



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

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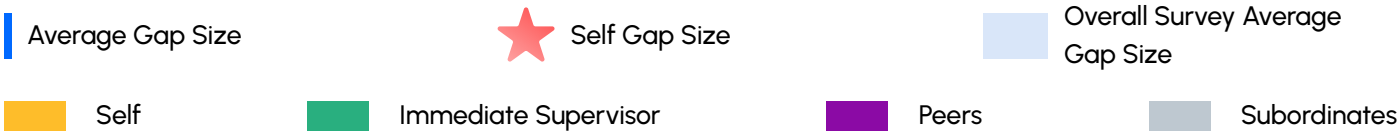
Date: 02/08/2023

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STRENGTHS AND DEVELOPMENT NEEDS

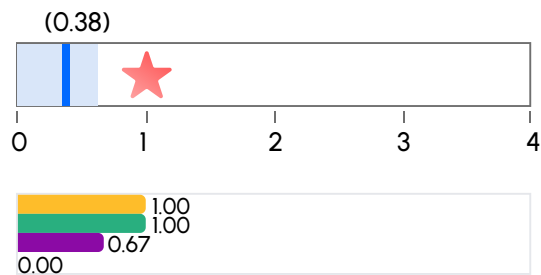
Strengths

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



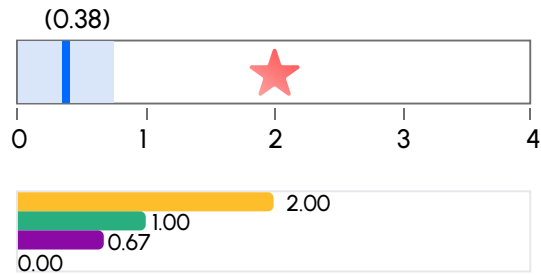
SPEAK UP

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



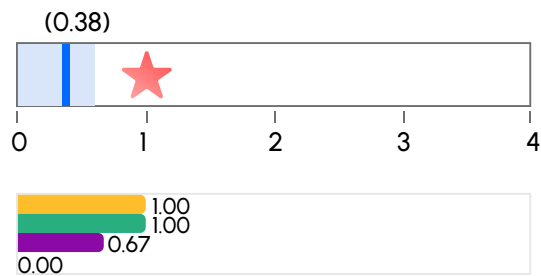
COURAGE TO ACT

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



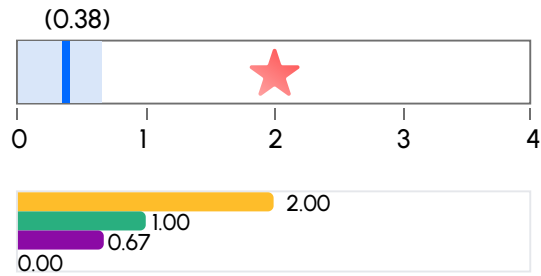
COURAGE TO ACT

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



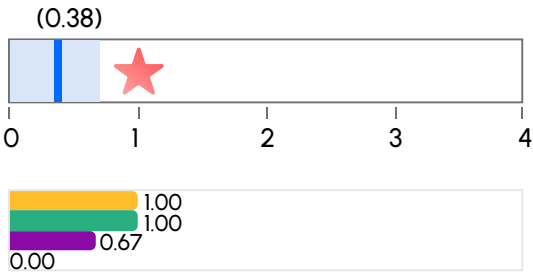
LIFELONG LEARNING

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



LIFELONG LEARNING

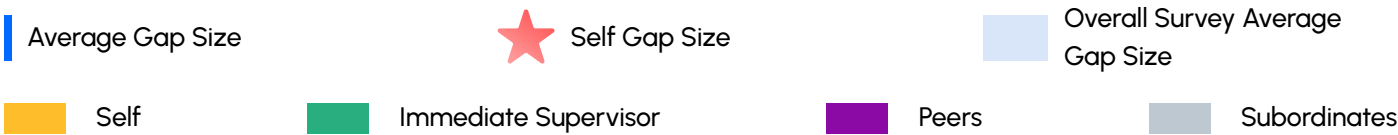
Q38. Make effort to teach / coach/ mentor team members.



STRENGTHS AND DEVELOPMENT NEEDS

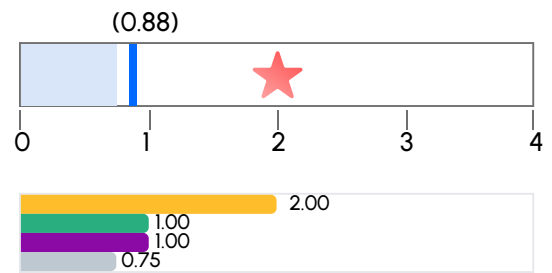
Development Needs

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



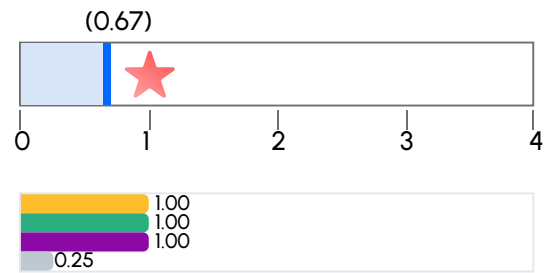
SPEAK UP

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



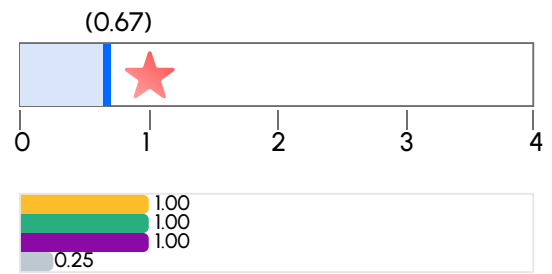
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



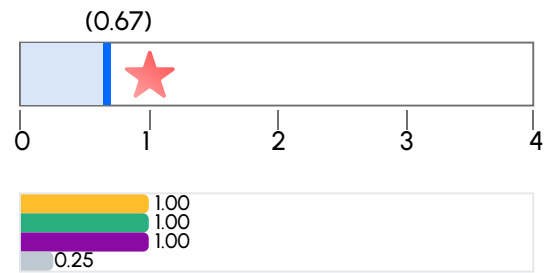
HOLISTIC THINKING

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



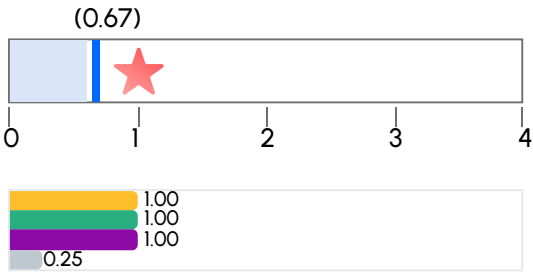
AGILE MINDSET

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




KNOW YOUR CUSTOMER

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



COMPETENCIES REPORT IN ASCENDING ORDER

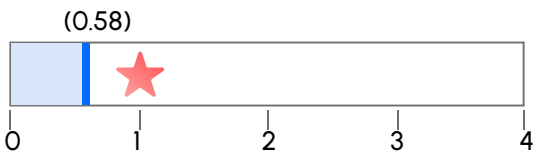
Average Gap Size

 Self Gap Size

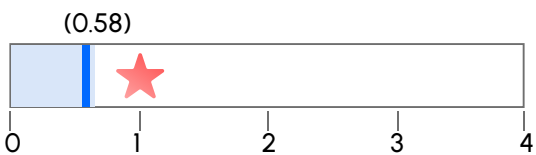
Overall Survey Average Gap Size



HOLISTIC THINKING



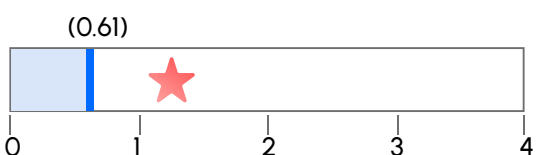
AGILE MINDSET



PURPOSEFUL PARTNERSHIP



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 | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 0.00 | - | 4 | - | - | - | - |

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 | 1.00 | - | 1 | 2 | 1 | - | - |
| Subordinates | 0.00 | - | 4 | - | - | - | - |

Q3. Identify new possibilities to address current business issues.

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

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

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

Agile Mindset

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

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

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

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

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

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

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

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

Know Your Customer

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

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

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

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

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

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

Engage With Empathy

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

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

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

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

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

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

Purposeful Partnership

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

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

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 | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 0.25 | - | 3 | 1 | - | - | - |

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

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

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

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

Speak Up

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

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

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

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

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 1.00 | - | 1 | 1 | 1 | - | - |
| Subordinates | 0.75 | - | 2 | 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 | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 0.00 | - | 4 | - | - | - | - |

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

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

Courage To Act

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

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

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

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

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

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

Keep Up-to-date

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 0.25 | - | 3 | 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 | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 0.25 | - | 3 | 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 | 1.00 | - | - | 1 | - | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 0.25 | - | 3 | 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 | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 0.00 | - | 4 | - | - | - | - |

Lifelong Learning

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

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

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

| Rater Group | Avg Gap Size | R | 0 | 1 | 2 | 3 | 4 |
|----------------------|--------------|---|---|---|---|---|---|
| Self | 2.00 | - | - | - | 1 | - | - |
| Immediate Supervisor | 1.00 | - | - | 1 | - | - | - |
| Peers | 0.75 | - | 1 | 3 | - | - | - |
| Subordinates | 0.00 | - | 4 | - | - | - | - |

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

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

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

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

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

| 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 | - | - | - | - |

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

| | |
|--|------|
| Q25. Facilitate discussions with various views to converge and achieve a common objective. | 0.38 |
| Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure. | 0.38 |
| Q28. Encourage and value innovative ideas and suggestions from others. | 0.38 |
| Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills. | 0.38 |
| Q38. Make effort to teach / coach/ mentor team members. | 0.38 |
| Q39. Nurture an environment that supports coaching and honest performance feedback. | 0.38 |
| Q1. Leverage on own and others' relevant experience and insights to make decisions. | 0.44 |
| Q16. Empathise whilst balancing the need of individuals and the business. | 0.44 |
| Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration. | 0.44 |
| Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences. | 0.44 |
| Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business. | 0.44 |
| Q36. Purposefully manage career development and professional growth of team members. | 0.44 |
| Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making. | 0.56 |

| | |
|---|------|
| Q6. Ensure change plans are executed effectively and in a timely manner. | 0.56 |
| Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation. | 0.56 |
| Q8. Provide coaching to help others adapt and be more versatile. | 0.56 |
| Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management. | 0.56 |
| Q12. Promote a Customer-centric culture by role modeling the behavior. | 0.56 |
| Q13. Empathise in a way that motivates one to take action to help others in the work environment. | 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 |
| Q15. Share similar experiences that may be adapted to their work circumstances. | 0.56 |
| Q18. Leverage one's network and connection to gather market data. | 0.56 |
| Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest. | 0.56 |
| Q27. Drive implementation with persistence to deliver results despite obstacles. | 0.56 |
| Q29. Maintain focus to deliver the chosen strategy. | 0.56 |
| Q30. Give space for self and team members to take risks and learn from mistakes. | 0.56 |
| Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan. | 0.56 |
| Q32. Offer guidance to others on how to understand relevant trends and industry advancements. | 0.56 |

| | |
|--|------|
| Q33. Create opportunities for the team to be in touch by having external exposure from related industries | 0.56 |
| Q35. Invest resources to continuously enhance skillsets that can be applied to one's function. | 0.56 |
| Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints. | 0.63 |
| Q3. Identify new possibilities to address current business issues. | 0.67 |
| Q4. Manage teams' resources to collate information from multiple sources. | 0.67 |
| Q5. Assess the effectiveness and constantly update plans to adapt to different situations. | 0.67 |
| Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience. | 0.67 |
| Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants. | 0.67 |
| Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise. | 0.67 |
| Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes. | 0.67 |
| Q23. Encourage constructive feedback and be objective in addressing disagreements. | 0.88 |

QUALITATIVE FEEDBACK

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

- Seorang pemimpin yang mempunyai strategik thinking dan planning . Akan memastikan pelaksanaan strategik ini berjaya. Seorang yang boleh memberi motivasi kepada Team.
- Participant who has many ideas/ knowledge and motivates the staffs. Coaching staff how to solve their problem.
- 1. Good motivator to the team 2. Master in strategic planning
- decision making coaching

Helpful and encouraging. In my personal POV, he gave me encouragement to do the difficult task the management has assigned, and he was able to attend to difficult case which would blow up to the media and gave bad reputation to the organization if not handled carefully. Besides, he's able to hear his subordinate's opinion despite the difference in rank although the results are to no avail.

He is an approachable person and open to feedback. As a leader he is able to create an environment where employees feel comfortable sharing their ideas, concerns, and feedback without fear of retribution. He is also a leader leading by example. This means embodying the values, work ethic, and behavior he expects from his team members.

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

- Seorang yang 'low profile' dan perlu lebih agresif.
- 1. Participant be at the counter to greet members present at the beginning opening. 2. Always give morning briefing with counter staffs
- 1. Consistency 2. Focus to resolve the issue
- convincing people strategic plan
- Be a good supporter and support his plan and execution toward achieving goals and target.

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.

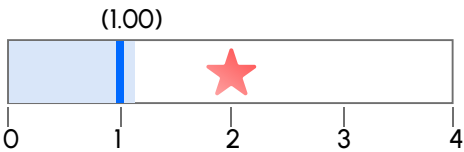
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

KEEP UP-TO-DATE

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



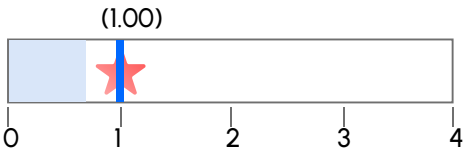
KNOW YOUR CUSTOMER

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



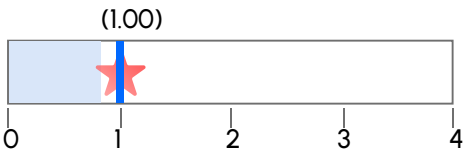
ENGAGE WITH EMPATHY

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



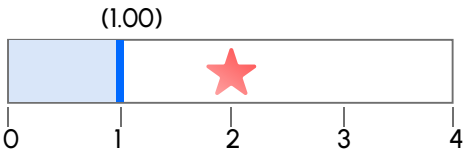
LIFELONG LEARNING

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



COURAGE TO ACT

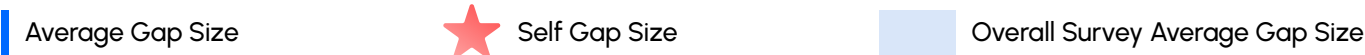
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

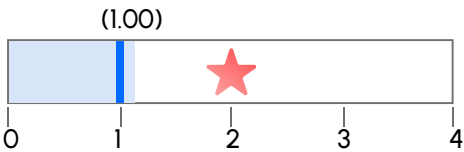
Development Needs

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



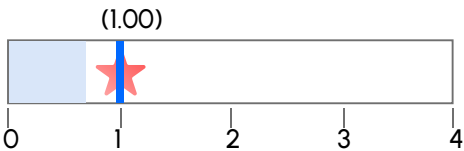
KEEP UP-TO-DATE

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



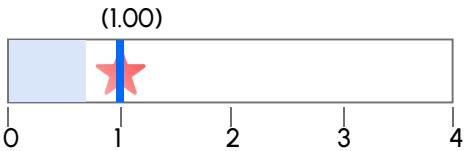
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



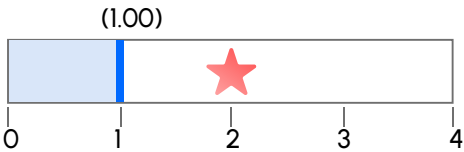
LIFELONG LEARNING

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



COURAGE TO ACT

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



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

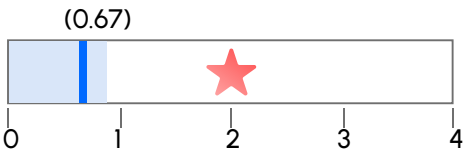
ENGAGE WITH EMPATHY

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



COURAGE TO ACT

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



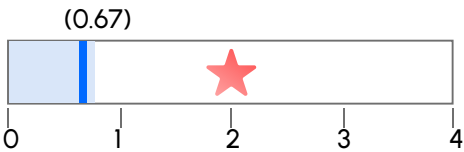
SPEAK UP

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



LIFELONG LEARNING

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



COURAGE TO ACT

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



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.

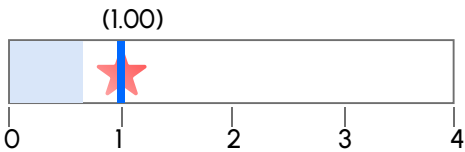
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

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.



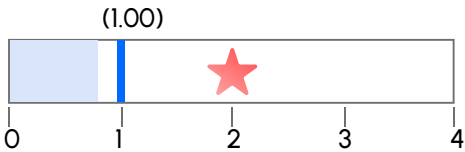
HOLISTIC THINKING

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



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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

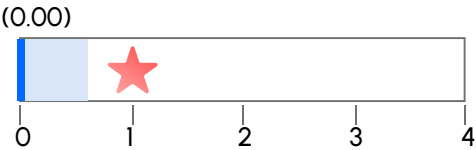
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

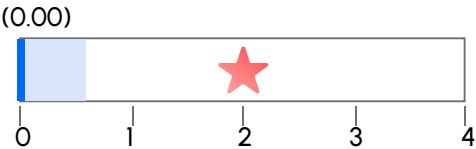
LIFELONG LEARNING

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



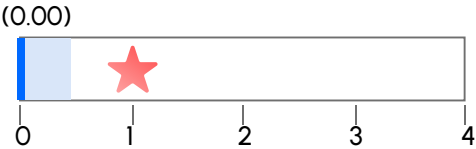
COURAGE TO ACT

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



HOLISTIC THINKING

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



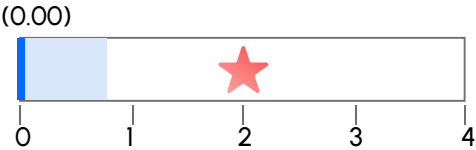
HOLISTIC THINKING

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



LIFELONG LEARNING

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



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.

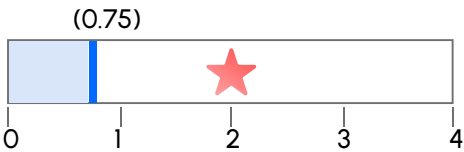
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



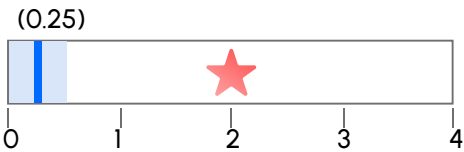
SPEAK UP

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



KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap SizeAverage 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 SizeAverage 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.

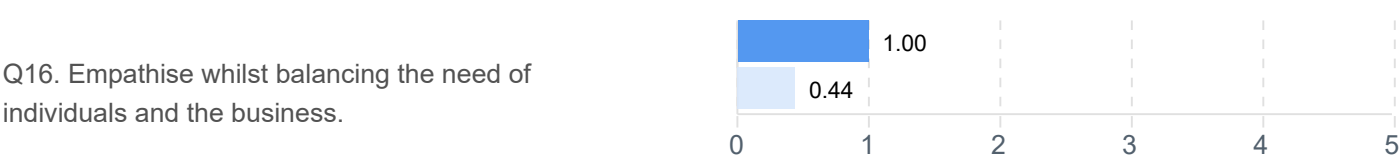
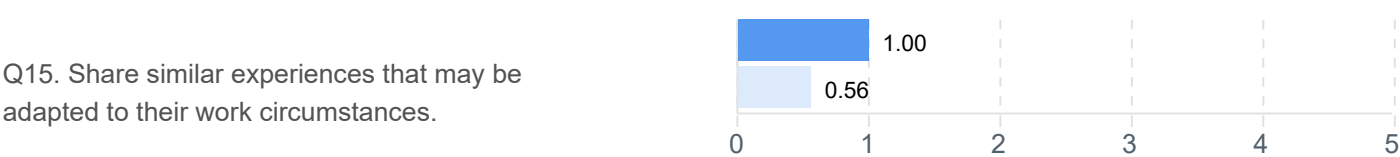
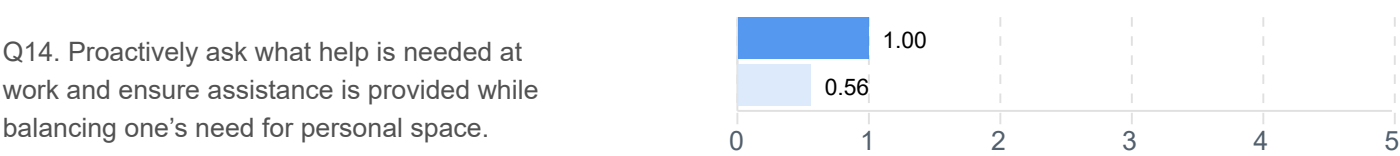
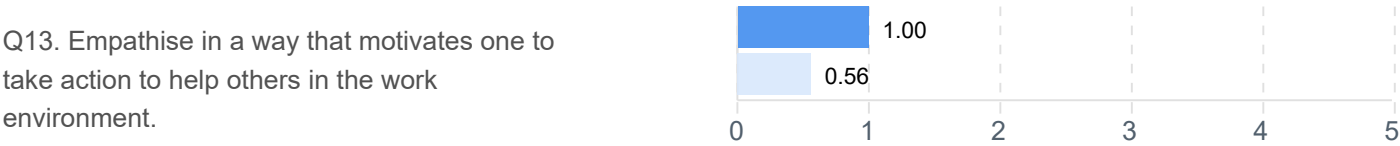


Q12. Promote a Customer-centric culture by role modeling the behavior.



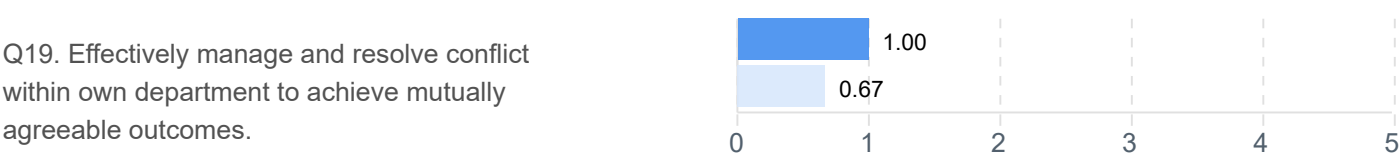
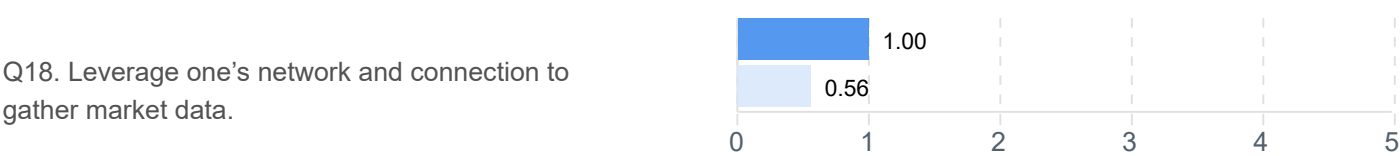
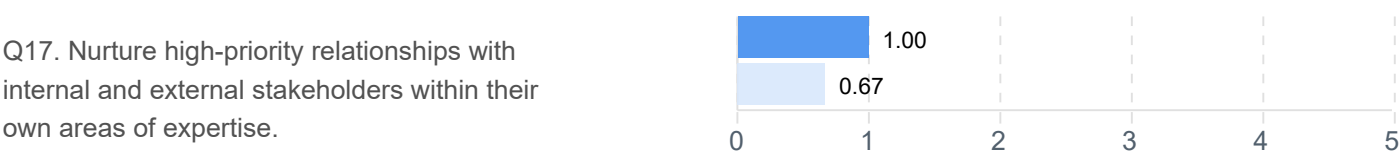
ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size



PURPOSEFUL PARTNERSHIP

Self Gap SizeAverage Gap Size



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



SPEAK UP

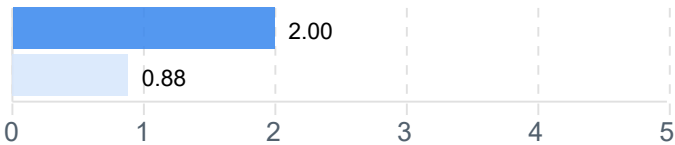
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



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.



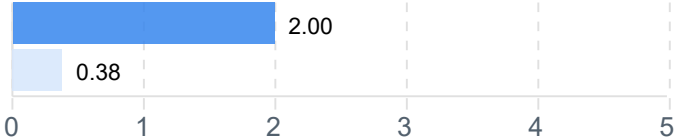
Q25. Facilitate discussions with various views to converge and achieve a common objective.



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.



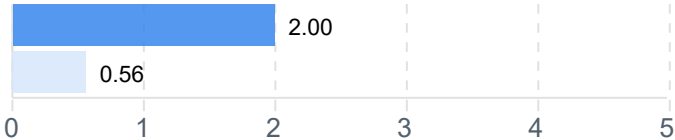
Q28. Encourage and value innovative ideas and suggestions from others.



Q29. Maintain focus to deliver the chosen strategy.



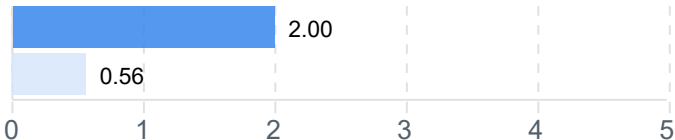
Q30. Give space for self and team members to take risks and learn from mistakes.



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



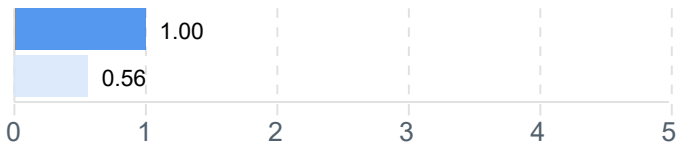
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



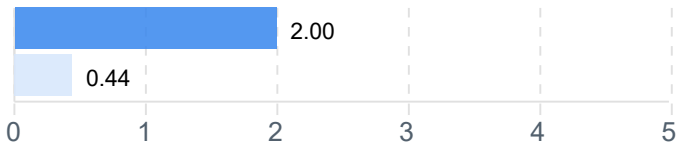
LIFELONG LEARNING

Self Gap Size Average Gap Size

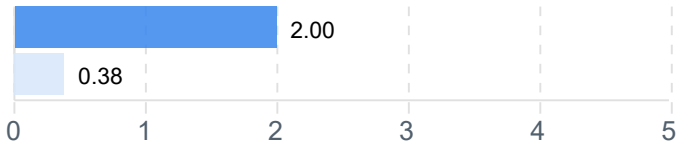
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.



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



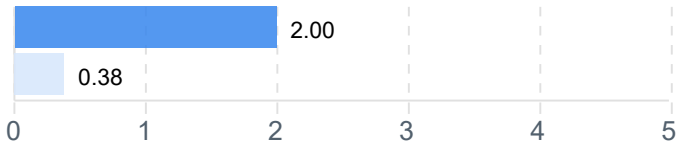
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

-- There are no Blind Spots to show --

TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self RatingAverage Gap Rating

COURAGE TO ACT

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



LIFELONG LEARNING

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



LIFELONG LEARNING

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



LIFELONG LEARNING

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

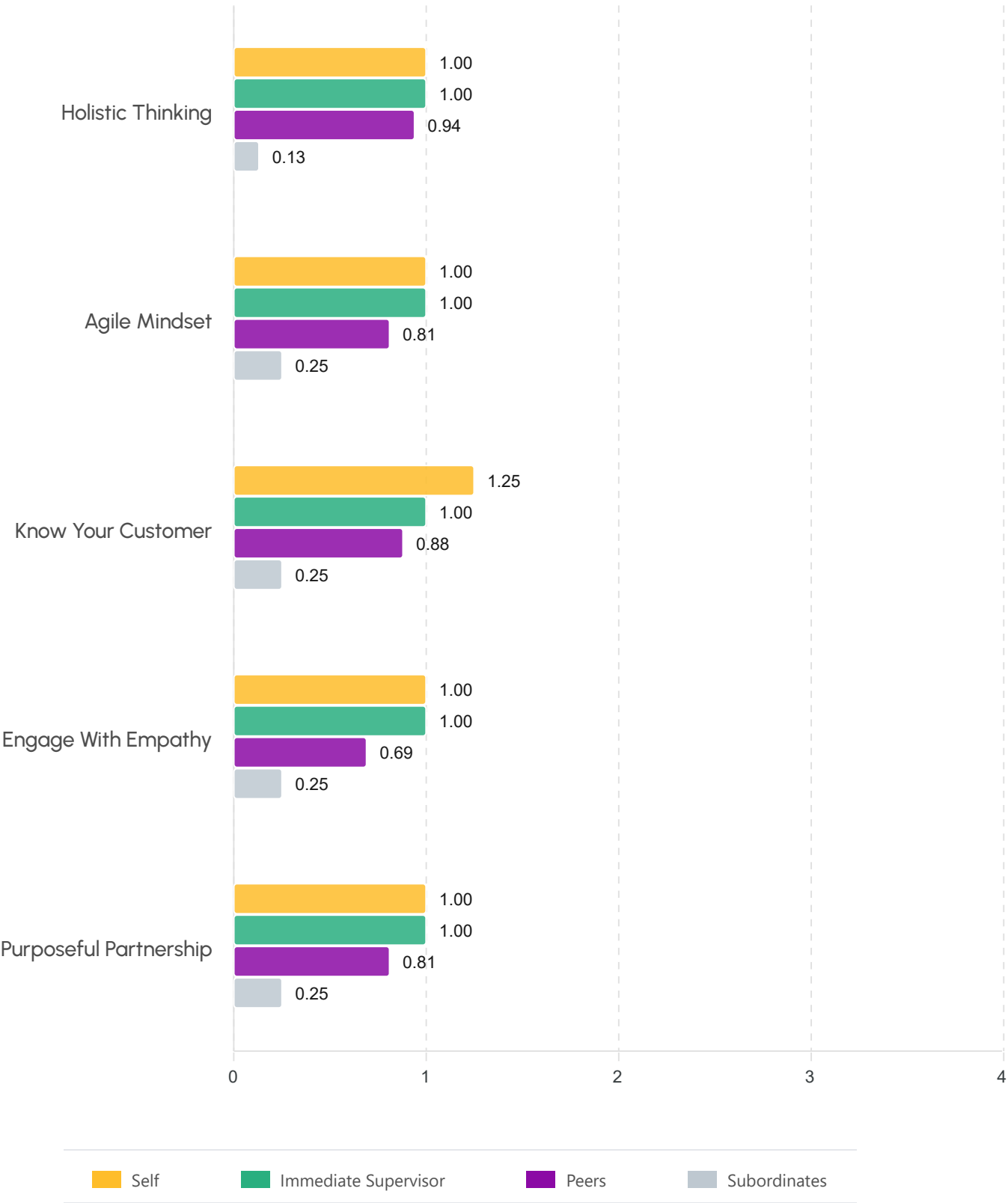


KEEP UP-TO-DATE

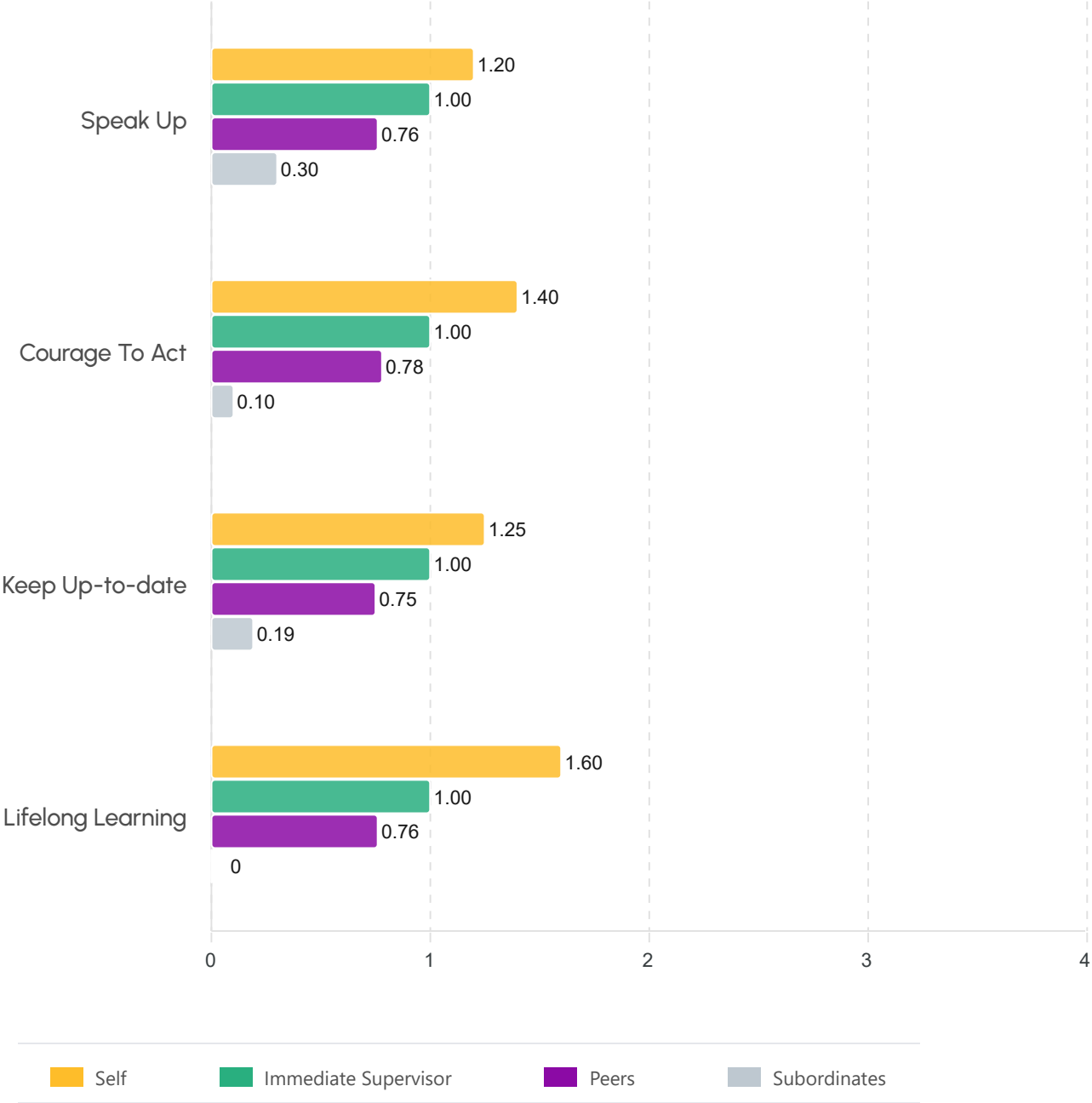
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



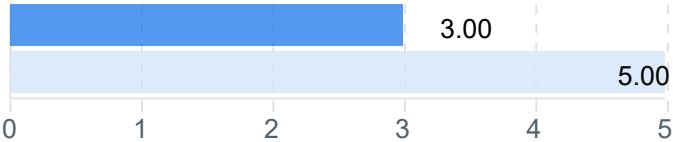
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

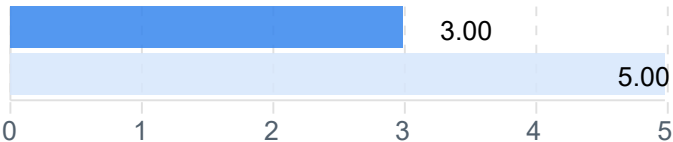
COURAGE TO ACT

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



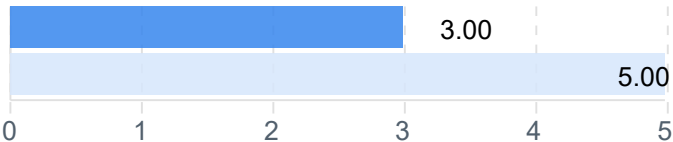
KEEP UP-TO-DATE

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



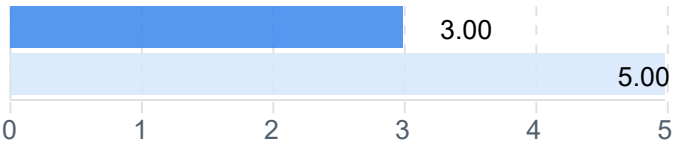
LIFELONG LEARNING

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



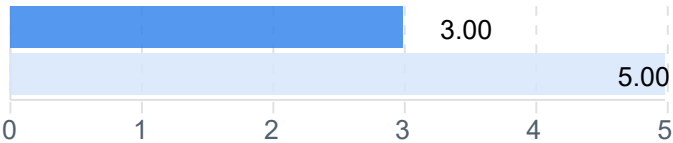
SPEAK UP

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



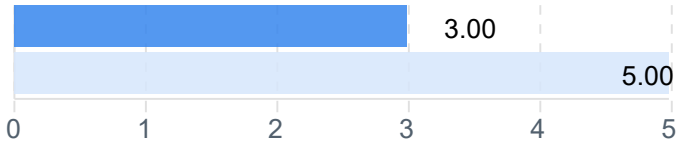
LIFELONG LEARNING

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



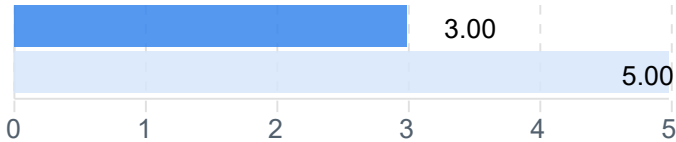
KNOW YOUR CUSTOMER

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



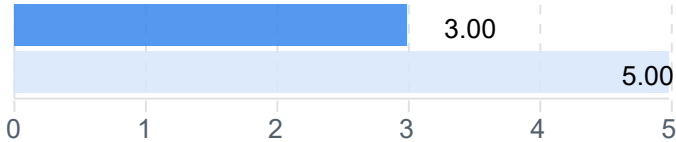
LIFELONG LEARNING

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



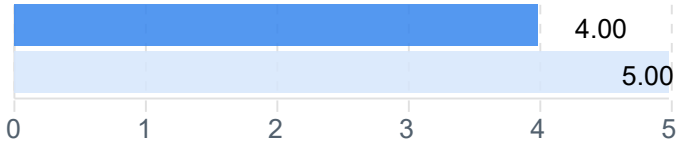
COURAGE TO ACT

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



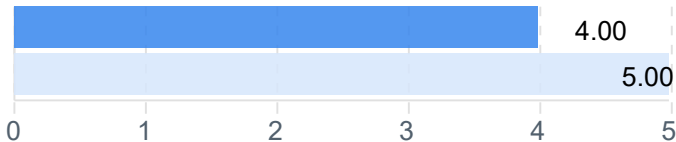
ENGAGE WITH EMPATHY

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



HOLISTIC THINKING

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



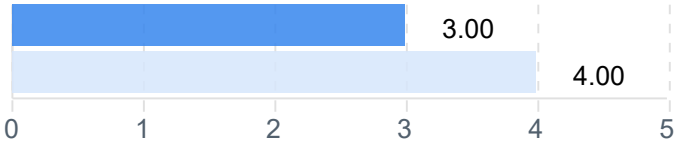
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

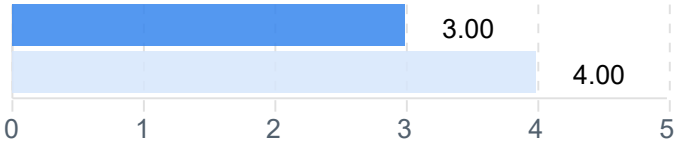
ENGAGE WITH EMPATHY

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



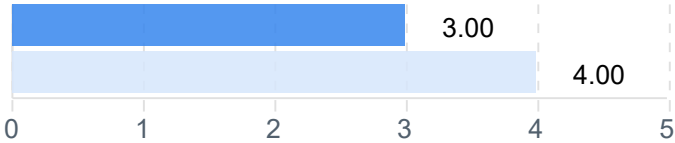
HOLISTIC THINKING

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



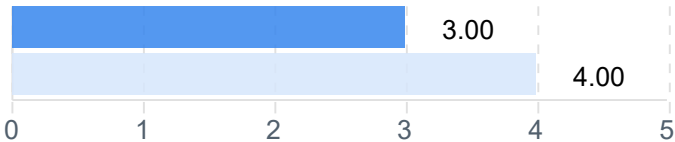
COURAGE TO ACT

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



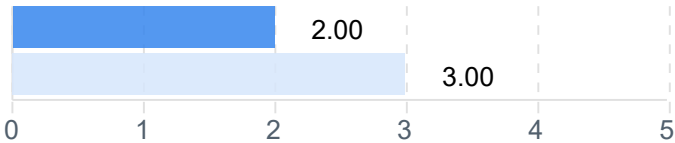
SPEAK UP

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



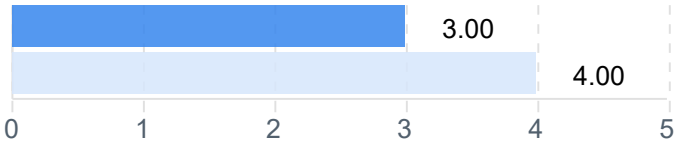
LIFELONG LEARNING

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



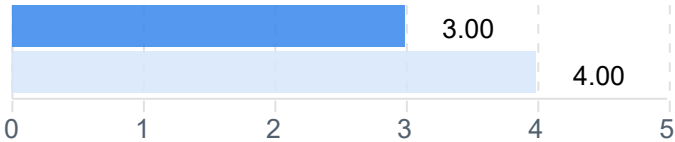
AGILE MINDSET

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



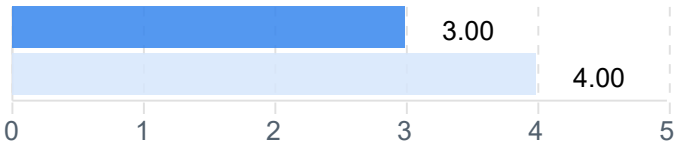
KNOW YOUR CUSTOMER

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



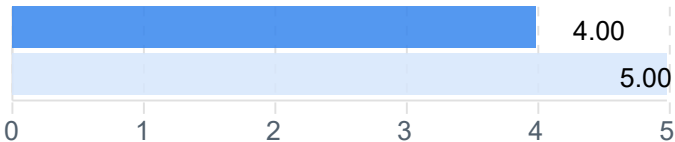
PURPOSEFUL PARTNERSHIP

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



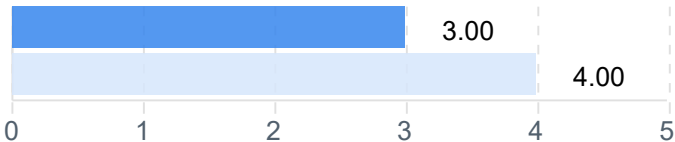
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



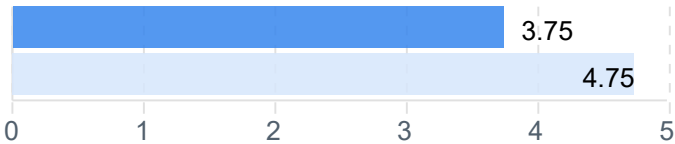
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

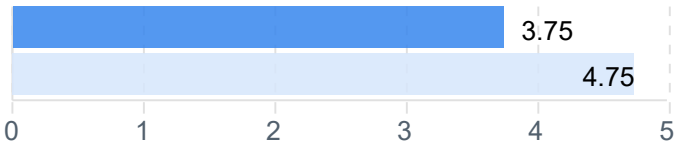
LIFELONG LEARNING

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



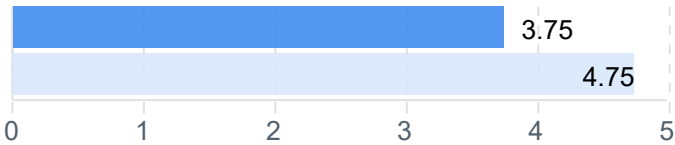
AGILE MINDSET

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



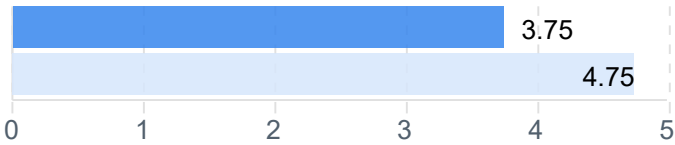
KNOW YOUR CUSTOMER

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



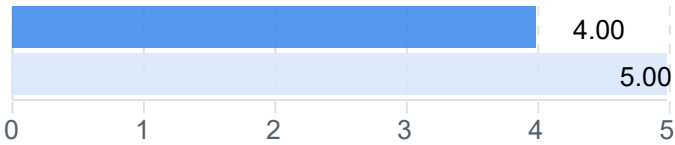
HOLISTIC THINKING

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



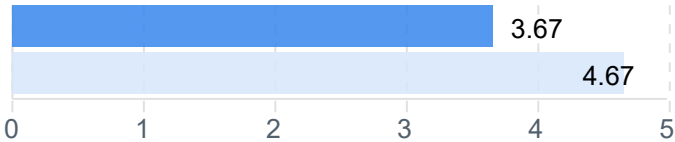
PURPOSEFUL PARTNERSHIP

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



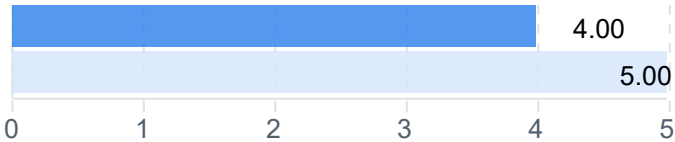
SPEAK UP

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



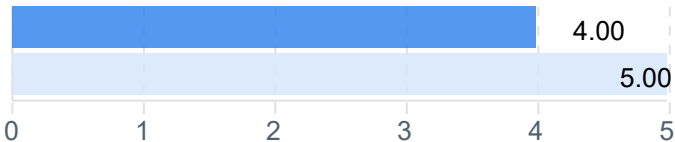
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



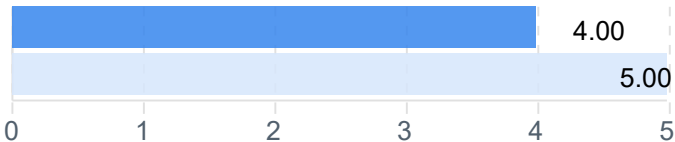
KNOW YOUR CUSTOMER

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



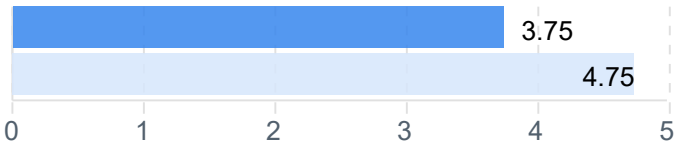
HOLISTIC THINKING

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



COURAGE TO ACT

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



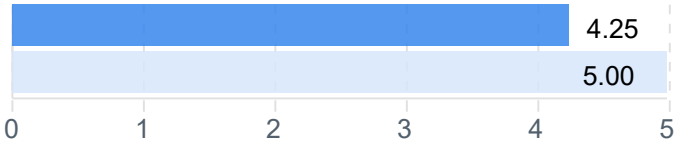
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

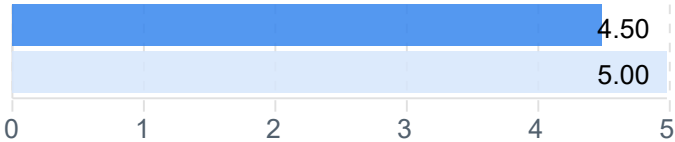
SPEAK UP

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



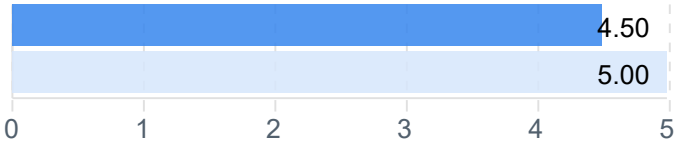
PURPOSEFUL PARTNERSHIP

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



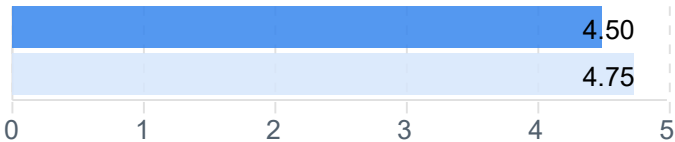
SPEAK UP

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



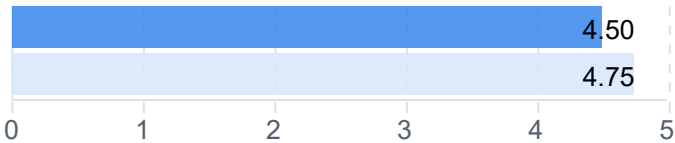
KNOW YOUR CUSTOMER

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



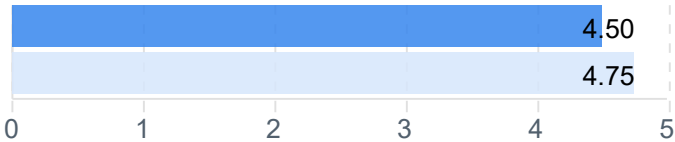
AGILE MINDSET

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



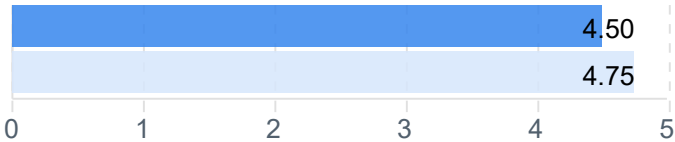
KNOW YOUR CUSTOMER

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



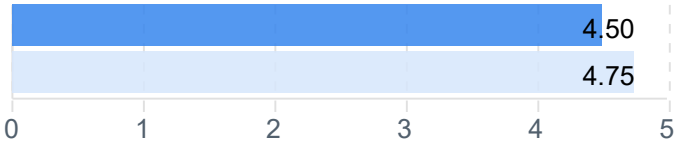
PURPOSEFUL PARTNERSHIP

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



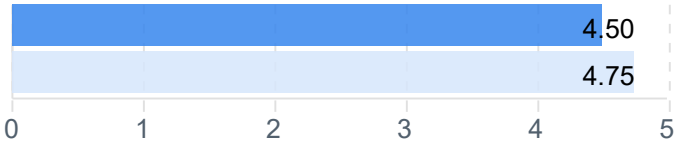
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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

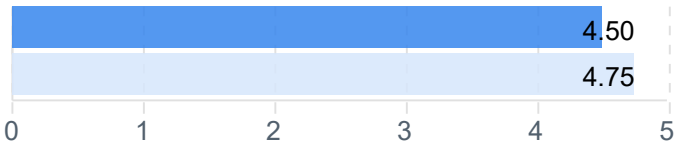


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

■ Always Never
 ■ Sometimes
 ■ Generally
 ■ Almost Always
 ■ Always

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

| How often does this person demonstrate the following - | Self | | Immediate Supervisor | | Peers | | Subordinates | |
|--|------|-----|----------------------|-----|-------|-----|--------------|-----|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q12. Promote a Customer-centric culture by role modeling the behavior. | 4.0 | 5.0 | 4.0 | 5.0 | 4.3 | 5.0 | 4.5 | 4.8 |
| Q13. Empathise in a way that motivates one to take action to help others in the work environment. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 4.8 | 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 | 3.0 | 4.0 | 4.3 | 5.0 | 4.8 | 5.0 |
| Q15. Share similar experiences that may be adapted to their work circumstances. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 4.8 | 5.0 |
| Q16. Empathise whilst balancing the need of individuals and the business. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 4.8 | 4.5 | 4.8 |
| Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 4.5 | 5.0 |
| Q18. Leverage one's network and connection to gather market data. | 4.0 | 5.0 | 3.0 | 4.0 | 3.8 | 4.5 | 4.8 | 5.0 |
| Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes. | 4.0 | 5.0 | 3.0 | 4.0 | 4.0 | 5.0 | 4.5 | 4.8 |
| Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration. | 4.0 | 5.0 | 3.0 | 4.0 | 4.0 | 4.8 | 5.0 | 5.0 |
| Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest. | 4.0 | 5.0 | 3.0 | 4.0 | 4.0 | 4.8 | 4.8 | 5.0 |
| Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints. | 4.0 | 5.0 | 3.0 | 4.0 | 4.0 | 4.7 | 4.5 | 5.0 |
| Q23. Encourage constructive feedback and be objective in addressing disagreements. | 3.0 | 5.0 | 3.0 | 4.0 | 3.7 | 4.7 | 4.3 | 5.0 |
| Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 5.0 | 5.0 |

| How often does this person demonstrate the following - | Self | | Immediate Supervisor | | Peers | | Subordinates | |
|--|------|-----|----------------------|-----|-------|-----|--------------|-----|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q25. Facilitate discussions with various views to converge and achieve a common objective. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 5.0 | 5.0 |
| Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure. | 3.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 4.8 | 4.8 |
| Q27. Drive implementation with persistence to deliver results despite obstacles. | 4.0 | 5.0 | 4.0 | 5.0 | 4.3 | 5.0 | 4.8 | 5.0 |
| Q28. Encourage and value innovative ideas and suggestions from others. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 5.0 | 5.0 |
| Q29. Maintain focus to deliver the chosen strategy. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 4.8 | 5.0 |
| Q30. Give space for self and team members to take risks and learn from mistakes. | 3.0 | 5.0 | 4.0 | 5.0 | 3.8 | 4.8 | 4.8 | 4.8 |
| Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan. | 3.0 | 5.0 | 4.0 | 5.0 | 4.0 | 4.8 | 4.8 | 5.0 |
| Q32. Offer guidance to others on how to understand relevant trends and industry advancements. | 4.0 | 5.0 | 3.0 | 4.0 | 4.0 | 4.8 | 4.8 | 5.0 |
| Q33. Create opportunities for the team to be in touch by having external exposure from related industries | 3.0 | 4.0 | 3.0 | 4.0 | 4.0 | 4.8 | 4.8 | 5.0 |
| Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business. | 3.0 | 4.0 | 3.0 | 4.0 | 4.0 | 4.8 | 4.8 | 4.8 |
| Q35. Invest resources to continuously enhance skillsets that can be applied to one's function. | 4.0 | 5.0 | 2.0 | 3.0 | 3.8 | 4.8 | 5.0 | 5.0 |
| Q36. Purposefully manage career development and professional growth of team members. | 3.0 | 5.0 | 3.0 | 4.0 | 4.0 | 4.8 | 5.0 | 5.0 |
| Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills. | 3.0 | 5.0 | 2.0 | 3.0 | 4.3 | 5.0 | 5.0 | 5.0 |

| How often does this person demonstrate the following - | Self | | Immediate Supervisor | | Peers | | Subordinates | |
|---|------|-----|----------------------|-----|-------|-----|--------------|-----|
| | Curr | Exp | Curr | Exp | Curr | Exp | Curr | Exp |
| Q38. Make effort to teach / coach/ mentor team members. | 4.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 5.0 | 5.0 |
| Q39. Nurture an environment that supports coaching and honest performance feedback. | 3.0 | 5.0 | 3.0 | 4.0 | 4.3 | 5.0 | 5.0 | 5.0 |

* Responses based on Rating scale of 1-5