



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Heng Ren Qiu

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STRENGTHS AND DEVELOPMENT NEEDS

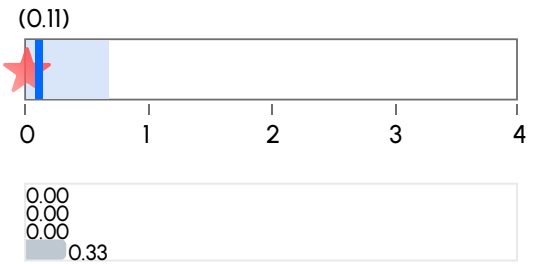
Strengths

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



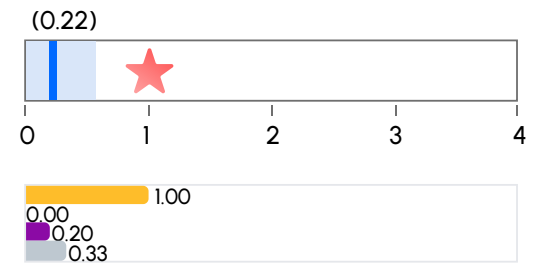
COURAGE TO ACT

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



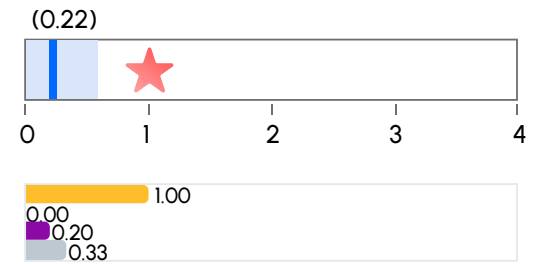
HOLISTIC THINKING

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



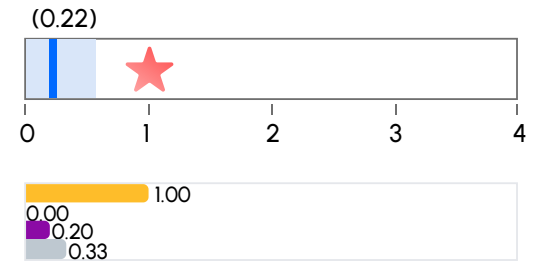
AGILE MINDSET

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



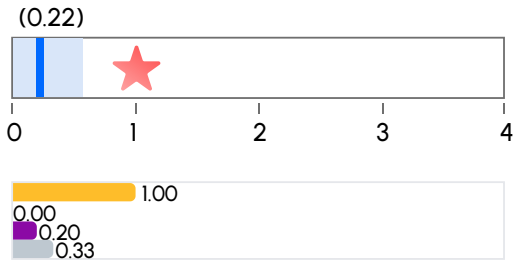
PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS

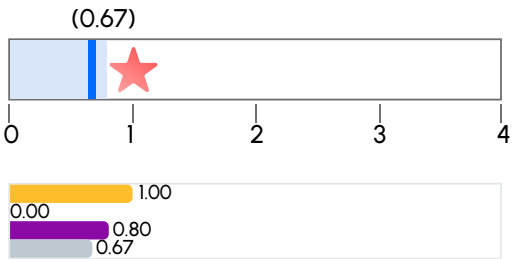
Development Needs

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



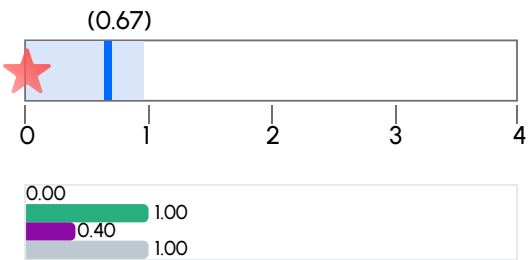
AGILE MINDSET

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



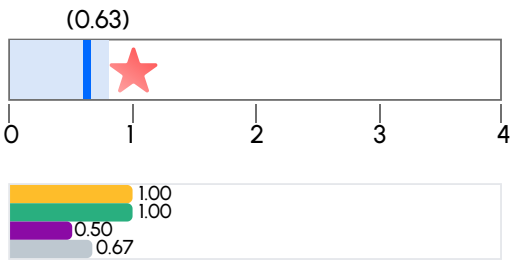
LIFELONG LEARNING

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



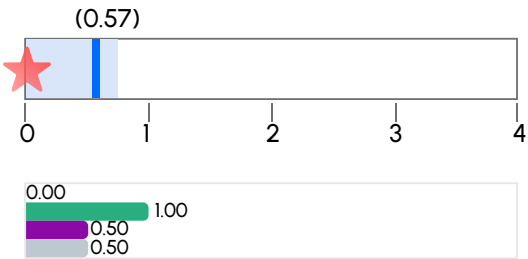
COURAGE TO ACT

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



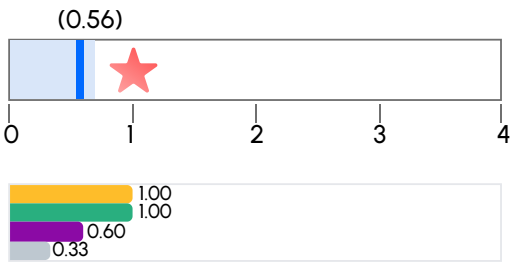
KNOW YOUR CUSTOMER

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

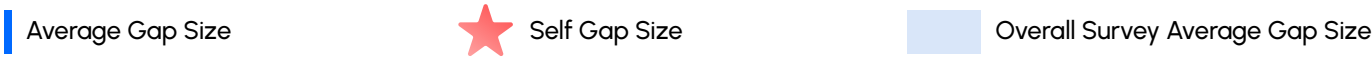


HOLISTIC THINKING

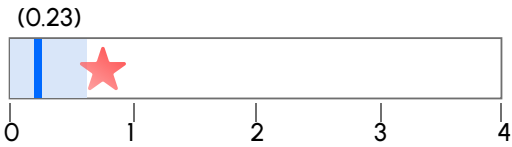
Q3. Identify new possibilities to address current business issues.



COMPETENCIES REPORT IN ASCENDING ORDER



KEEP UP-TO-DATE



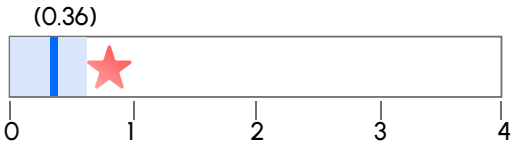
PURPOSEFUL PARTNERSHIP



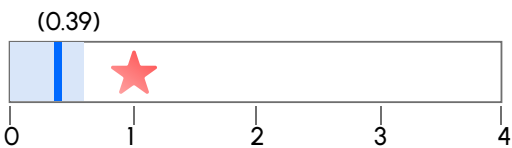
COURAGE TO ACT



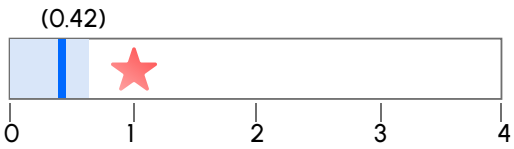
SPEAK UP



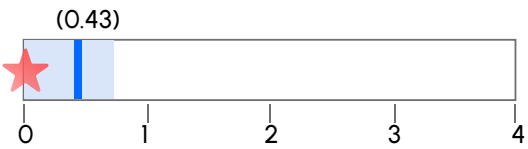
HOLISTIC THINKING



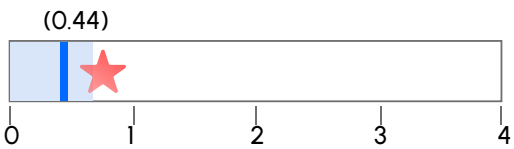
AGILE MINDSET



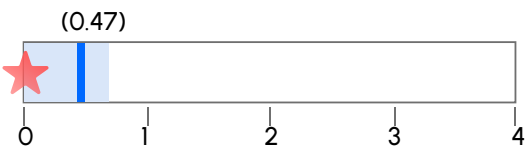
LIFELONG LEARNING



ENGAGE WITH EMPATHY



KNOW YOUR CUSTOMER



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	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	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	0.60	-	3	1	1	-	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.60	-	4	-	-	1	-
Subordinates	0.33	-	2	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	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	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	0.80	-	2	2	1	-	-
Subordinates	0.67	-	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.33	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.33	-	2	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	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	1.00	-	1	1	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

Speak Up

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.40	-	3	2	-	-	-
Subordinates	0.33	-	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	1.00	-	-	1	-	-	-
Peers	0.40	-	3	2	-	-	-
Subordinates	0.33	1	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	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	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	1	1	1	-	-	-

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.67	-	1	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	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.33	-	2	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	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	1	1	1	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	5	-	-	-	-
Subordinates	0.33	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	1	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	1	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.40	-	3	2	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

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

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q30. Give space for self and team members to take risks and learn from mistakes.	0.11
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.22
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.22
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.22
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.22
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.22
Q28. Encourage and value innovative ideas and suggestions from others.	0.22
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.22
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.22
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.22
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.22
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.25
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.25

Q29. Maintain focus to deliver the chosen strategy.	0.25
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.25
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.33
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.33
Q16. Empathise whilst balancing the need of individuals and the business.	0.33
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.33
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.33
Q38. Make effort to teach / coach/ mentor team members.	0.33
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.38
Q4. Manage teams' resources to collate information from multiple sources.	0.44
Q6. Ensure change plans are executed effectively and in a timely manner.	0.44
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.44
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.44
Q15. Share similar experiences that may be adapted to their work circumstances.	0.44
Q18. Leverage one's network and connection to gather market data.	0.44
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.44

Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.44
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.44
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.50
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.50
Q3. Identify new possibilities to address current business issues.	0.56
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.56
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.57
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.63
Q8. Provide coaching to help others adapt and be more versatile.	0.67
Q36. Purposefully manage career development and professional growth of team members.	0.67

QUALITATIVE FEEDBACK

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

- 1. Always focus 2, Promote teamwork culture within the team
- 1. Hardworking person. A rounded professional and demonstrate an understanding of task given very well (she has been rotated within the department with different role and function) 2. Provide guidance to the team and challenge them to consider different perspective before making any recommendation (leads a group of 3 new officers which required a lot of guidance and directions.)
- She is proactive and agile. The role involves a lot of customization in a sense that you are jack of all trades. She demonstrated ability to do so.
- The ability to take the hit and heat, able to present and prepared to be challenged
- ability to be deployed into various roles in the department - as the individual has done several major roles over her course of service adaptable to different situation and willing to learn up a new area
- 1. Goal driven - I am determined and persistent in pursuing my goals. I display resilience in the face of challenges, setbacks, or obstacles and maintain my focus on the goals/ KPIs given. 2. Eager to learn - I demonstrate a proactive attitude towards personal and professional growth. I always seek out new knowledge, perspectives, and experiences and not afraid of handling new portfolios.
- Professionalism - To provide constructive feedback and provide suggestion to staff Good in handling hiccups - To demonstrate on how to resolve situation efficiently and effectively
- Determination and resourcefulness. Despite a challenging portfolio, she never gave up and persisted with pushing for improvements.
- - helpful and good teamwork spirit - leader with empathy

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

- 1. Leadership 2. Strategic thinking
- 1. identify opportunities to capitalize on the readiness to venture into new mandate or business proposition 2. envision what success looks like when presenting the business proposition, provide a proper time horizon and roadmap to achieve success.

- She can do her job no doubt, i think she should engages more with management on her role to educate management,
- and to have more robust interaction with team members to pitch business ideas. (Which already been done, can be enhance)
 - Better communication with lower stakeholder management
 - communications with her staff needs to be more friendly
 - 1. Communication skill - to improve communication skill for better teamwork, increased productivity, and a more cohesive work environment. 2. Being empathetic - to develop empathy and understand the perspectives, emotions, and needs of the team members. for a stronger team and supportive work environment
 - Open communication within the group
 - Identifying and pushing for right talents to grow her team, database building with the team for better recordkeeping and peer comparison among fund managers.
 - - to participate more of non-work-related activities -assist to provide more feedbacks to other sections within the department

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.

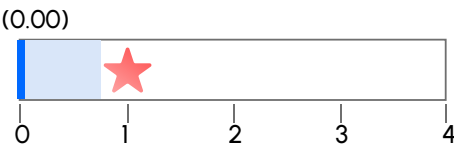
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

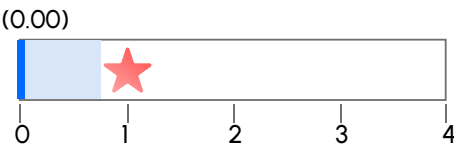
ENGAGE WITH EMPATHY

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



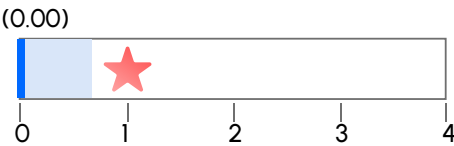
SPEAK UP

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



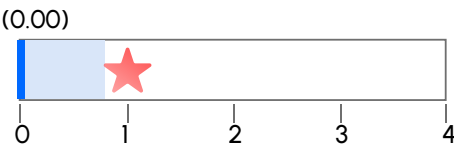
KEEP UP-TO-DATE

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



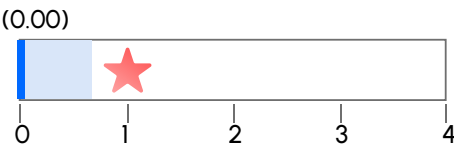
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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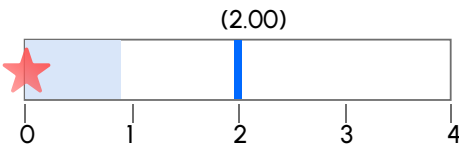
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

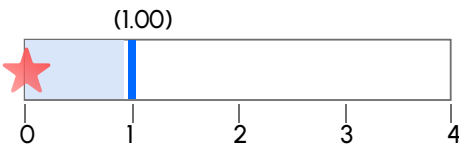
KNOW YOUR CUSTOMER

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



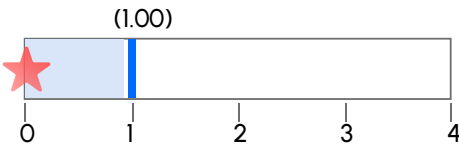
KNOW YOUR CUSTOMER

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



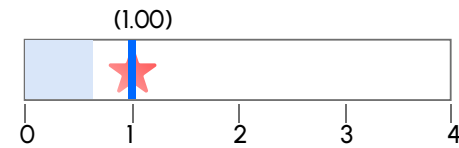
LIFELONG LEARNING

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



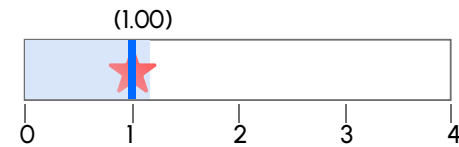
AGILE MINDSET

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



COURAGE TO ACT

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



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.

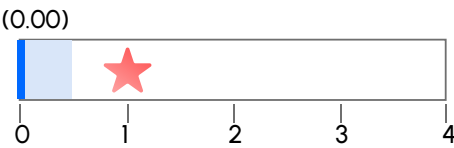
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

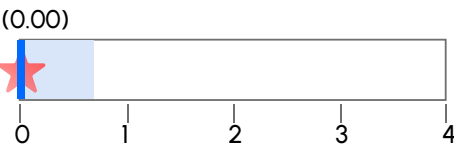
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



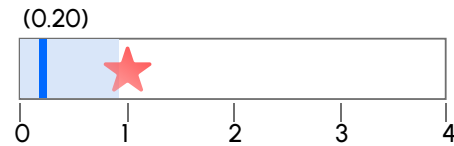
COURAGE TO ACT

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



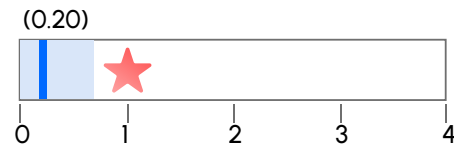
ENGAGE WITH EMPATHY

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



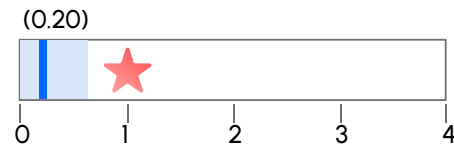
KEEP UP-TO-DATE

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



HOLISTIC THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Development Needs

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

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

AGILE MINDSET

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



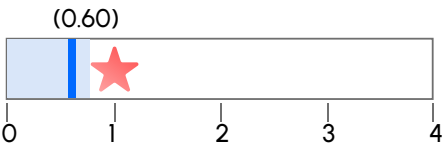
SPEAK UP

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



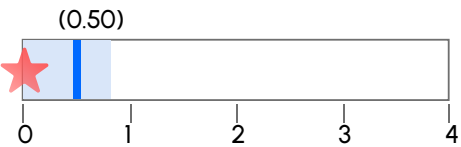
HOLISTIC THINKING

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



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 SUBORDINATES

Strengths

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

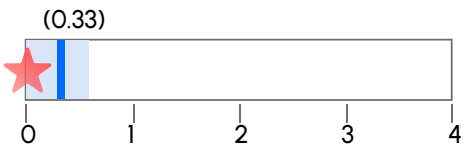
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

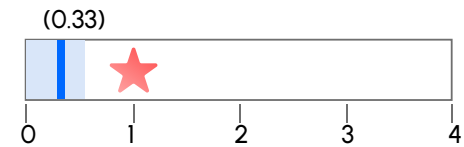
KNOW YOUR CUSTOMER

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



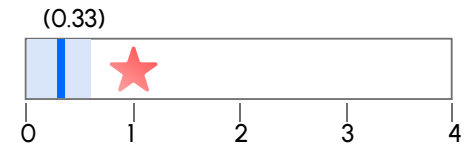
SPEAK UP

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



KEEP UP-TO-DATE

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



HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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

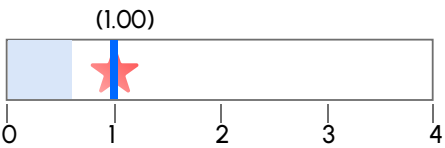
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

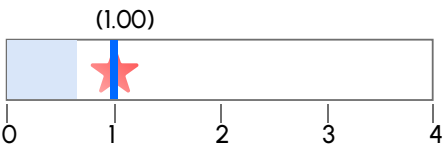
ENGAGE WITH EMPATHY

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



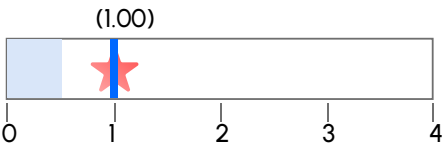
ENGAGE WITH EMPATHY

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



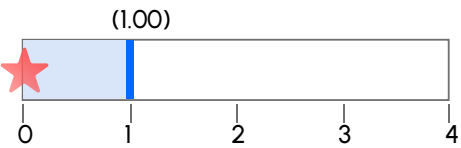
PURPOSEFUL PARTNERSHIP

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



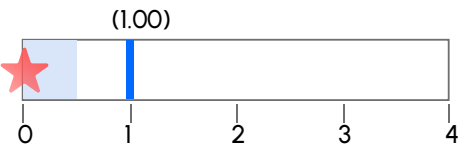
LIFELONG LEARNING

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



ENGAGE WITH EMPATHY

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size Average Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap SizeAverage 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

LIFELONG LEARNING

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



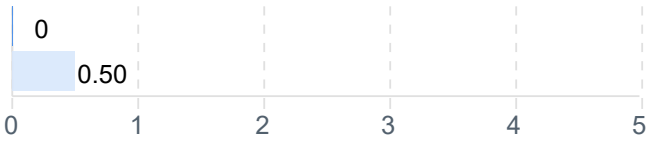
KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

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



KEEP UP-TO-DATE

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



KEEP UP-TO-DATE

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

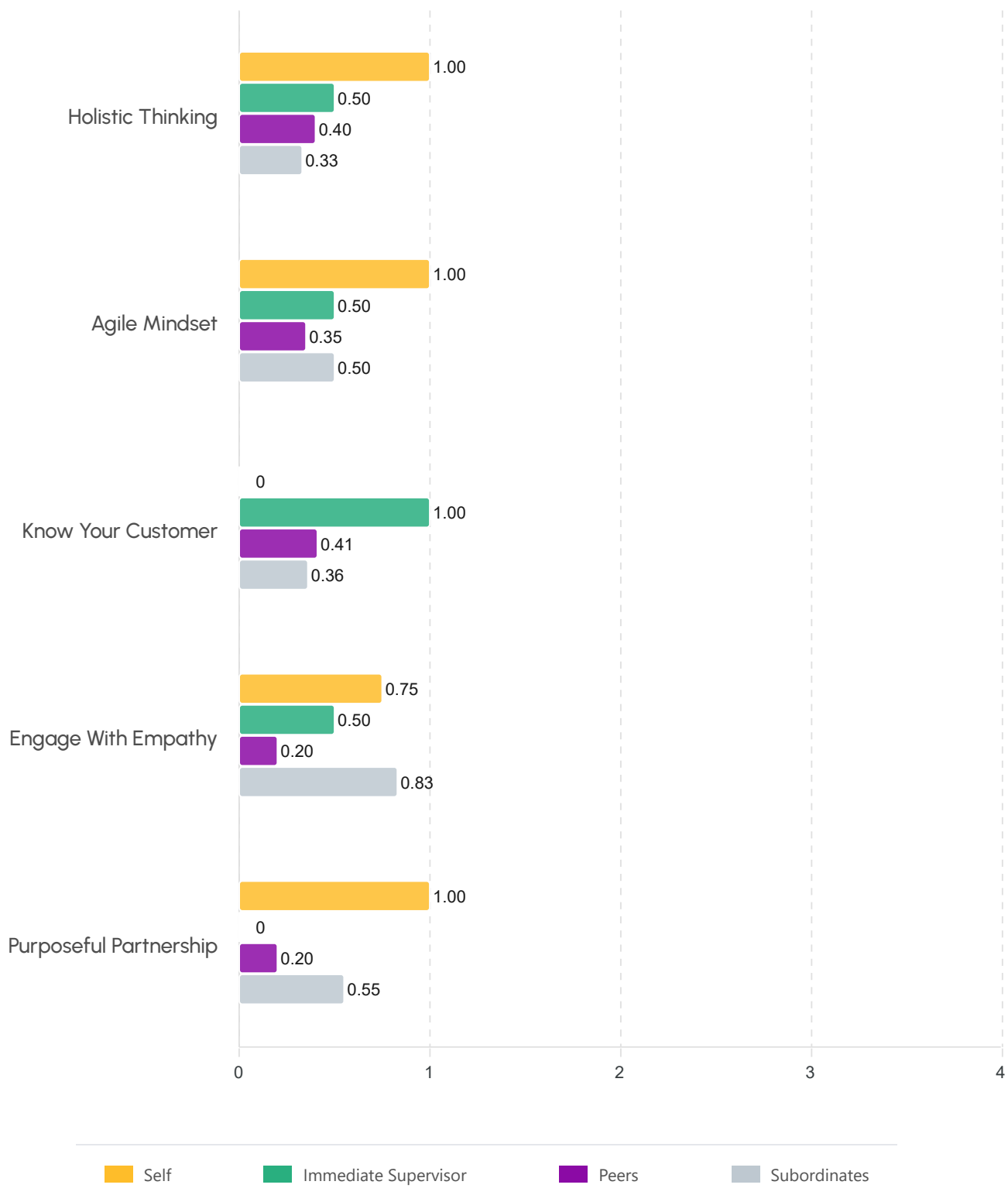


AGILE MINDSET

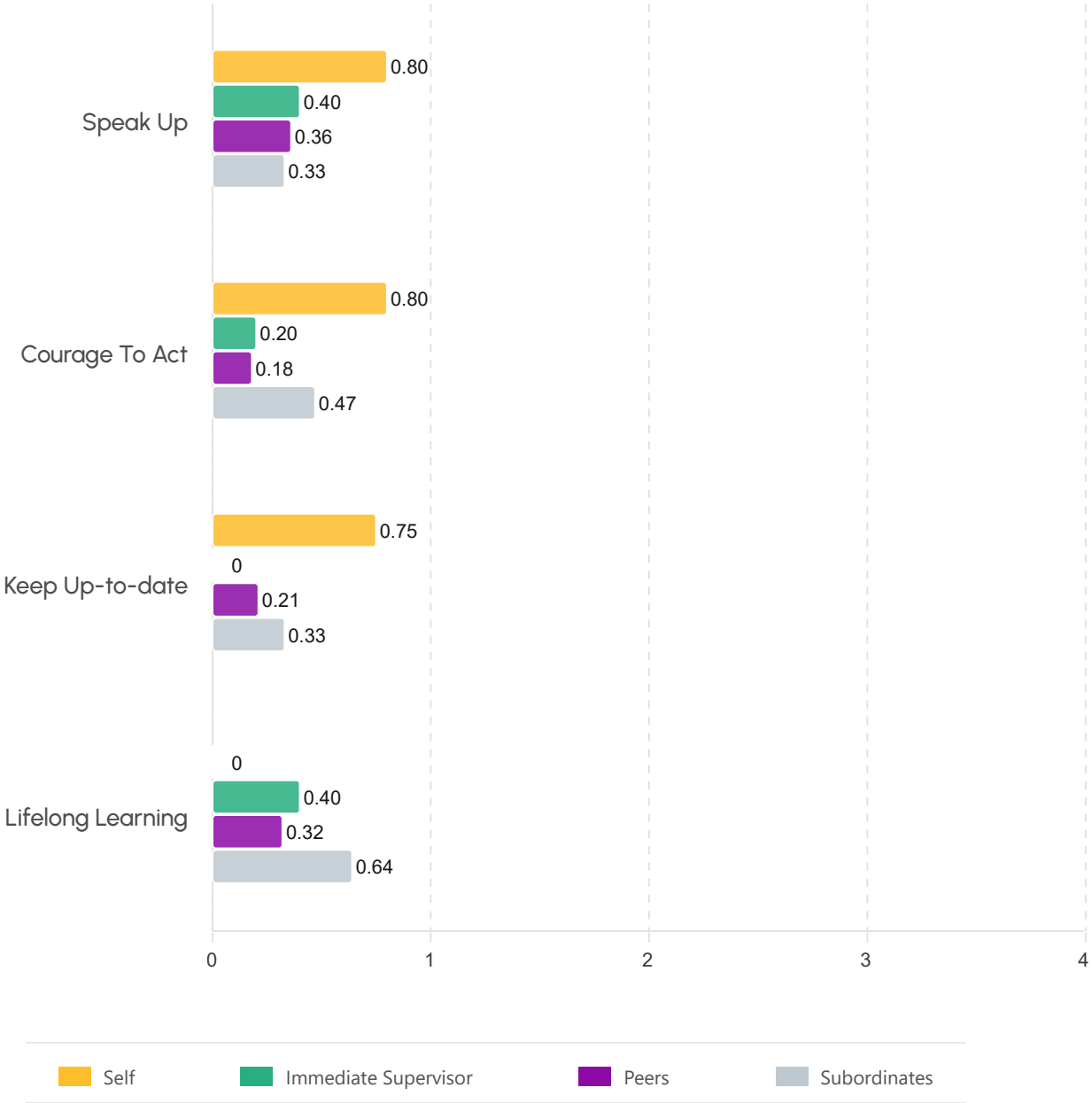
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



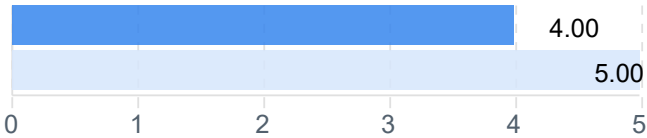
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

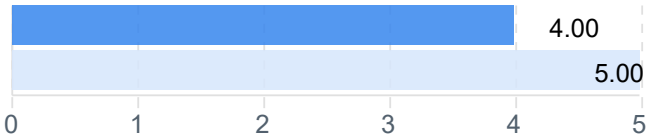
ENGAGE WITH EMPATHY

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



ENGAGE WITH EMPATHY

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



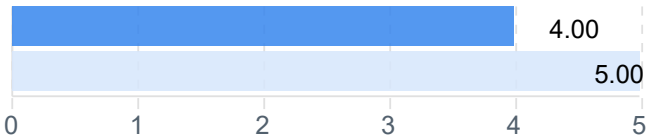
PURPOSEFUL PARTNERSHIP

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



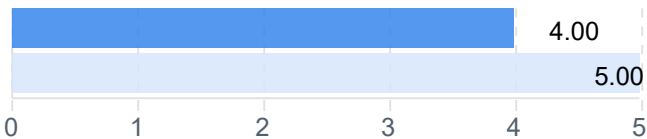
LIFELONG LEARNING

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



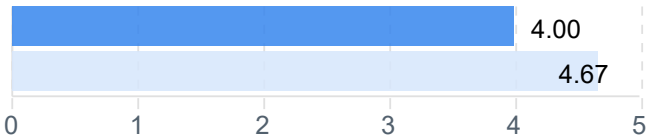
ENGAGE WITH EMPATHY

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



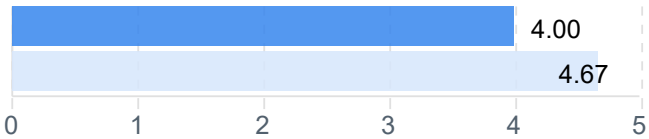
AGILE MINDSET

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



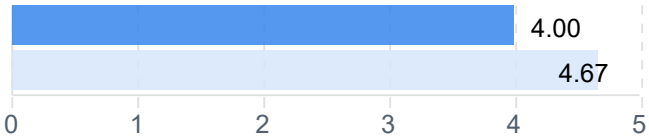
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



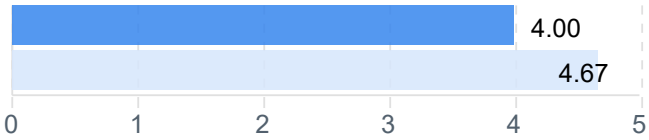
AGILE MINDSET

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



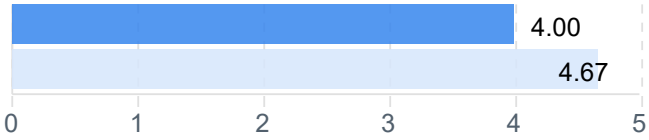
LIFELONG LEARNING

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



LIFELONG LEARNING

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



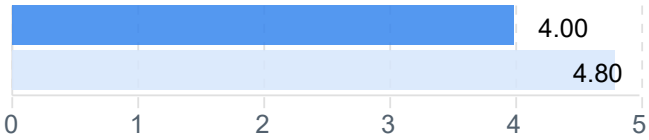
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

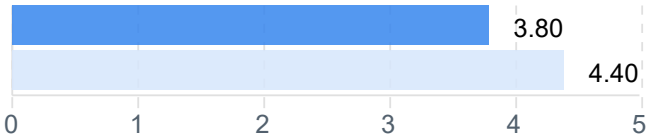
AGILE MINDSET

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



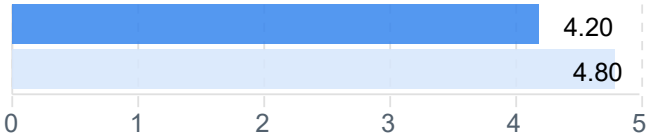
SPEAK UP

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



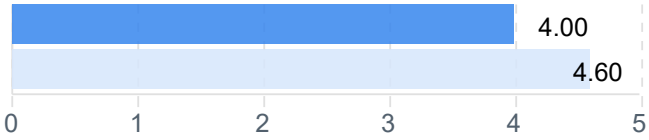
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



HOLISTIC THINKING

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



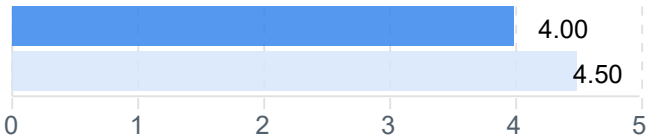
COURAGE TO ACT

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



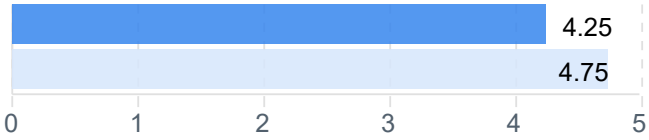
KNOW YOUR CUSTOMER

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



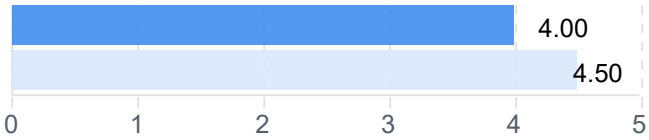
KNOW YOUR CUSTOMER

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



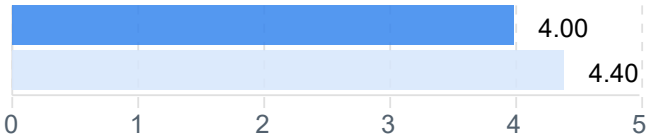
KNOW YOUR CUSTOMER

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



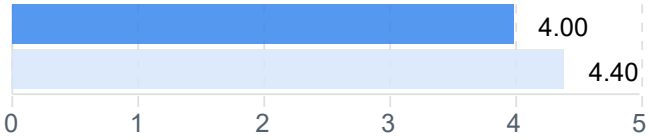
LIFELONG LEARNING

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



SPEAK UP

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



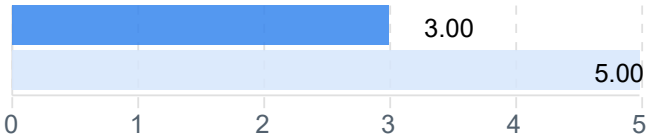
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

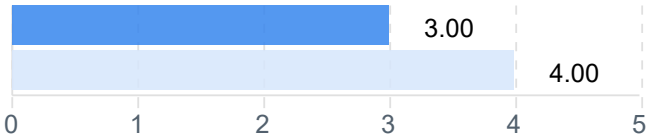
KNOW YOUR CUSTOMER

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



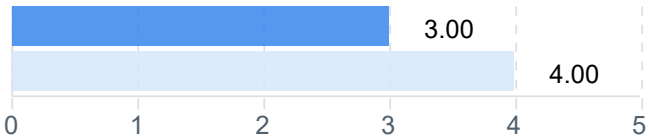
COURAGE TO ACT

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



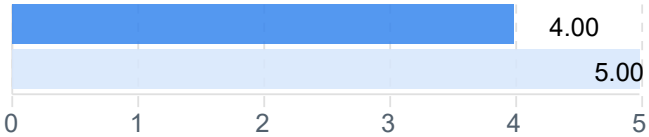
AGILE MINDSET

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



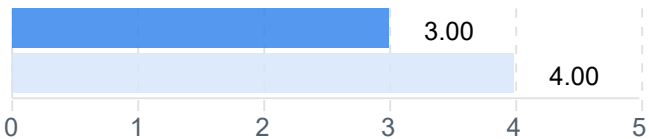
LIFELONG LEARNING

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



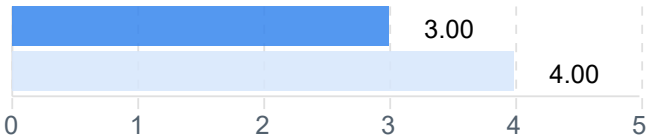
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



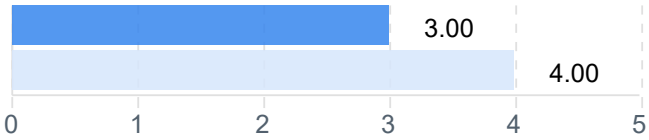
LIFELONG LEARNING

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



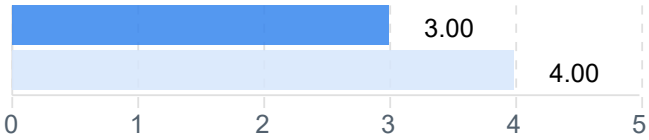
AGILE MINDSET

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



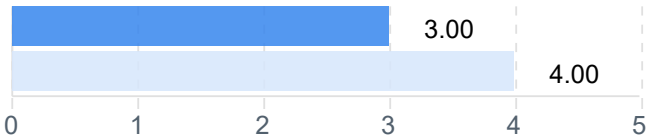
HOLISTIC THINKING

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



KNOW YOUR CUSTOMER

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



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

RATING FROM SELF

CurrentExpected

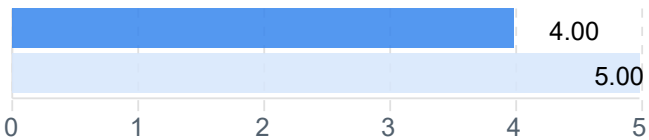
COURAGE TO ACT

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



AGILE MINDSET

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



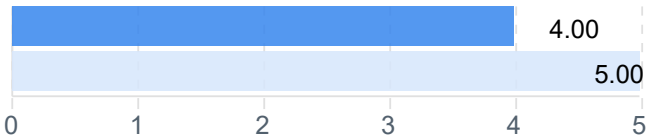
KEEP UP-TO-DATE

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



PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



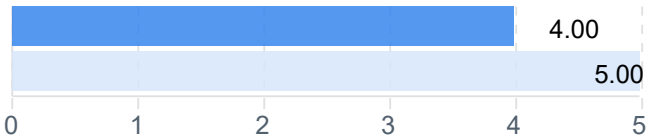
HOLISTIC THINKING

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.



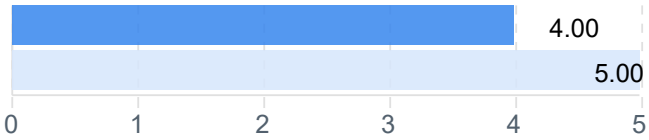
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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

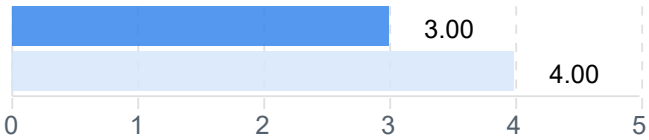


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

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

How often does this person demonstrate the following -	Subordinates		Peers		Immediate Supervisor		Self	
	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.	4.0	5.0	4.2	4.4	3.0	3.0	4.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	5.0	4.2	4.4	3.0	4.0	3.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	4.2	4.4	3.0	3.0	4.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	4.3	4.2	4.4	3.0	4.0	3.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.7	5.0	4.6	4.8	5.0	5.0	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	3.7	4.7	4.2	4.4	5.0	5.0	4.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	4.5	4.0	4.2	4.0	4.0	4.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	4.3	4.4	4.6	4.0	4.0	4.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.7	4.0	3.8	4.4	4.0	4.0	4.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.3	4.7	4.4	4.8	4.0	4.0	4.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.7	4.7	4.0	4.4	3.0	4.0	4.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.3	4.7	4.2	4.4	4.0	5.0	4.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.7	4.7	4.2	4.4	4.0	4.0	4.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.7	4.3	4.0	4.5	3.0	4.0	3.0	4.0

How often does this person demonstrate the following -	Subordinates		Peers		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.3	4.7	4.3	4.5	4.0	4.0	4.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.7	4.7	4.4	4.6	4.0	4.0	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	4.7	4.8	4.8	4.0	4.0	4.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	4.3	4.8	4.8	4.0	4.0	4.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.7	4.7	4.4	4.6	4.0	4.0	4.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	4.0	4.2	4.4	4.0	4.0	4.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.3	4.7	4.4	4.6	4.0	4.0	4.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.7	5.0	4.0	4.3	4.0	4.0	4.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.5	5.0	4.2	4.6	4.0	5.0	4.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	4.0	5.0	4.0	4.4	3.0	4.0	4.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.7	5.0	4.2	4.4	4.0	4.0	5.0	5.0
Q38. Make effort to teach / coach/ mentor team members.	4.0	4.7	4.2	4.4	4.0	4.0	5.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	4.7	4.2	4.6	4.0	4.0	4.0	4.0

* Responses based on Rating scale of 1-5