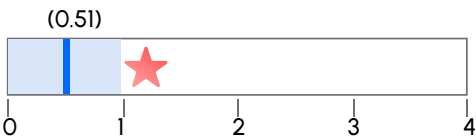
FOSTER TEAMWORK



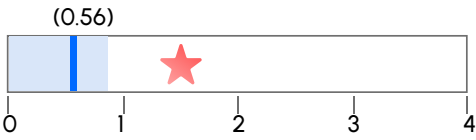
BUSINESS ACUMEN



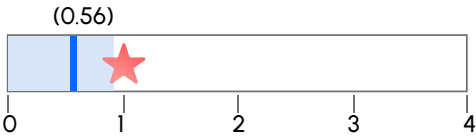
DRIVES FOR RESULT



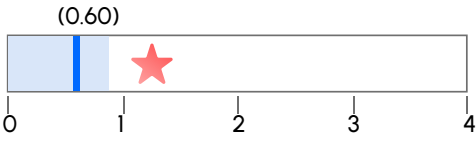
TECHNICAL CAPABILITIES



COMMUNICATE WITH IMPACT



CLIENT-FOCUSED



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

Innovative and Critical Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

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

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

Foster Teamwork

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

Business Acumen

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

Client-Focused

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

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

Q16. Respond and Resolve client issues effectively?

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

Q17. Demonstrate personal accountability to serve clients well?

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	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

Sets Clear Directions

Q19. Take action despite ambiguity?

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

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

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	0.00	-	4	-	-	-	-

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

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

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

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

Drives For Result

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

Q26. Bring clarity and decisiveness during crisis management?

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

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

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

Communicate With Impact

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.50	-	3	-	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.50	-	3	-	1	-	-

Develop Self And Others

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	0.00	-	1	-	-	-	-
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	0.33	-	2	1	-	-	-
	Subordinates	0.50	-	3	-	1	-	-

Q34. Active listening, without making judgements, to help others explore solutions?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	2.00	-	-	-	1	-	-
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	0.33	-	2	1	-	-	-
	Subordinates	0.00	-	4	-	-	-	-

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	0.33	-	2	1	-	-	-
	Subordinates	0.00	-	4	-	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	0.25
Q34. Active listening, without making judgements, to help others explore solutions?	0.25
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	0.25
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	0.29
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	0.33
Q5. Challenge the status quo and push for positive change and impact?	0.33
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	0.33
Q7. Treat all team members in a respectful, courteous and professional manner?	0.33
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.33
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	0.38
Q26. Bring clarity and decisiveness during crisis management?	0.38
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	0.43
Q25. Push himself/herself and others every day for results?	0.43
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	0.44
Q17. Demonstrate personal accountability to serve clients well?	0.44

Q29. Convey persuasive thoughts and views with confidence and clarity?	0.44
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.50
Q3. Develop well thought-out conclusions and solutioning plan?	0.50
Q19. Take action despite ambiguity?	0.50
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	0.50
Q9. Take accountability and ownership of his/her team's performance?	0.56
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	0.56
Q13. Instill a business-oriented mindset that drives the business of YYC?	0.56
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.56
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	0.56
Q24. Deal in a clear, strong way with subordinates who are not performing?	0.57
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	0.57
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	0.63
Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.63
Q16. Respond and Resolve client issues effectively?	0.63
Q23. Show initiative, energy and the feeling that the work must be done quickly?	0.63
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	0.63
Q30. Express concept in writing, clearly, concisely and with positive impact?	0.63

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	0.63
Q15. Build cross functional team relationship that can effectively address the needs of clients?	0.78

QUALITATIVE FEEDBACK

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

- Client facing
- * Authentic. Ivan is sincere and can see how he is bonding with the team at COE.
- 1. Good coaching skill to build trust within the team; 2. Good planning skill with forward thinking.
- Can gain respect from his team and operate independently

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

- Practical skill set for sme
- 1. To be open and approach new clients proactively to spot opportunities; To stay focus on the priority and having the execution in place timely.
- Learn to be a entrepreneur and develop more business acumen

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.

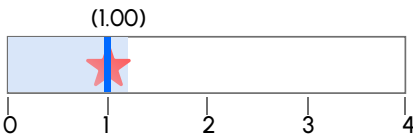
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

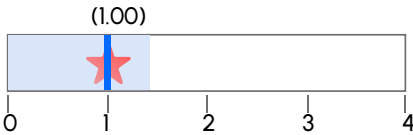
TECHNICAL CAPABILITIES

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



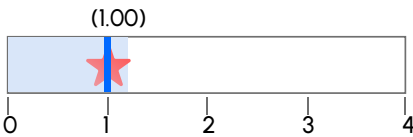
INNOVATIVE AND CRITICAL THINKING

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



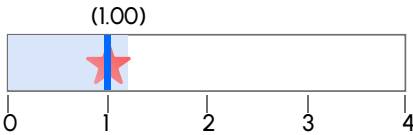
FOSTER TEAMWORK

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



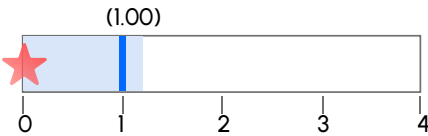
BUSINESS ACUMEN

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



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

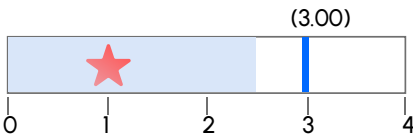
Development Needs

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



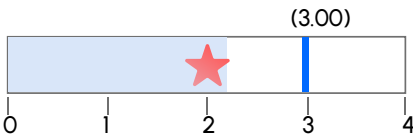
DEVELOP SELF AND OTHERS

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



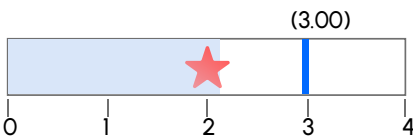
FOSTER TEAMWORK

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



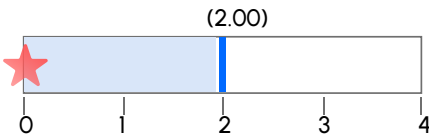
FOSTER TEAMWORK

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



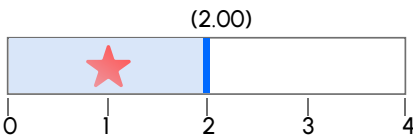
CLIENT-FOCUSED

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



DRIVES FOR RESULT

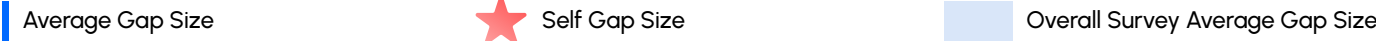
Q23. Show initiative, energy and the feeling that the work must be done quickly?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

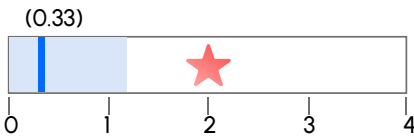
Strengths

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



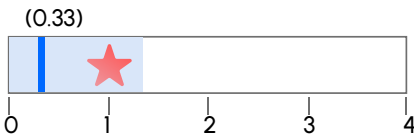
COMMUNICATE WITH IMPACT

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



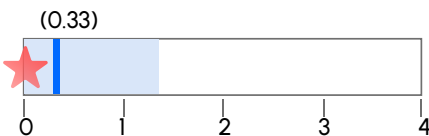
COMMUNICATE WITH IMPACT

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



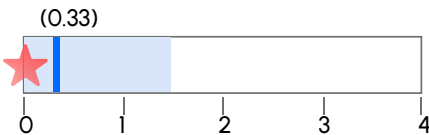
DEVELOP SELF AND OTHERS

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



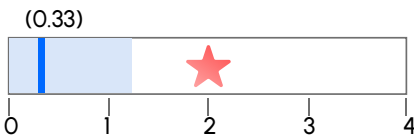
SETS CLEAR DIRECTIONS

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



DEVELOP SELF AND OTHERS

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

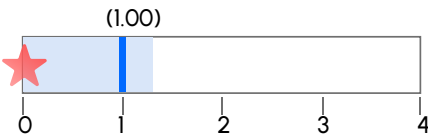
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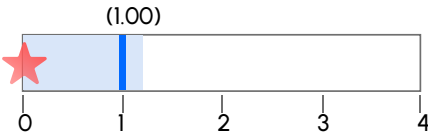
CLIENT-FOCUSED

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



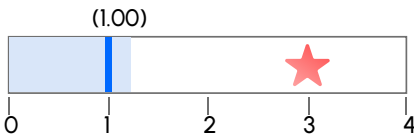
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



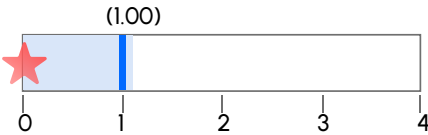
BUSINESS ACUMEN

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



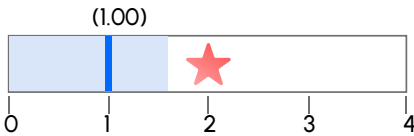
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



DRIVES FOR RESULT

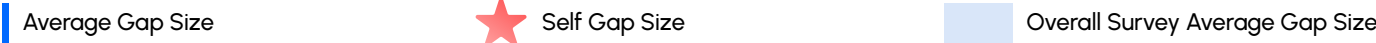
Q24. Deal in a clear, strong way with subordinates who are not performing?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

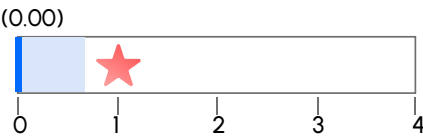
Strengths

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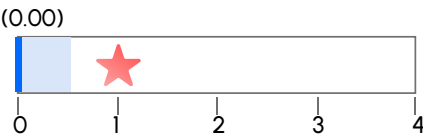
FOSTER TEAMWORK

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



BUSINESS ACUMEN

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



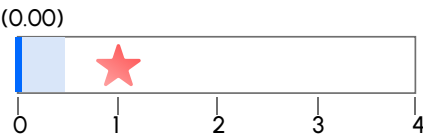
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



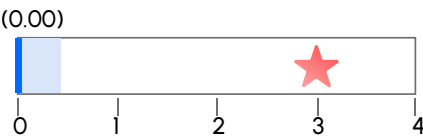
DEVELOP SELF AND OTHERS

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



BUSINESS ACUMEN

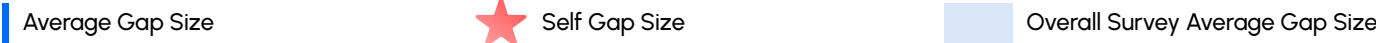
Q12. Keep up to date with business trends and industry development for potential business opportunities?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

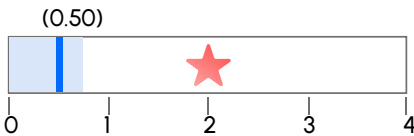
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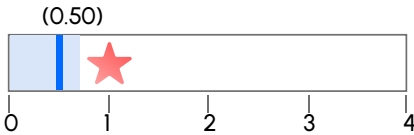
COMMUNICATE WITH IMPACT

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



COMMUNICATE WITH IMPACT

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



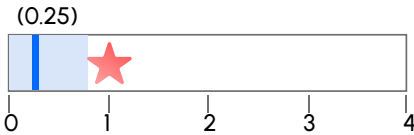
DEVELOP SELF AND OTHERS

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



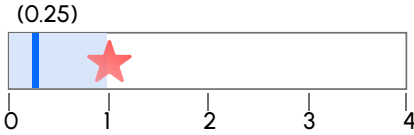
TECHNICAL CAPABILITIES

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



INNOVATIVE AND CRITICAL THINKING

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

TECHNICAL CAPABILITIES

Self Gap SizeAverage Gap Size

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



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



INNOVATIVE AND CRITICAL THINKING

Self Gap SizeAverage Gap Size

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



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



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



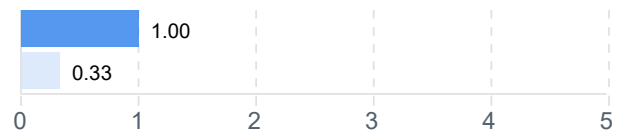
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



FOSTER TEAMWORK

Self Gap SizeAverage Gap Size

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



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



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



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



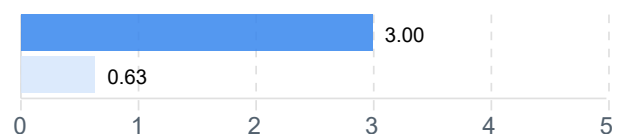
BUSINESS ACUMEN

■ Self Gap Size ■ Average Gap Size

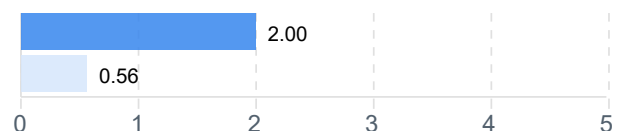
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



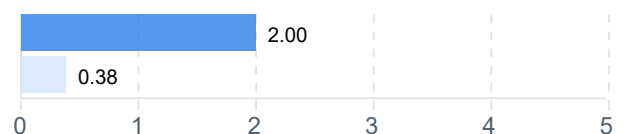
Q12. Keep up to date with business trends and industry development for potential business opportunities?



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



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



CLIENT-FOCUSED

Self Gap SizeAverage Gap Size

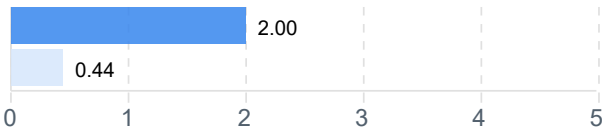
Q15. Build cross functional team relationship that can effectively address the needs of clients?



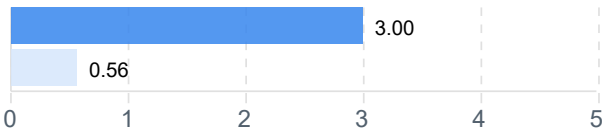
Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



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



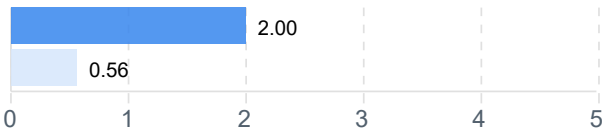
SETS CLEAR DIRECTIONS

Self Gap SizeAverage Gap Size

Q19. Take action despite ambiguity?



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



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



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



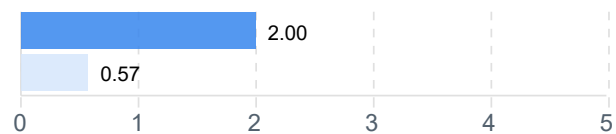
DRIVES FOR RESULT

Self Gap Size Average Gap Size

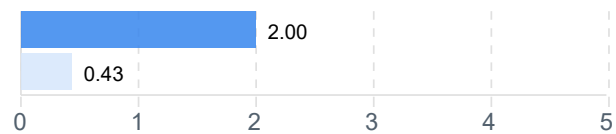
Q23. Show initiative, energy and the feeling that the work must be done quickly?



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



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



Q26. Bring clarity and decisiveness during crisis management?



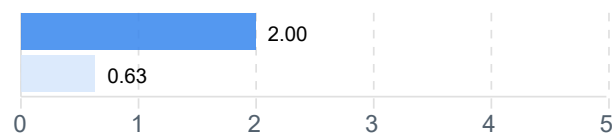
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



COMMUNICATE WITH IMPACT

Self Gap Size Average Gap Size

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



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



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



DEVELOP SELF AND OTHERS

Self Gap Size Average Gap Size

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



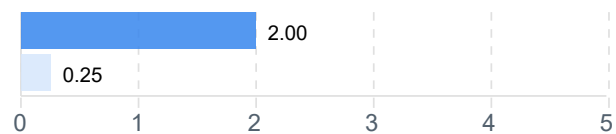
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

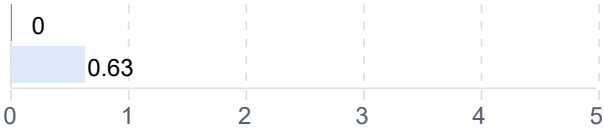
CLIENT-FOCUSED

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



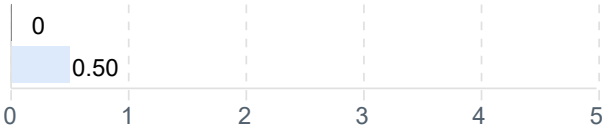
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



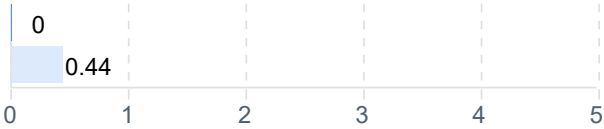
DEVELOP SELF AND OTHERS

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



COMMUNICATE WITH IMPACT

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



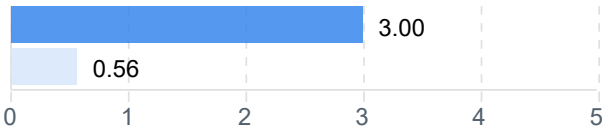
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

CLIENT-FOCUSED

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



BUSINESS ACUMEN

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



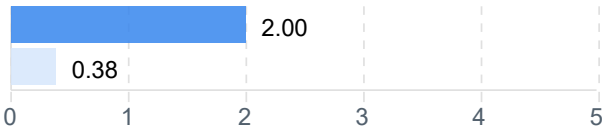
DEVELOP SELF AND OTHERS

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



BUSINESS ACUMEN

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

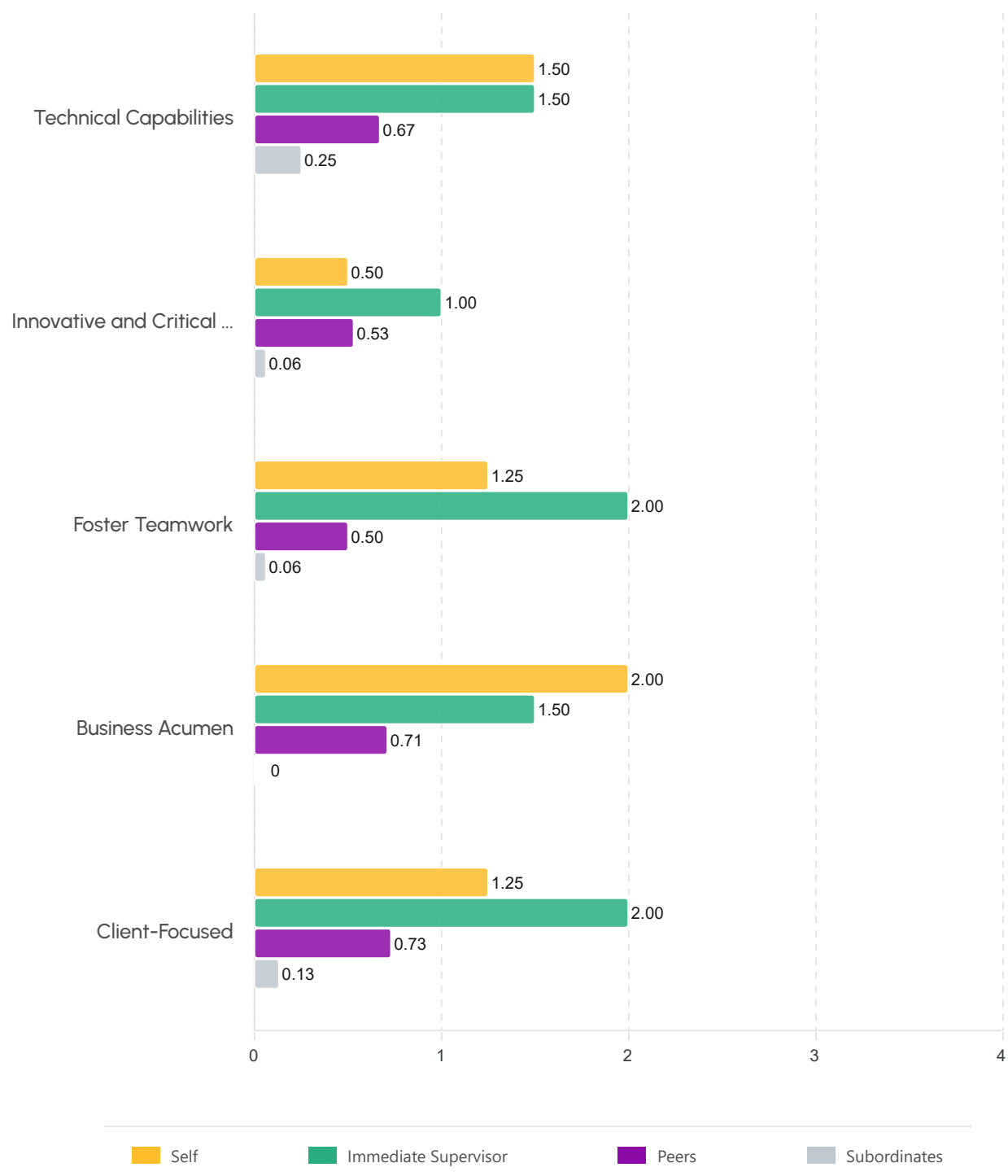


DRIVES FOR RESULT

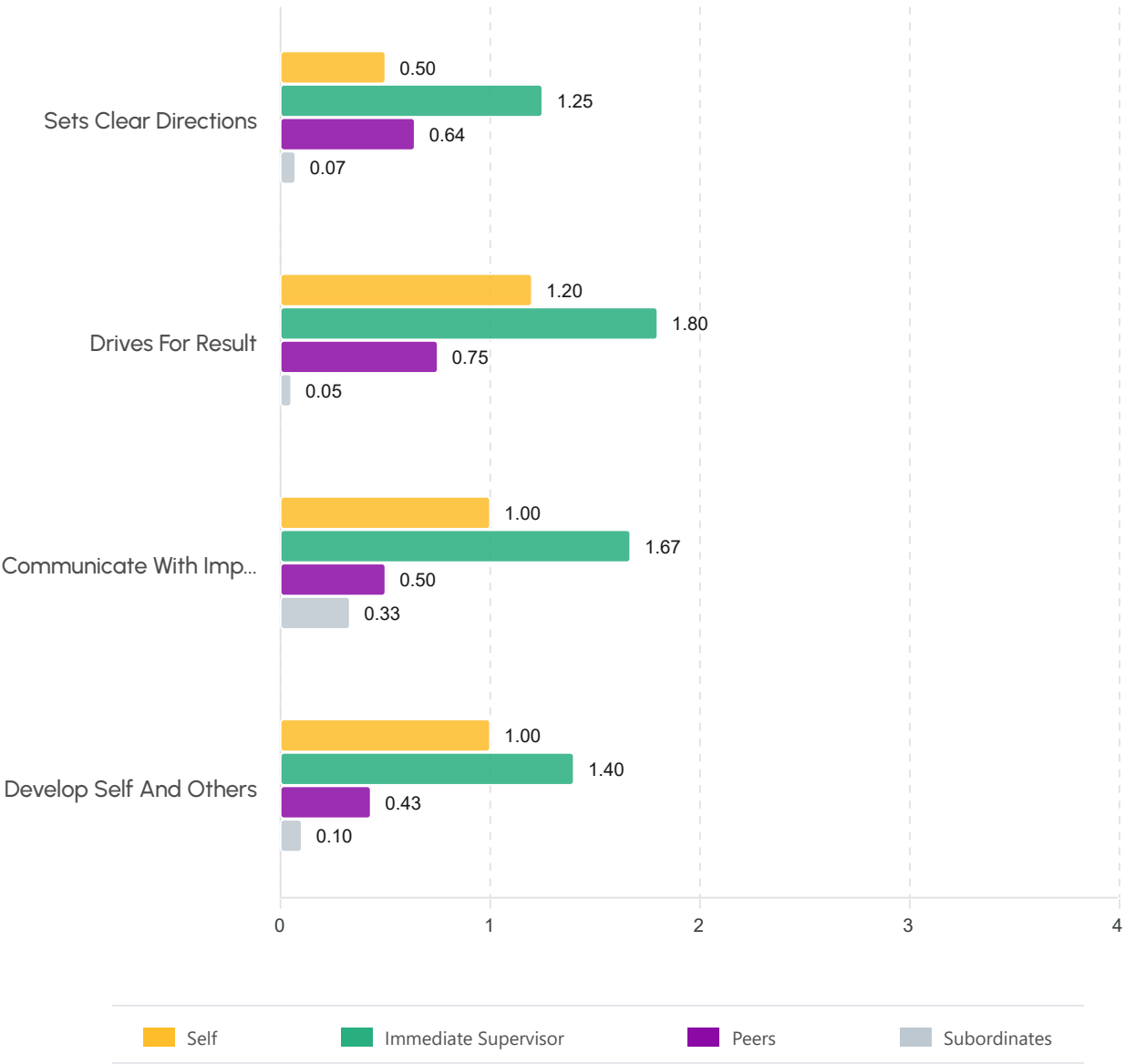
Q25. Push himself/herself and others every day for results?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



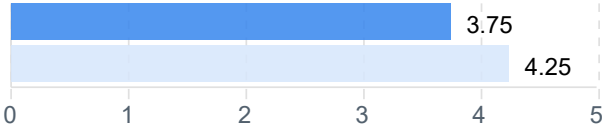
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

COMMUNICATE WITH IMPACT

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



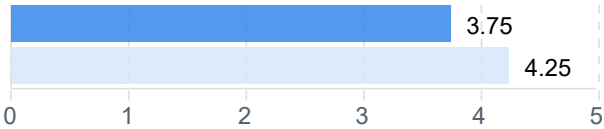
COMMUNICATE WITH IMPACT

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



DEVELOP SELF AND OTHERS

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



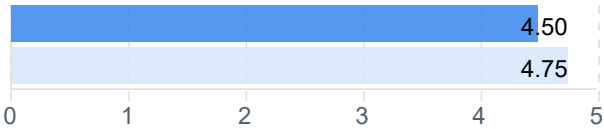
INNOVATIVE AND CRITICAL THINKING

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



CLIENT-FOCUSED

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



TECHNICAL CAPABILITIES

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



FOSTER TEAMWORK

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



SETS CLEAR DIRECTIONS

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



DRIVES FOR RESULT

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



TECHNICAL CAPABILITIES

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



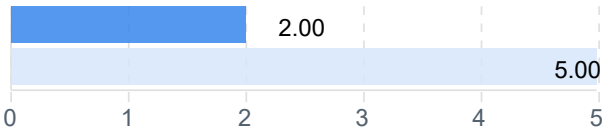
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

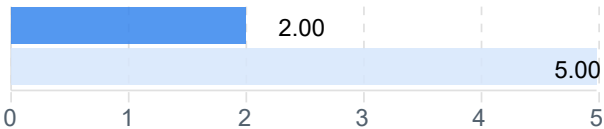
DEVELOP SELF AND OTHERS

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



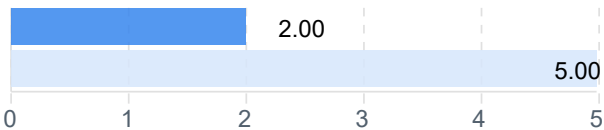
FOSTER TEAMWORK

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



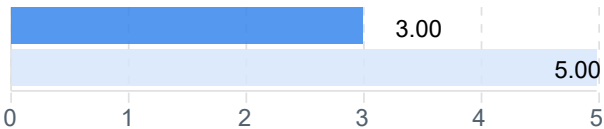
FOSTER TEAMWORK

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



DRIVES FOR RESULT

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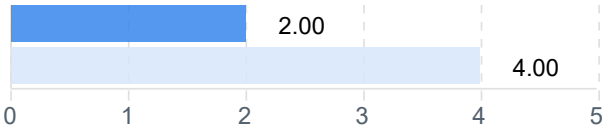
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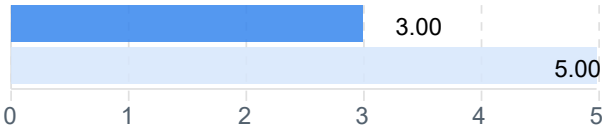
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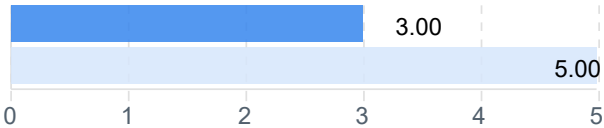
DRIVES FOR RESULT

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



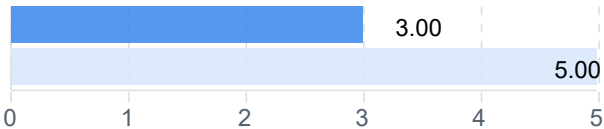
SETS CLEAR DIRECTIONS

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



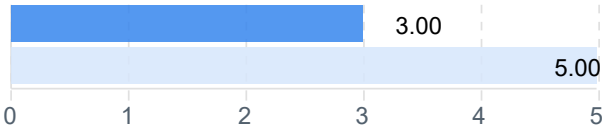
TECHNICAL CAPABILITIES

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



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

RATING FROM PEERS

Current Expected

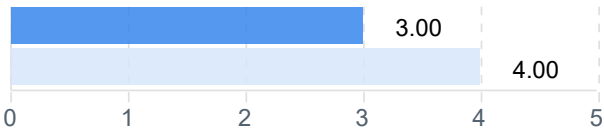
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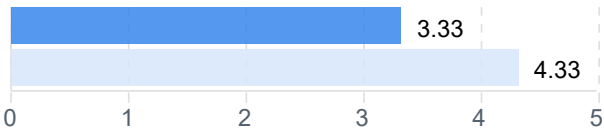
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CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



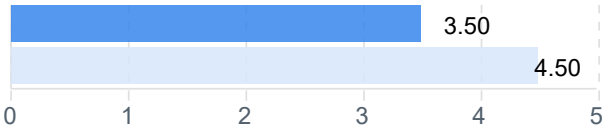
BUSINESS ACUMEN

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



DRIVES FOR RESULT

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



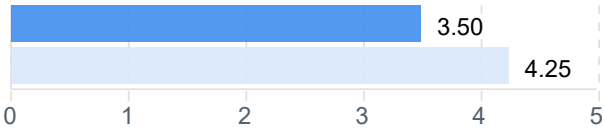
COMMUNICATE WITH IMPACT

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



BUSINESS ACUMEN

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



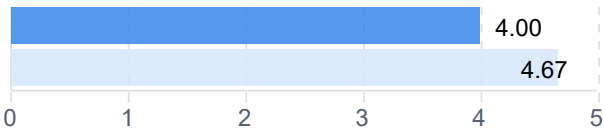
DRIVES FOR RESULT

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



INNOVATIVE AND CRITICAL THINKING

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



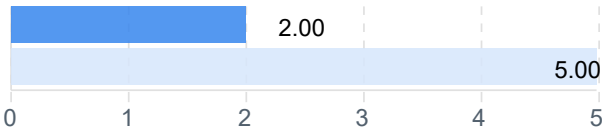
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

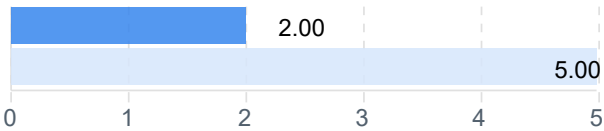
BUSINESS ACUMEN

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



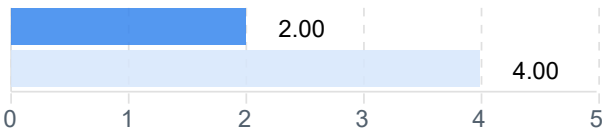
CLIENT-FOCUSED

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



COMMUNICATE WITH IMPACT

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



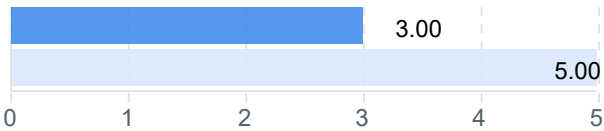
DRIVES FOR RESULT

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



SETS CLEAR DIRECTIONS

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



TECHNICAL CAPABILITIES

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



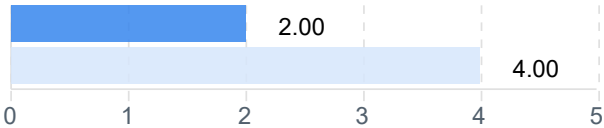
FOSTER TEAMWORK

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



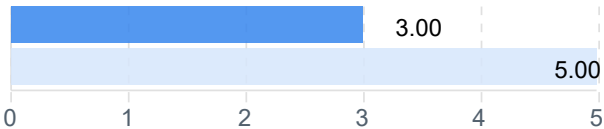
BUSINESS ACUMEN

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



CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



DRIVES FOR RESULT

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

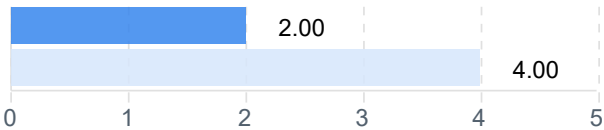


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Subordinates		Immediate Supervisor		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	4.3	4.5	3.0	4.0	3.7	4.3	3.0	4.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	4.5	4.8	3.0	5.0	4.0	4.7	3.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	4.0	4.3	3.0	4.0	4.0	4.7	3.0	4.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	4.3	4.3	3.0	4.0	3.8	4.3	4.0	3.0
Q5. Challenge the status quo and push for positive change and impact?	4.5	4.5	3.0	4.0	3.8	4.3	4.0	4.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	4.3	4.3	3.0	4.0	3.8	4.3	3.0	4.0
Q7. Treat all team members in a respectful, courteous and professional manner?	4.8	4.8	3.0	4.0	4.3	4.8	4.0	5.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	4.0	4.3	3.0	4.0	3.8	4.3	4.0	4.0
Q9. Take accountability and ownership of his/her team's performance?	4.8	4.8	2.0	5.0	4.0	4.5	3.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	4.5	4.5	2.0	5.0	4.0	4.5	3.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	4.3	4.3	3.0	4.0	3.8	4.3	3.0	4.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	4.0	4.0	2.0	4.0	3.3	4.3	2.0	5.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	4.5	4.5	2.0	4.0	3.5	4.3	2.0	4.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	4.3	4.3	3.0	4.0	3.7	4.3	2.0	4.0

How often does this person demonstrate the following -	Subordinates		Immediate Supervisor		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Build cross functional team relationship that can effectively address the needs of clients?	4.5	4.8	3.0	5.0	3.3	4.3	4.0	4.0
Q16. Respond and Resolve client issues effectively?	4.3	4.3	3.0	5.0	3.3	4.3	4.0	4.0
Q17. Demonstrate personal accountability to serve clients well?	4.5	4.5	3.0	5.0	3.8	4.3	3.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.8	4.0	3.0	5.0	3.8	4.3	2.0	5.0
Q19. Take action despite ambiguity?	4.3	4.3	3.0	4.0	3.0	4.0	3.0	3.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	4.3	4.3	3.0	5.0	3.8	4.5	3.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	4.0	4.0	3.0	4.0	4.0	4.3	4.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	4.0	4.3	3.0	4.0	4.0	4.5	4.0	4.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	4.3	4.5	3.0	5.0	3.3	4.0	3.0	4.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.8	3.8	3.0	5.0	3.5	4.5	3.0	5.0
Q25. Push himself/herself and others every day for results?	3.8	3.8	3.0	5.0	3.5	4.0	2.0	4.0
Q26. Bring clarity and decisiveness during crisis management?	4.0	4.0	3.0	4.0	3.7	4.3	4.0	4.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	4.0	4.0	3.0	5.0	3.5	4.5	3.0	4.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	3.8	4.3	2.0	4.0	3.7	4.0	2.0	4.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	4.3	4.3	3.0	4.0	3.5	4.3	3.0	3.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	3.5	4.0	2.0	4.0	4.0	4.3	2.0	3.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	4.3	4.3	2.0	5.0	4.0	4.7	3.0	4.0

How often does this person demonstrate the following -	Subordinates		Immediate Supervisor		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	4.0	4.0	3.0	4.0	3.5	4.0	3.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.8	4.3	3.0	4.0	3.7	4.0	4.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	4.5	4.5	3.0	4.0	3.7	4.0	2.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	4.3	4.3	3.0	4.0	4.0	4.3	3.0	4.0

* Responses based on Rating scale of 1-5