



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

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Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

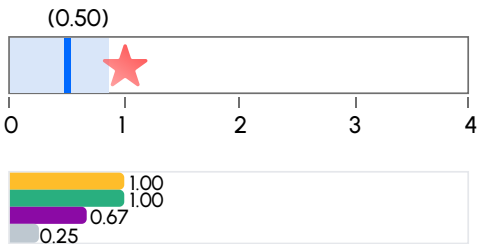
Strengths

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



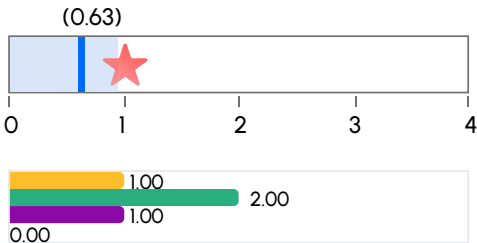
TECHNICAL CAPABILITIES

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



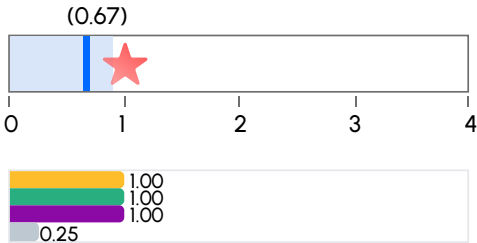
BUSINESS ACUMEN

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



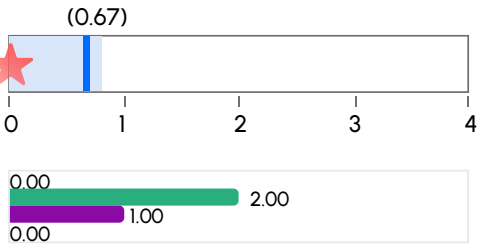
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



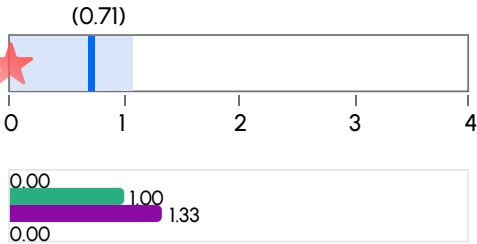
CLIENT-FOCUSED

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



DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



STRENGTHS AND DEVELOPMENT NEEDS

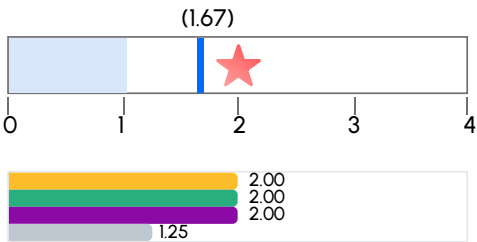
Development Needs

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



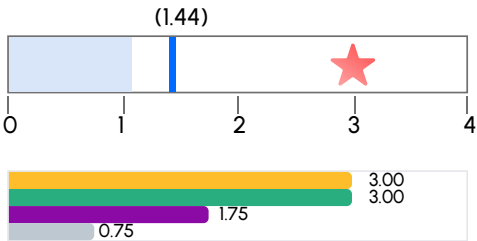
CLIENT-FOCUSED

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



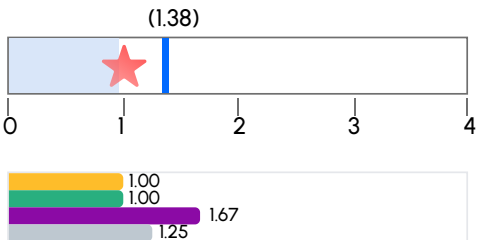
FOSTER TEAMWORK

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



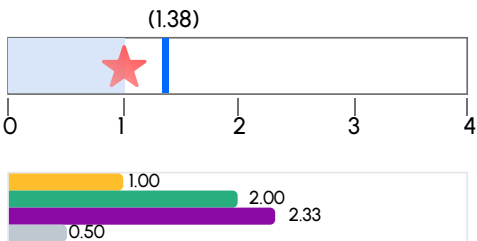
FOSTER TEAMWORK

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



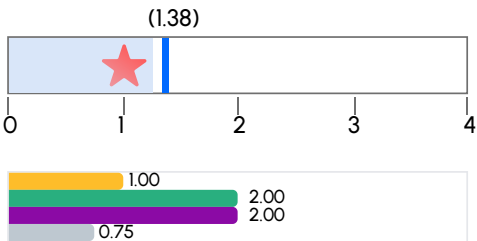
SETS CLEAR DIRECTIONS

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



DRIVES FOR RESULT

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



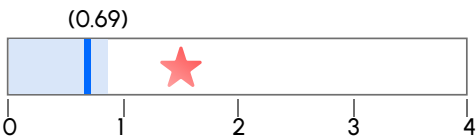
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

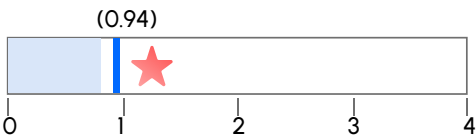
★ Self Gap Size

Overall Survey Average Gap Size

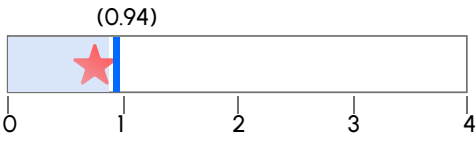
TECHNICAL CAPABILITIES



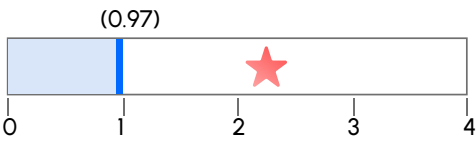
BUSINESS ACUMEN



CLIENT-FOCUSED



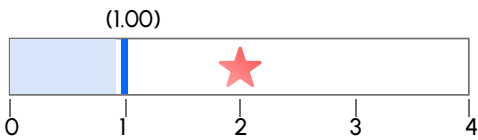
INNOVATIVE AND CRITICAL THINKING



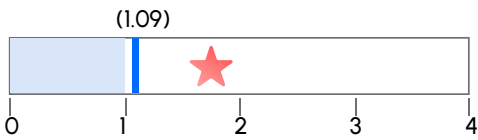
DEVELOP SELF AND OTHERS



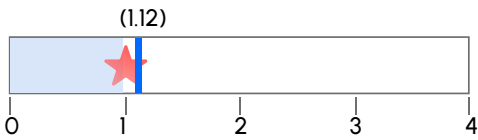
COMMUNICATE WITH IMPACT



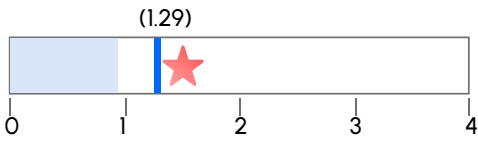
SETS CLEAR DIRECTIONS



DRIVES FOR RESULT



FOSTER TEAMWORK



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

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

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

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

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

Innovative and Critical Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	1	-	1	-	1	-
Subordinates	0.50	-	3	-	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	2	-	1	-
Subordinates	0.75	1	2	-	-	1	-

Foster Teamwork

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.75	-	3	-	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	1.25	-	2	-	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.50	-	3	-	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.75	-	-	2	1	1	-
Subordinates	0.75	-	2	1	1	-	-

Business Acumen

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

Client-Focused

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

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

Q16. Respond and Resolve client issues effectively?

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	-	-	-

Q17. Demonstrate personal accountability to serve clients well?

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

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

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

Sets Clear Directions

Q19. Take action despite ambiguity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.25	1	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	0.50	1	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	0.50	-	3	-	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	1.00	-	1	2	1	-	-

Drives For Result

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

Q26. Bring clarity and decisiveness during crisis management?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.00	-	3	-	-	-	-

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

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

Communicate With Impact

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.33	-	1	1	-	1	-
Subordinates	0.25	-	3	1	-	-	-

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

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

Develop Self And Others

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.25	1	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.50	-	3	-	1	-	-

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

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

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

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

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.67	-	-	1	2	-	-
	Subordinates	0.50	-	3	-	1	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.50
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	0.63
Q16. Respond and Resolve client issues effectively?	0.67
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.67
Q26. Bring clarity and decisiveness during crisis management?	0.71
Q17. Demonstrate personal accountability to serve clients well?	0.78
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	0.88
Q3. Develop well thought-out conclusions and solutioning plan?	0.88
Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.88
Q19. Take action despite ambiguity?	0.88
Q29. Convey persuasive thoughts and views with confidence and clarity?	0.88
Q30. Express concept in writing, clearly, concisely and with positive impact?	0.88
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	0.88
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	0.88

Q5. Challenge the status quo and push for positive change and impact?	0.89
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.00
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.00
Q25. Push himself/herself and others every day for results?	1.00
Q34. Active listening, without making judgements, to help others explore solutions?	1.00
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.00
Q9. Take accountability and ownership of his/her team's performance?	1.11
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	1.11
Q13. Instill a business-oriented mindset that drives the business of YYC?	1.11
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	1.13
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.13
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.13
Q7. Treat all team members in a respectful, courteous and professional manner?	1.22
Q23. Show initiative, energy and the feeling that the work must be done quickly?	1.22
Q24. Deal in a clear, strong way with subordinates who are not performing?	1.25
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.25
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	1.38
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.38

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.38
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	1.44
Q15. Build cross functional team relationship that can effectively address the needs of clients?	1.67

QUALITATIVE FEEDBACK

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

- Loyal and can deliver when believe
- 1. Good in entertaining clients and build relationship; 2. Working towards excellence in his deliverable.
- Decisive and High execution capability
- Loyal to the company and can achieve results when he put his mind to it
- Creativity and constantly trying to improve
- Critical thinking skills to solve issues Client management skills

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

- To read and improve business acumen, be able to handle rejections and be resourceful and humble to ask for help when stuck
- 1. To be open and collaborate across departments proactively to achieve common goals.
- Entrepreneurship and Be consistently positive
- Increase his positive energy level and build a better relationship with peers
- Effective communication and guidance

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

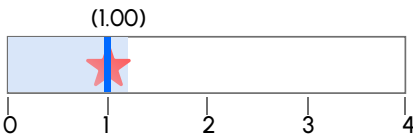
Strengths

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



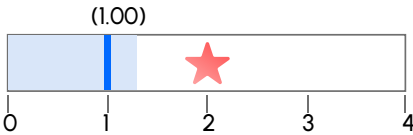
TECHNICAL CAPABILITIES

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



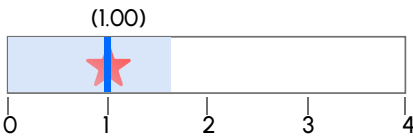
DEVELOP SELF AND OTHERS

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



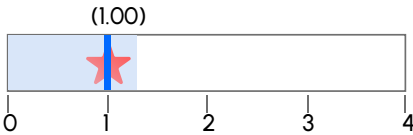
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



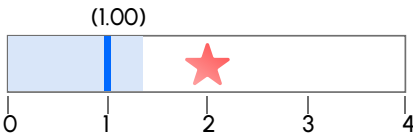
FOSTER TEAMWORK

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



INNOVATIVE AND CRITICAL THINKING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

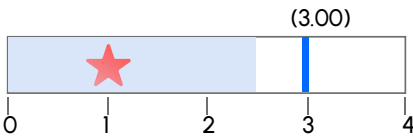
Development Needs

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



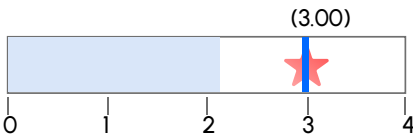
DEVELOP SELF AND OTHERS

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



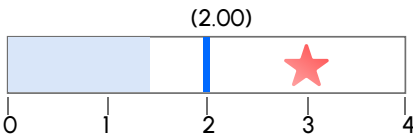
FOSTER TEAMWORK

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



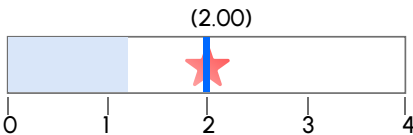
INNOVATIVE AND CRITICAL THINKING

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



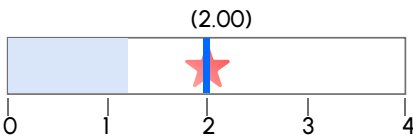
FOSTER TEAMWORK

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



BUSINESS ACUMEN

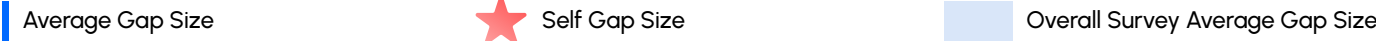
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

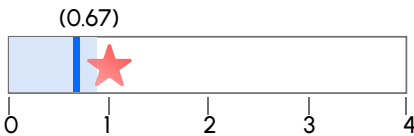
Strengths

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



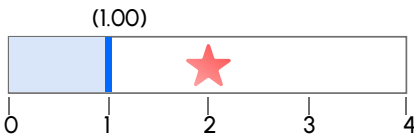
TECHNICAL CAPABILITIES

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



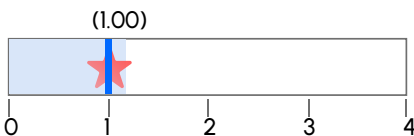
BUSINESS ACUMEN

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



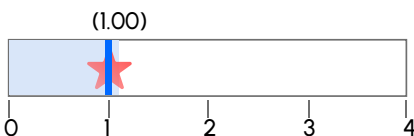
DEVELOP SELF AND OTHERS

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



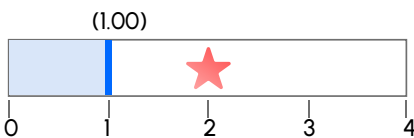
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



TECHNICAL CAPABILITIES

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

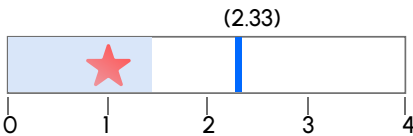
Development Needs

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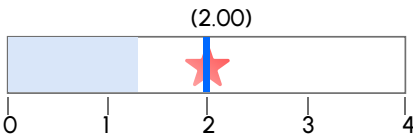
SETS CLEAR DIRECTIONS

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



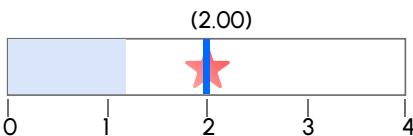
CLIENT-FOCUSED

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



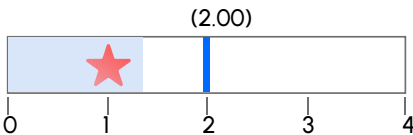
COMMUNICATE WITH IMPACT

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



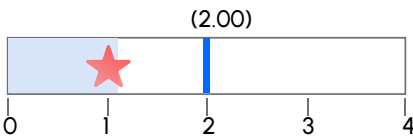
DEVELOP SELF AND OTHERS

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



BUSINESS ACUMEN

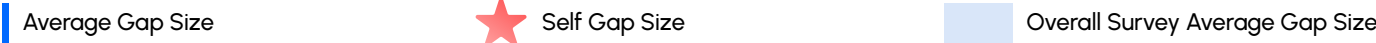
Q13. Instill a business-oriented mindset that drives the business of YYC?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

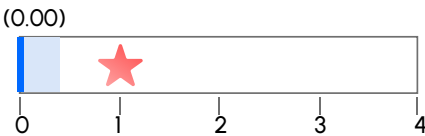
Strengths

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



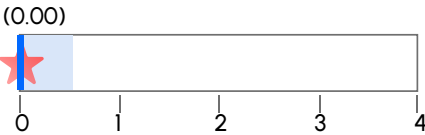
BUSINESS ACUMEN

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



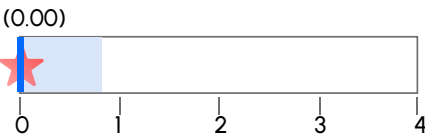
CLIENT-FOCUSED

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



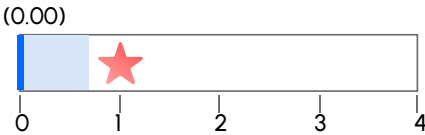
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



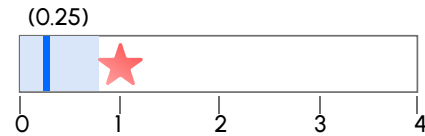
BUSINESS ACUMEN

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



TECHNICAL CAPABILITIES

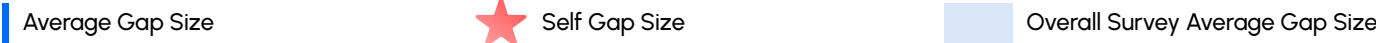
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

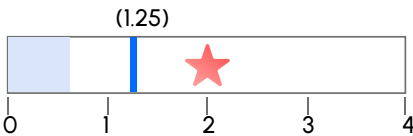
Development Needs

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CLIENT-FOCUSED

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



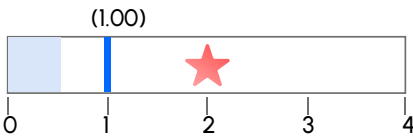
FOSTER TEAMWORK

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



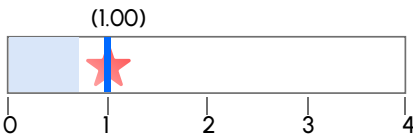
BUSINESS ACUMEN

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



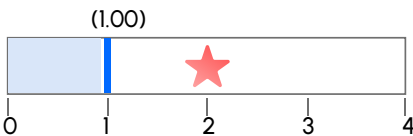
DRIVES FOR RESULT

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



SETS CLEAR DIRECTIONS

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

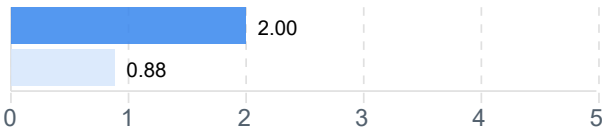
TECHNICAL CAPABILITIES

Self Gap SizeAverage Gap Size

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



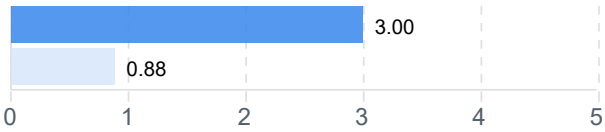
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



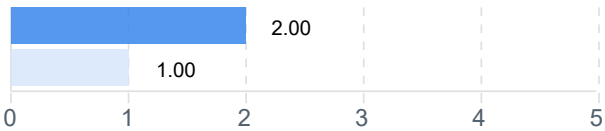
INNOVATIVE AND CRITICAL THINKING

Self Gap SizeAverage Gap Size

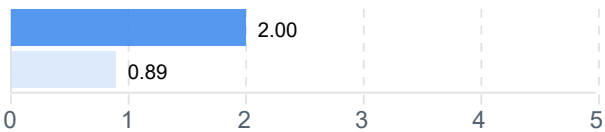
Q3. Develop well thought-out conclusions and solutioning plan?



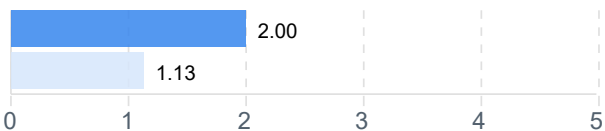
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



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



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



FOSTER TEAMWORK

Self Gap SizeAverage Gap Size

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



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



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



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



BUSINESS ACUMEN

■ Self Gap Size ■ Average Gap Size

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



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



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



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



CLIENT-FOCUSED

Self Gap SizeAverage Gap Size

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



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



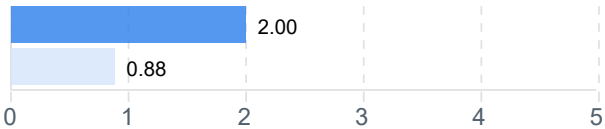
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



SETS CLEAR DIRECTIONS

Self Gap SizeAverage Gap Size

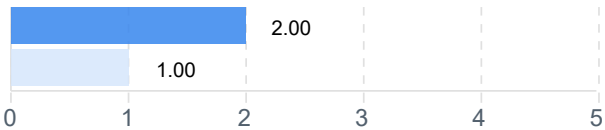
Q19. Take action despite ambiguity?



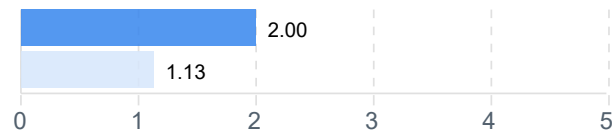
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



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



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



DRIVES FOR RESULT

Self Gap Size Average Gap Size

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



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



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



Q26. Bring clarity and decisiveness during crisis management?



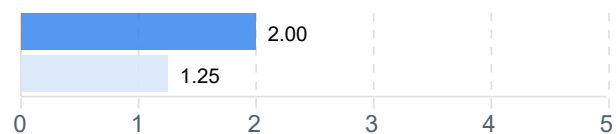
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



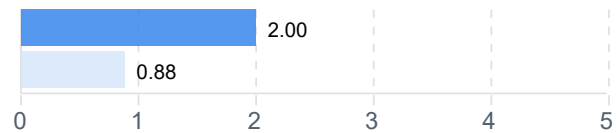
COMMUNICATE WITH IMPACT

Self Gap Size Average Gap Size

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



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



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



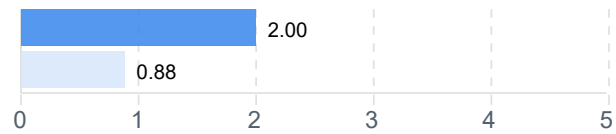
DEVELOP SELF AND OTHERS

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self RatingAverage Gap Rating

FOSTER TEAMWORK

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



CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



CLIENT-FOCUSED

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



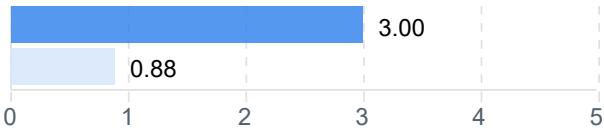
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

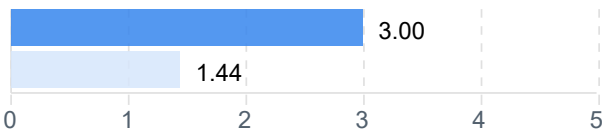
INNOVATIVE AND CRITICAL THINKING

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



FOSTER TEAMWORK

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



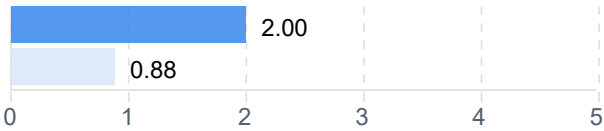
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



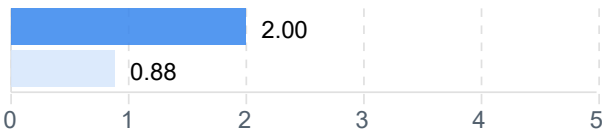
DEVELOP SELF AND OTHERS

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

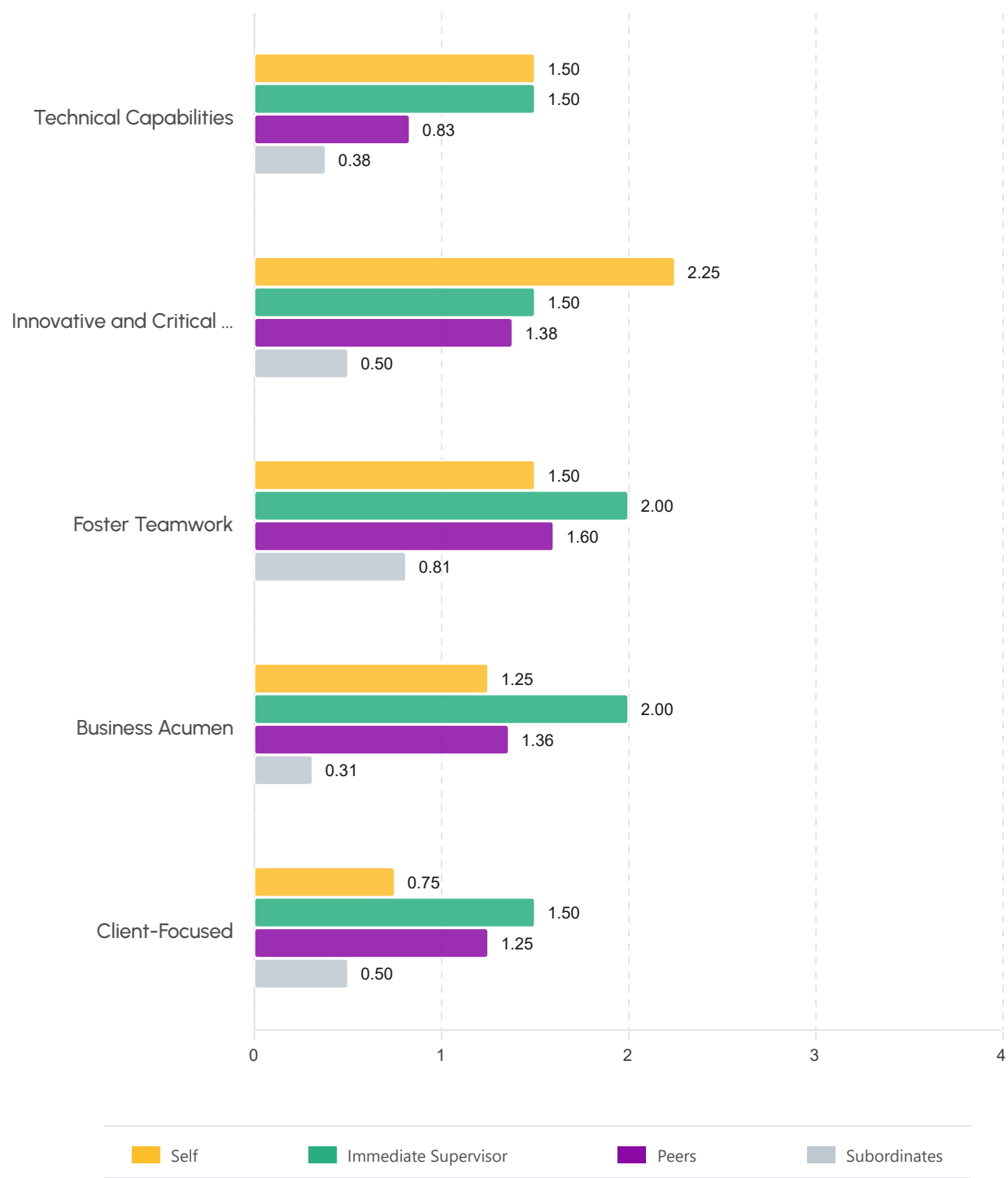


COMMUNICATE WITH IMPACT

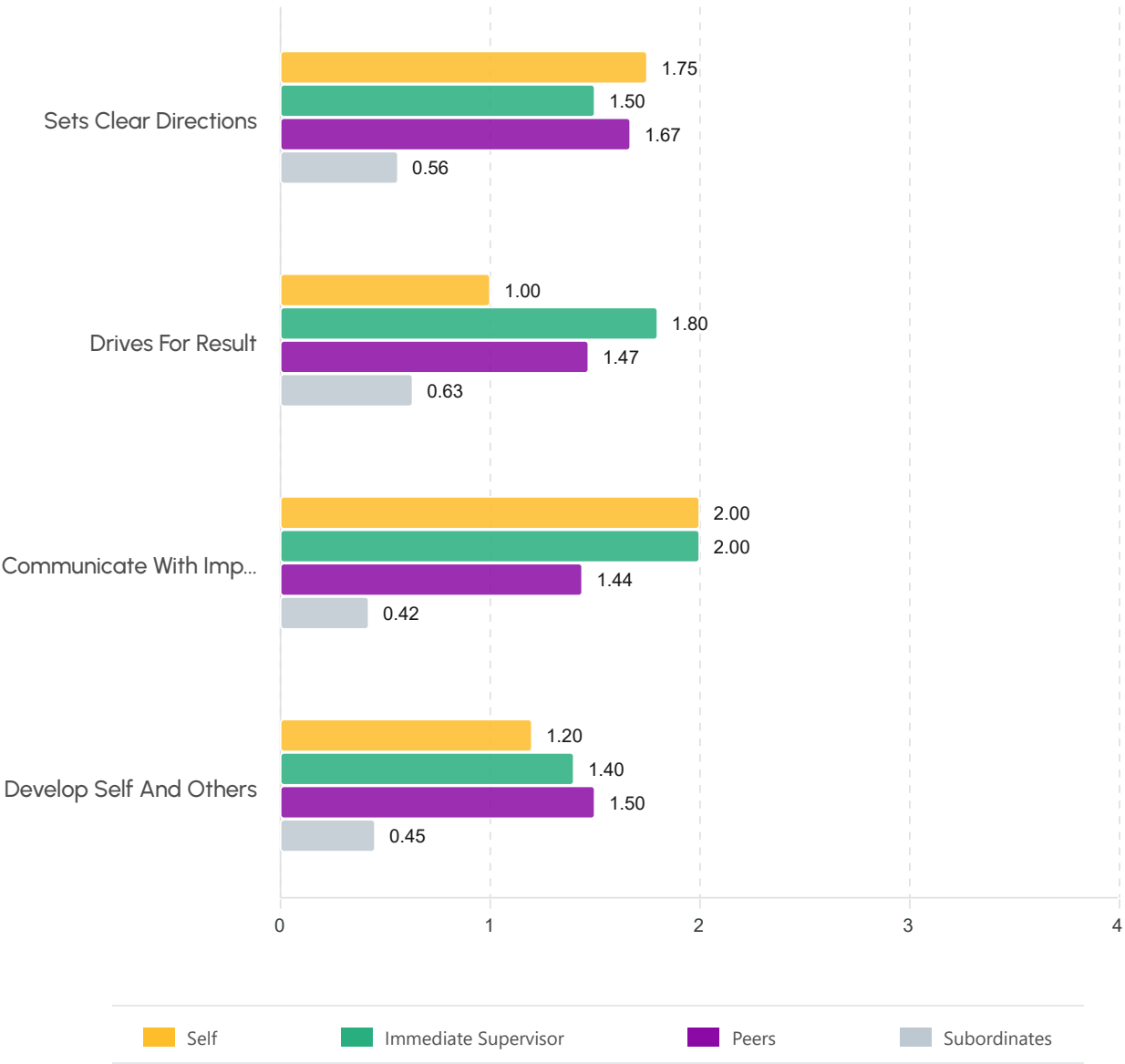
Q29. Convey persuasive thoughts and views with confidence and clarity?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



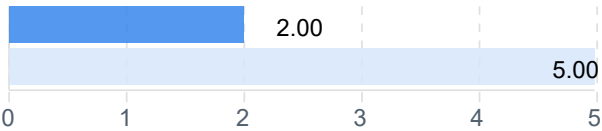
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

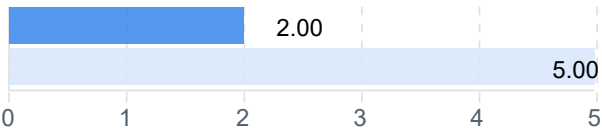
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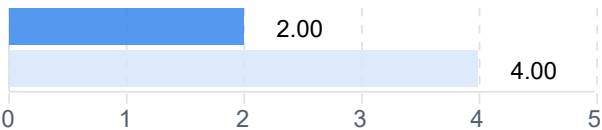
FOSTER TEAMWORK

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



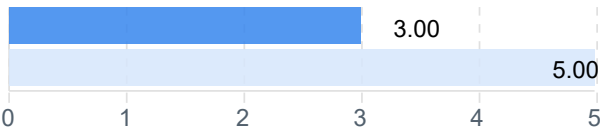
FOSTER TEAMWORK

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



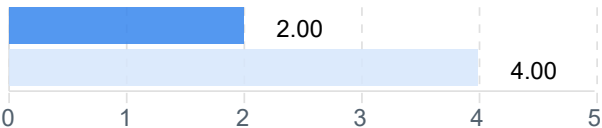
DRIVES FOR RESULT

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



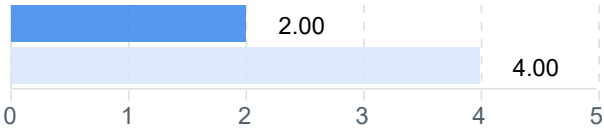
BUSINESS ACUMEN

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



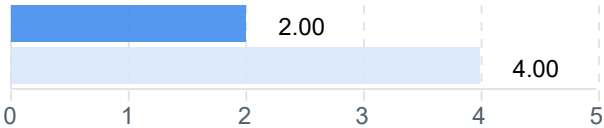
SETS CLEAR DIRECTIONS

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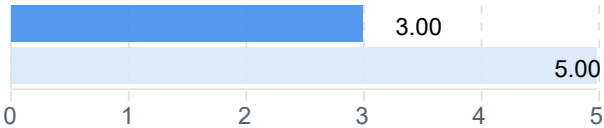
COMMUNICATE WITH IMPACT

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



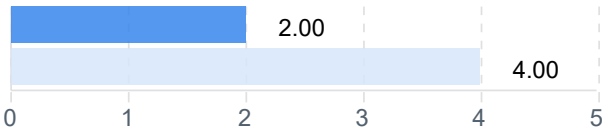
CLIENT-FOCUSED

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



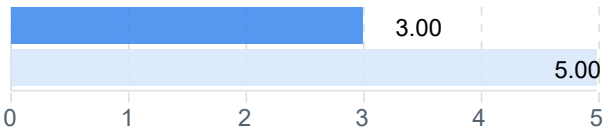
INNOVATIVE AND CRITICAL THINKING

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



SETS CLEAR DIRECTIONS

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



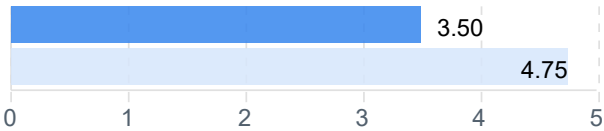
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

CurrentExpected

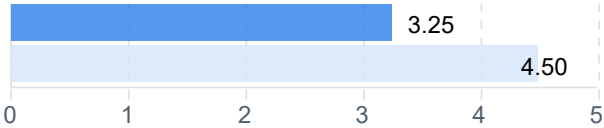
CLIENT-FOCUSED

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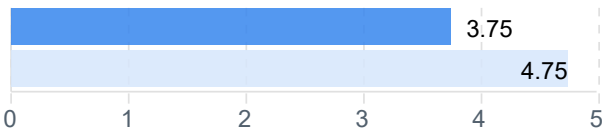
FOSTER TEAMWORK

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



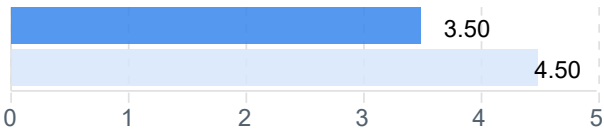
DRIVES FOR RESULT

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



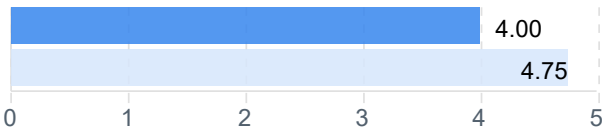
SETS CLEAR DIRECTIONS

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



FOSTER TEAMWORK

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



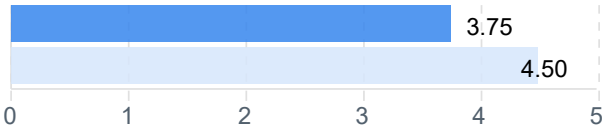
FOSTER TEAMWORK

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



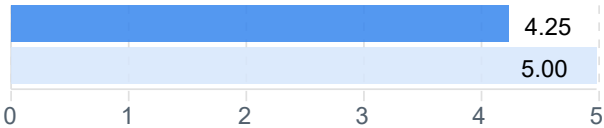
BUSINESS ACUMEN

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



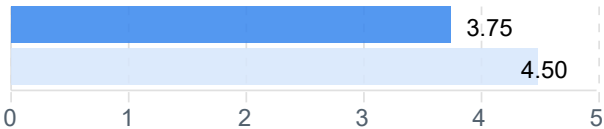
DRIVES FOR RESULT

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



DRIVES FOR RESULT

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



COMMUNICATE WITH IMPACT

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



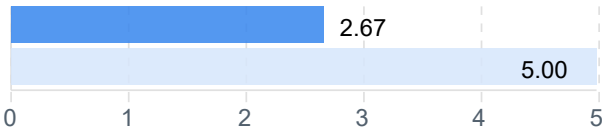
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

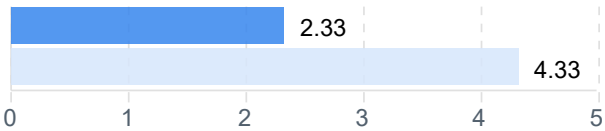
SETS CLEAR DIRECTIONS

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



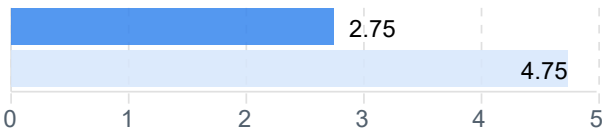
COMMUNICATE WITH IMPACT

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



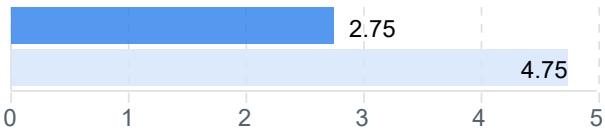
CLIENT-FOCUSED

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



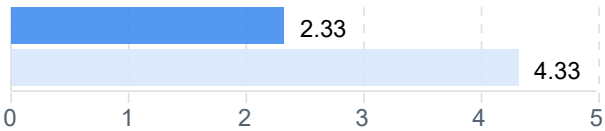
BUSINESS ACUMEN

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



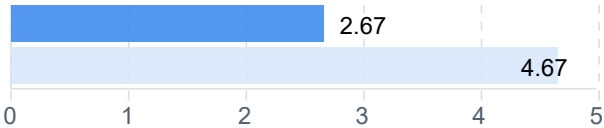
DEVELOP SELF AND OTHERS

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



DRIVES FOR RESULT

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



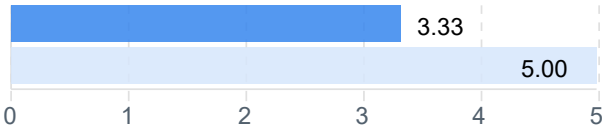
FOSTER TEAMWORK

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



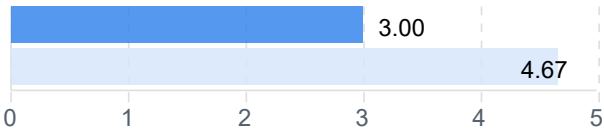
DRIVES FOR RESULT

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



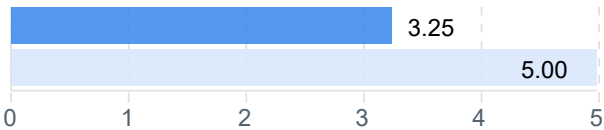
SETS CLEAR DIRECTIONS

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



FOSTER TEAMWORK

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



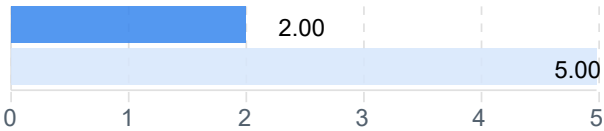
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

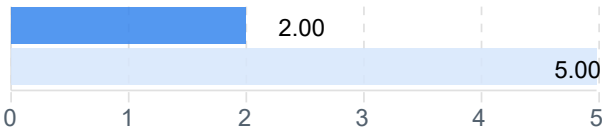
INNOVATIVE AND CRITICAL THINKING

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



FOSTER TEAMWORK

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



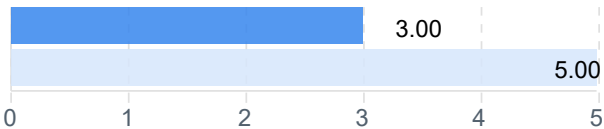
FOSTER TEAMWORK

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



BUSINESS ACUMEN

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



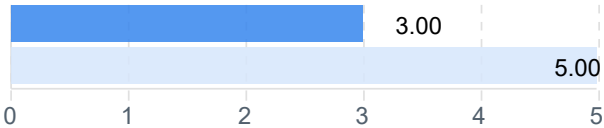
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



COMMUNICATE WITH IMPACT

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



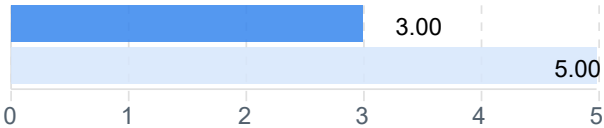
CLIENT-FOCUSED

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



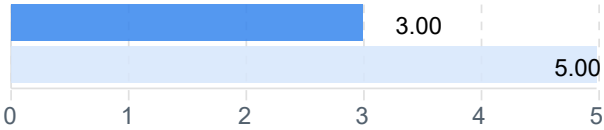
INNOVATIVE AND CRITICAL THINKING

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



DEVELOP SELF AND OTHERS

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



TECHNICAL CAPABILITIES

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

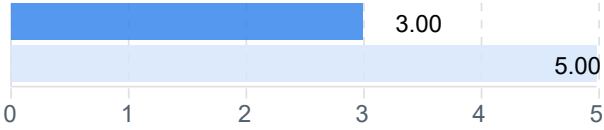


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Immediate Supervisor		Subordinates		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	3.0	4.0	4.5	4.8	4.0	4.7	4.0	5.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	3.0	5.0	4.3	4.8	4.0	5.0	3.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	2.0	4.0	4.0	4.3	3.3	4.7	2.0	5.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	2.0	4.0	4.3	4.8	3.3	4.3	3.0	5.0
Q5. Challenge the status quo and push for positive change and impact?	3.0	4.0	3.8	4.3	3.5	4.8	3.0	5.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	3.0	4.0	3.5	4.0	3.0	4.7	3.0	5.0
Q7. Treat all team members in a respectful, courteous and professional manner?	2.0	4.0	3.8	4.5	3.5	5.0	3.0	5.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.0	4.0	3.3	4.5	3.0	4.7	4.0	5.0
Q9. Take accountability and ownership of his/her team's performance?	3.0	5.0	4.5	5.0	3.5	5.0	5.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	2.0	5.0	4.0	4.8	3.3	5.0	2.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	2.0	4.0	3.8	4.5	3.8	4.8	3.0	5.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	2.0	4.0	4.3	4.5	3.7	5.0	4.0	5.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	2.0	4.0	4.8	4.5	2.8	4.8	4.0	5.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	2.0	4.0	4.5	4.5	3.7	4.7	4.0	5.0

How often does this person demonstrate the following -	Immediate Supervisor		Subordinates		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Build cross functional team relationship that can effectively address the needs of clients?	3.0	5.0	3.5	4.8	2.8	4.8	3.0	5.0
Q16. Respond and Resolve client issues effectively?	4.0	5.0	4.5	4.8	4.0	4.8	4.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	4.0	5.0	4.3	4.8	4.0	5.0	5.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.0	5.0	4.8	4.8	4.0	5.0	5.0	5.0
Q19. Take action despite ambiguity?	2.0	4.0	4.3	4.3	2.7	4.0	3.0	5.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.0	5.0	4.0	4.3	2.7	5.0	4.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.0	4.0	3.8	4.3	3.0	4.7	3.0	5.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.0	4.0	3.5	4.5	3.3	4.7	3.0	5.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.0	5.0	3.8	4.8	3.5	4.8	4.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.0	5.0	4.3	5.0	3.3	5.0	4.0	5.0
Q25. Push himself/herself and others every day for results?	3.0	5.0	4.0	4.5	3.3	4.5	4.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	3.0	4.0	4.3	4.3	3.3	4.7	-	-
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	3.0	5.0	3.8	4.5	2.7	4.7	4.0	5.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	2.0	4.0	3.8	4.3	2.3	4.3	3.0	5.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	2.0	4.0	4.0	4.3	3.0	4.3	3.0	5.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	2.0	4.0	3.8	4.3	3.0	4.0	-	-
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	2.0	5.0	4.3	4.3	3.7	4.7	4.0	5.0

How often does this person demonstrate the following -	Immediate Supervisor		Subordinates		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	3.0	4.0	4.0	4.5	3.0	4.3	3.0	5.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.0	4.0	4.0	4.5	2.3	4.3	4.0	5.0
Q34. Active listening, without making judgements, to help others explore solutions?	3.0	4.0	3.8	4.3	3.0	4.5	4.0	5.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	3.0	4.0	4.3	4.8	2.7	4.3	4.0	5.0

* Responses based on Rating scale of 1-5