INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

Name: LOW CHING TEING

Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

Strengths

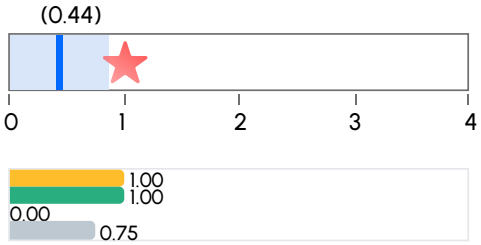
These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

Self | Immediate Supervisor | Peers | Subordinates

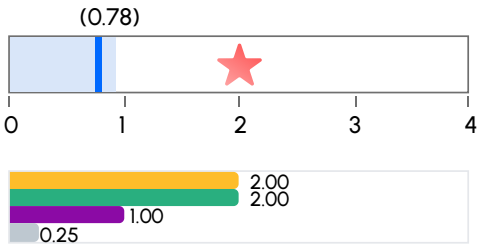
TECHNICAL CAPABILITIES

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



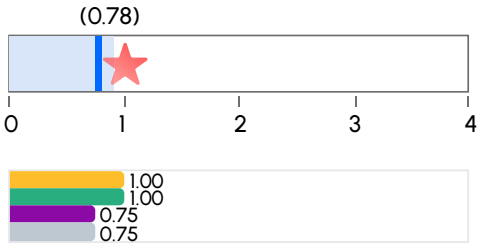
TECHNICAL CAPABILITIES

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



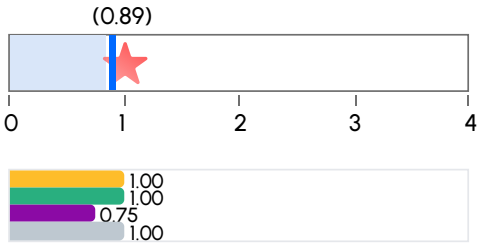
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



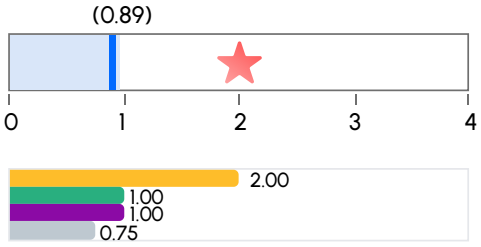
FOSTER TEAMWORK

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



FOSTER TEAMWORK

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



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STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

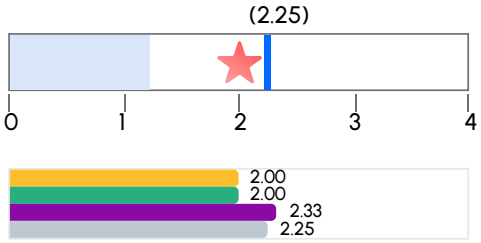
These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

Self | Immediate Supervisor | Peers | Subordinates

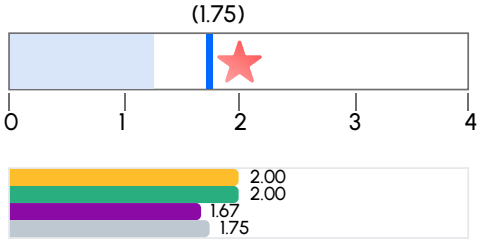
DRIVES FOR RESULT

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



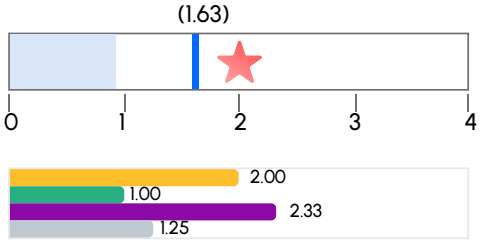
DRIVES FOR RESULT

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



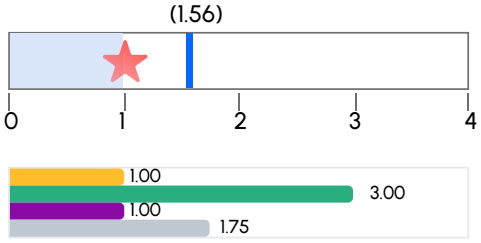
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



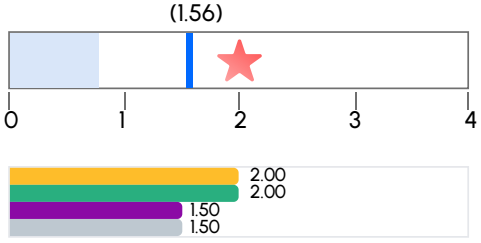
FOSTER TEAMWORK

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



BUSINESS ACUMEN

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



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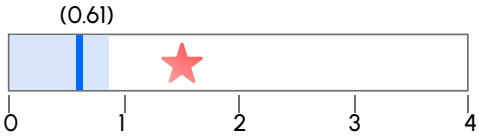
COMPETENCIES REPORT IN ASCENDING ORDER

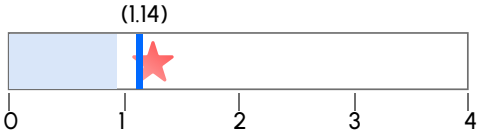
Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

TECHNICAL CAPABILITIES

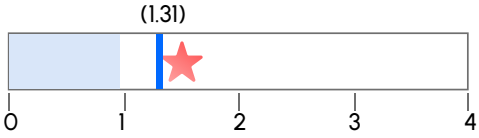


CLIENT-FOCUSED

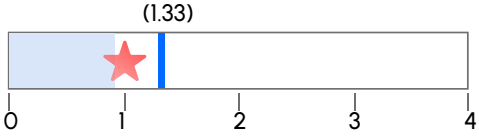
FOSTER TEAMWORK



INNOVATIVE AND CRITICAL THINKING



COMMUNICATE WITH IMPACT



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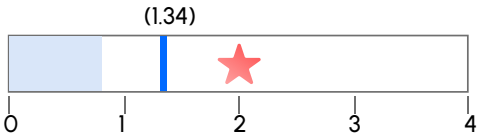
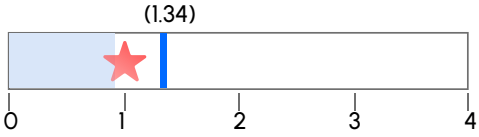
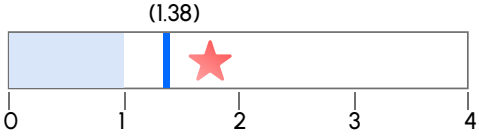
BUSINESS ACUMEN



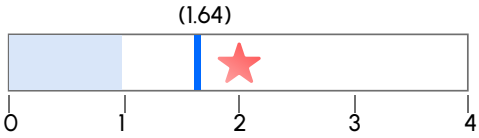
DEVELOP SELF AND OTHERS



SETS CLEAR DIRECTIONS



DRIVES FOR RESULT



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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	0.00	-	4	-	-	-	-
Subordinates	0.75	-	2	1	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	2	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Innovative and Critical Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	2	-	1	1	-
Subordinates	1.75	-	1	-	2	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	1.00	-	-	1	-	-	-
Peers	1.75	-	2	-	-	1	1
Subordinates	1.00	-	1	2	1	-	-

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

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

Foster Teamwork

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	2	-	2	-	-
Subordinates	1.75	-	1	-	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	1	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	1.50	-	1	1	1	1	-
Subordinates	1.00	-	2	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	0.75	-	2	1	1	-	-

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

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

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

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

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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	2	-	1	1	-
Subordinates	0.75	-	2	1	1	-	-

Q16. Respond and Resolve client issues effectively?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	1.25	-	2	-	1	1	-

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Q17. Demonstrate personal accountability to serve clients well?

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

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	1.00	-	-	1	-	-	-
Peers	2.33	-	-	1	-	2	-
Subordinates	1.25	-	1	1	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	2	-	1	1	-
Subordinates	0.75	-	2	1	1	-	-

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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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	2	1	-	-	1
Subordinates	1.75	-	1	-	2	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	-	1	-	2	-	-
Subordinates	1.50	-	1	-	3	-	-

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.33	-	-	1	1	-	1
Subordinates	2.25	-	1	-	-	3	-

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

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

Q26. Bring clarity and decisiveness during crisis management?

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.67	-	1	-	1	1	-
Subordinates	1.75	-	1	-	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	1.25	-	2	-	1	1	-

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

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

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

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

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	1.25	-	1	1	2	-	-
Subordinates	0.75	-	2	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	1	-	1	-	1
Subordinates	1.25	-	1	1	2	-	-

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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	1.25	-	2	-	1	1	-
Subordinates	1.75	-	1	-	2	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	-	1	1	1	1	-
Subordinates	1.25	-	2	-	1	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	1.25	-	2	-	1	1	-
Subordinates	1.25	-	2	-	1	1	-

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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?	0.44
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	0.78
Q17. Demonstrate personal accountability to serve clients well?	0.78
Q7. Treat all team members in a respectful, courteous and professional manner?	0.89
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	0.89
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.89
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	1.11
Q15. Build cross functional team relationship that can effectively address the needs of clients?	1.11
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.11
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	1.22
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	1.22
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.22
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	1.22
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.22

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Q12. Keep up to date with business trends and industry development for potential business opportunities?	1.25
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.33
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	1.33
Q29. Convey persuasive thoughts and views with confidence and clarity?	1.33
Q34. Active listening, without making judgements, to help others explore solutions?	1.33
Q5. Challenge the status quo and push for positive change and impact?	1.38
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.38
Q25. Push himself/herself and others every day for results?	1.38
Q3. Develop well thought-out conclusions and solutioning plan?	1.44
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.44
Q23. Show initiative, energy and the feeling that the work must be done quickly?	1.44
Q26. Bring clarity and decisiveness during crisis management?	1.44
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.44
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.44
Q16. Respond and Resolve client issues effectively?	1.50
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.50
Q9. Take accountability and ownership of his/her team’s performance?	1.56
Q13. Instill a business-oriented mindset that drives the business of YYC?	1.56
Q19. Take action despite ambiguity?	1.63

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Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.75
Q24. Deal in a clear, strong way with subordinates who are not performing?	2.25

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QUALITATIVE FEEDBACK

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

- -
- * Collaborative skill to involve others in projects. Ching Teing is able to involve others and get everyone's opinion in on tasks at hand.
- Detailed and will follow through
- -
- 1. Ability to collaborate with cross departments to fulfil clients' needs and resolve the issues; 2. Good listening skill
- Responsible and hard working
- Committed to client management Diligent As Head of Client Advisor
- 1) Move quickly to action: Act fast when comes to client issues/complaint on our service, patientiate listening to client's feedback. 2) Patient & Empathy: Always show patient while dealing with client, and understand client's expectation to our service.
- meticulous

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

- -
- To be more open to new ideas and read more to improve business acumen
- -
- 1. Leadership skill and learn to be more decisive; 2. Reading to enhance knowledge and ability to think widely
- Read more to gain business acumen and be more resourceful when facing obstacles
- People management Building rapport
- 1) Always control & less trust to team member: Should build more trust on the current team member when conduct some event/project, respect and give confidence to the Project Manager have ability to inchrage and make the event success. 2) Talk too much & spent too much time to conduct daily sync up (more than 1 hours): Should control more on time management, make the team more efficiency and have more time spent on work.

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- she did her best already.

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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

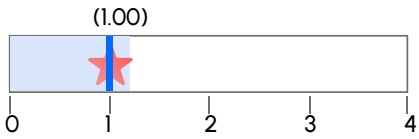
Strengths

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

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

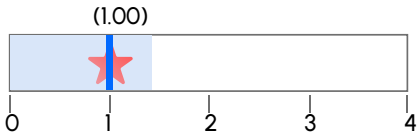
TECHNICAL CAPABILITIES

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



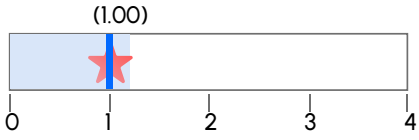
INNOVATIVE AND CRITICAL THINKING

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



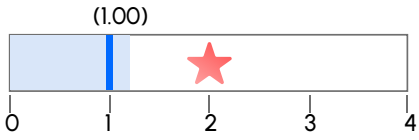
FOSTER TEAMWORK

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



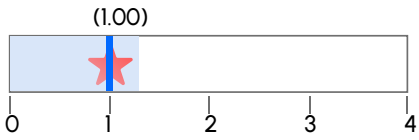
SETS CLEAR DIRECTIONS

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?



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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

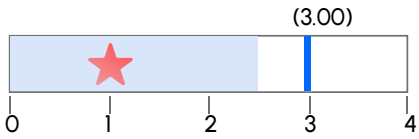
Development Needs

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

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

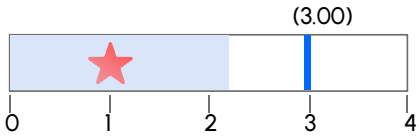
DEVELOP SELF AND OTHERS

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



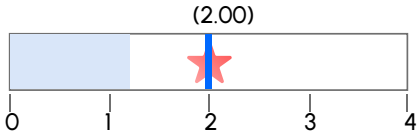
FOSTER TEAMWORK

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



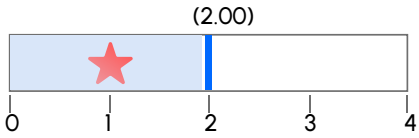
BUSINESS ACUMEN

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



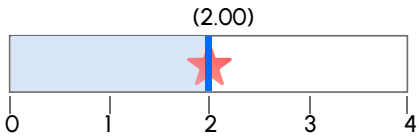
CLIENT-FOCUSED

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



DRIVES FOR RESULT

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

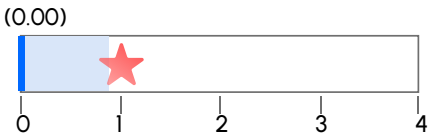
Strengths

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

TECHNICAL CAPABILITIES

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

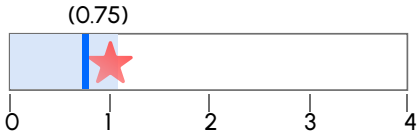


FOSTER TEAMWORK

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

CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?

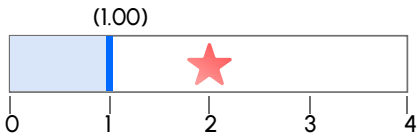


CLIENT-FOCUSED

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

TECHNICAL CAPABILITIES

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Development Needs

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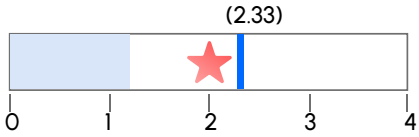
Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

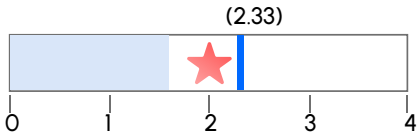
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



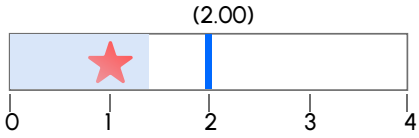
DRIVES FOR RESULT

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



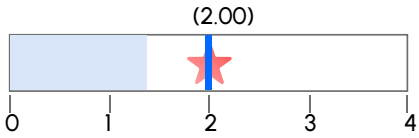
DEVELOP SELF AND OTHERS

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



DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



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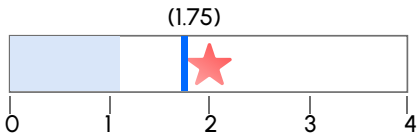

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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

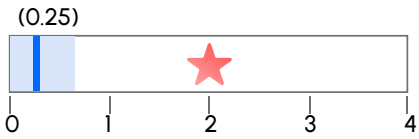
Strengths

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

TECHNICAL CAPABILITIES

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



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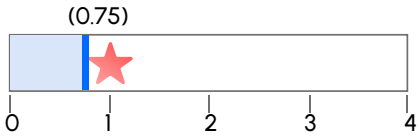

CLIENT-FOCUSED

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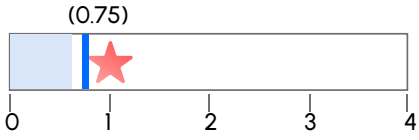
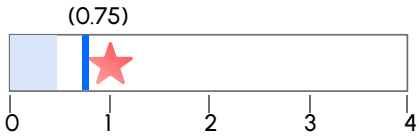


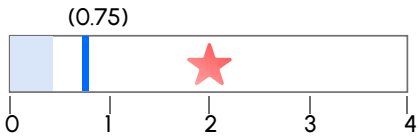
DEVELOP SELF AND OTHERS

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



BUSINESS ACUMEN

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

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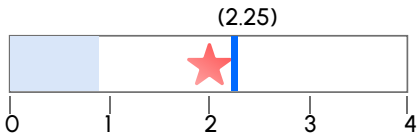
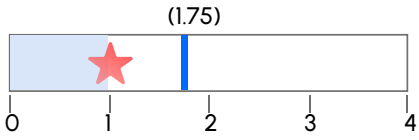


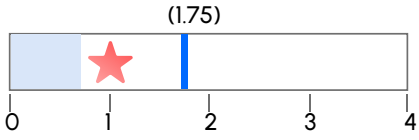
INNOVATIVE AND CRITICAL THINKING

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



FOSTER TEAMWORK

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



DEVELOP SELF AND OTHERS

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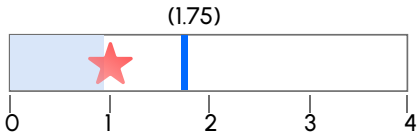
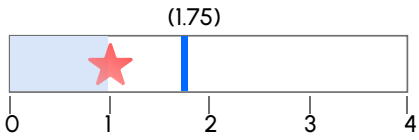


SETS CLEAR DIRECTIONS

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



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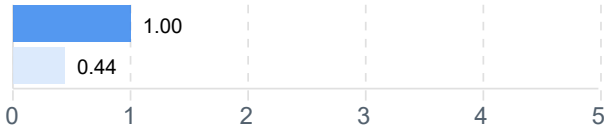
AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

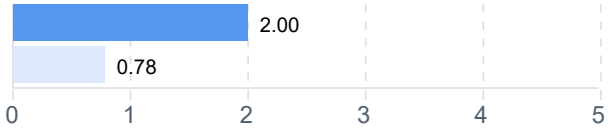
TECHNICAL CAPABILITIES

Self Gap Size | Average 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 Size | Average Gap Size

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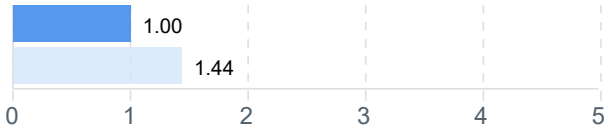
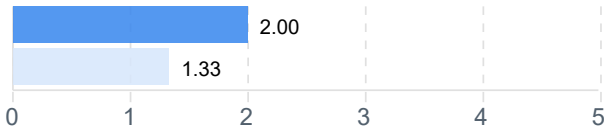
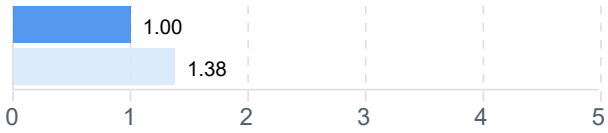


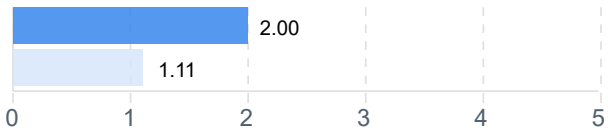
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



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 Size | Average Gap Size

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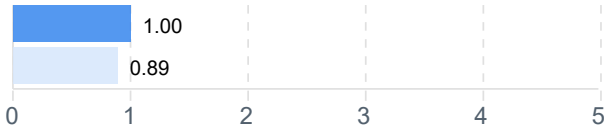
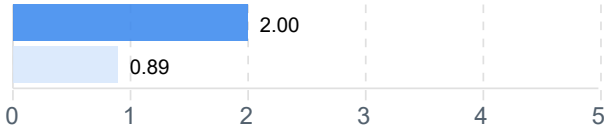
Q7. Treat all team members in a respectful, courteous and professional manner?



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



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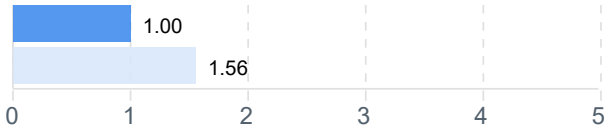
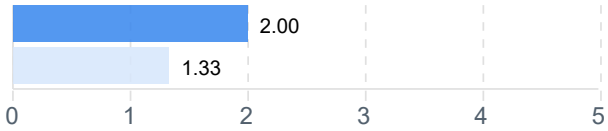


Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?

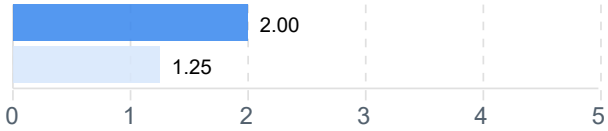
BUSINESS ACUMEN

Self Gap Size Average Gap Size

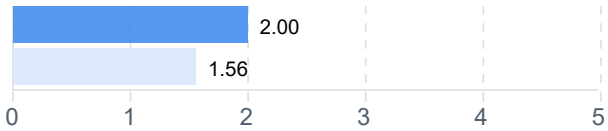
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



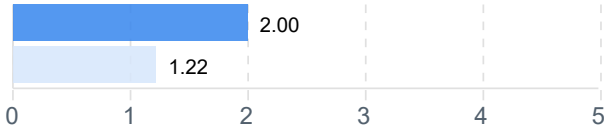
Q12. Keep up to date with business trends and industry development for potential business opportunities?



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?



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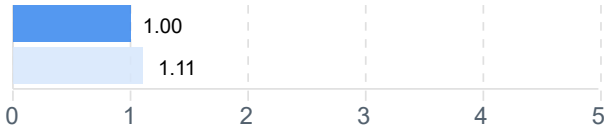
CLIENT-FOCUSED

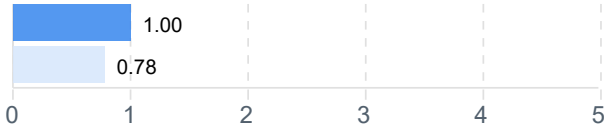
Self Gap Size Average Gap Size

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

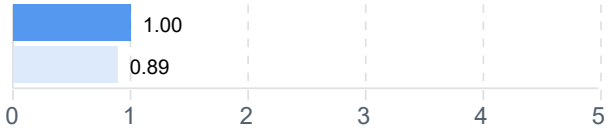


Q16. Respond and Resolve client issues effectively?

Q17. Demonstrate personal accountability to serve clients well?



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



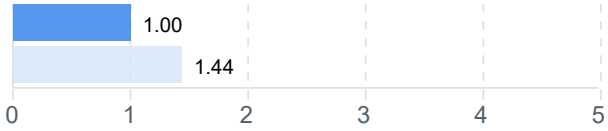
SETS CLEAR DIRECTIONS

Self Gap Size Average 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?



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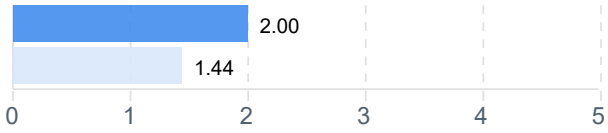
Q22. Set priorities which help subordinates focus on the most important issues or objectives.

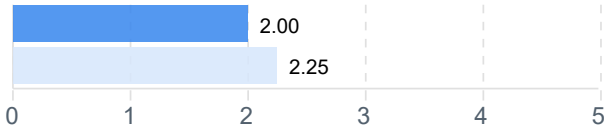
DRIVES FOR RESULT

Self Gap Size Average Gap Size

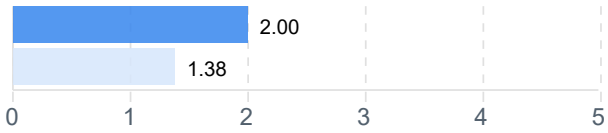
Q23. Show initiative, energy and the feeling that the work must be done quickly?



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

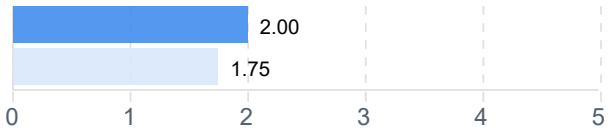


Q25. Push himself/herself and others every day for results?



Q26. Bring clarity and decisiveness during crisis management?

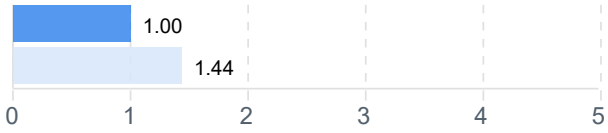
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



COMMUNICATE WITH IMPACT

Self Gap Size Average Gap Size

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



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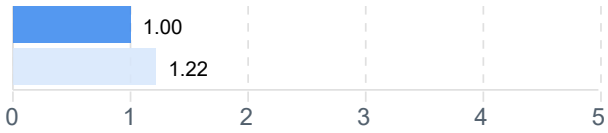
Q29. Convey persuasive thoughts and views with confidence and clarity?

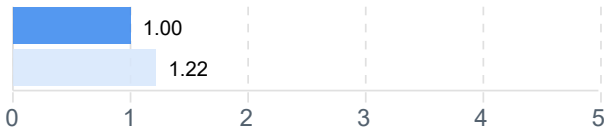
Q30. Express concept in writing, clearly, concisely and with positive impact?



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?

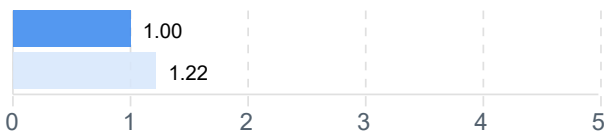


Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?

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?



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TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

-- There are no Blind Spots to show --

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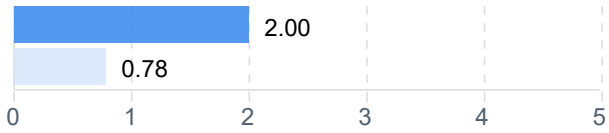
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

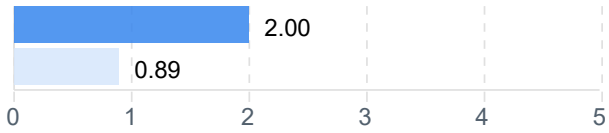
TECHNICAL CAPABILITIES

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



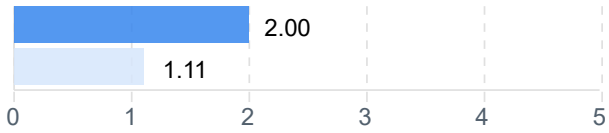
FOSTER TEAMWORK

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



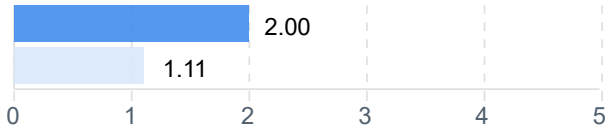
SETS CLEAR DIRECTIONS

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



INNOVATIVE AND CRITICAL THINKING

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



BUSINESS ACUMEN

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

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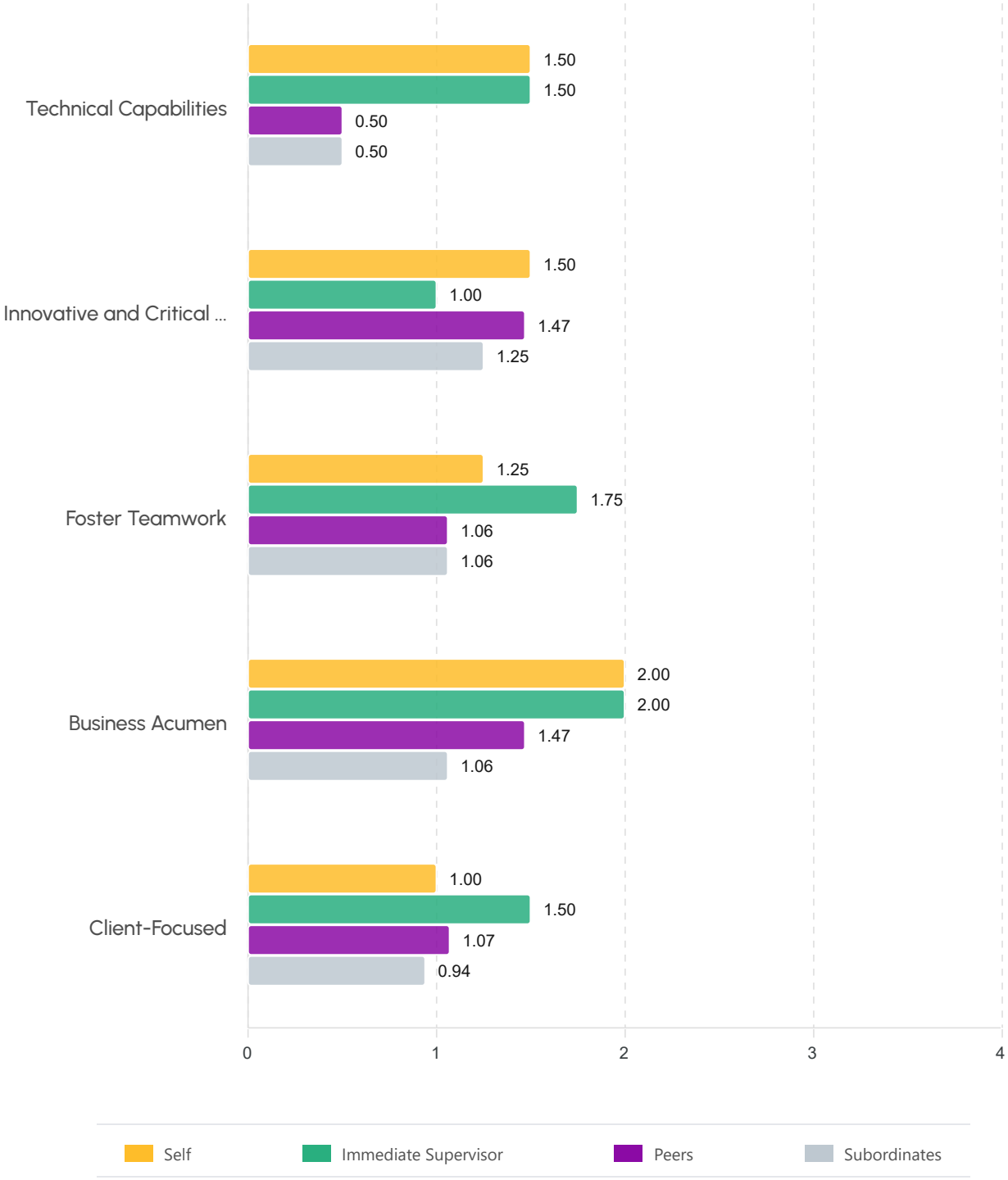
AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)

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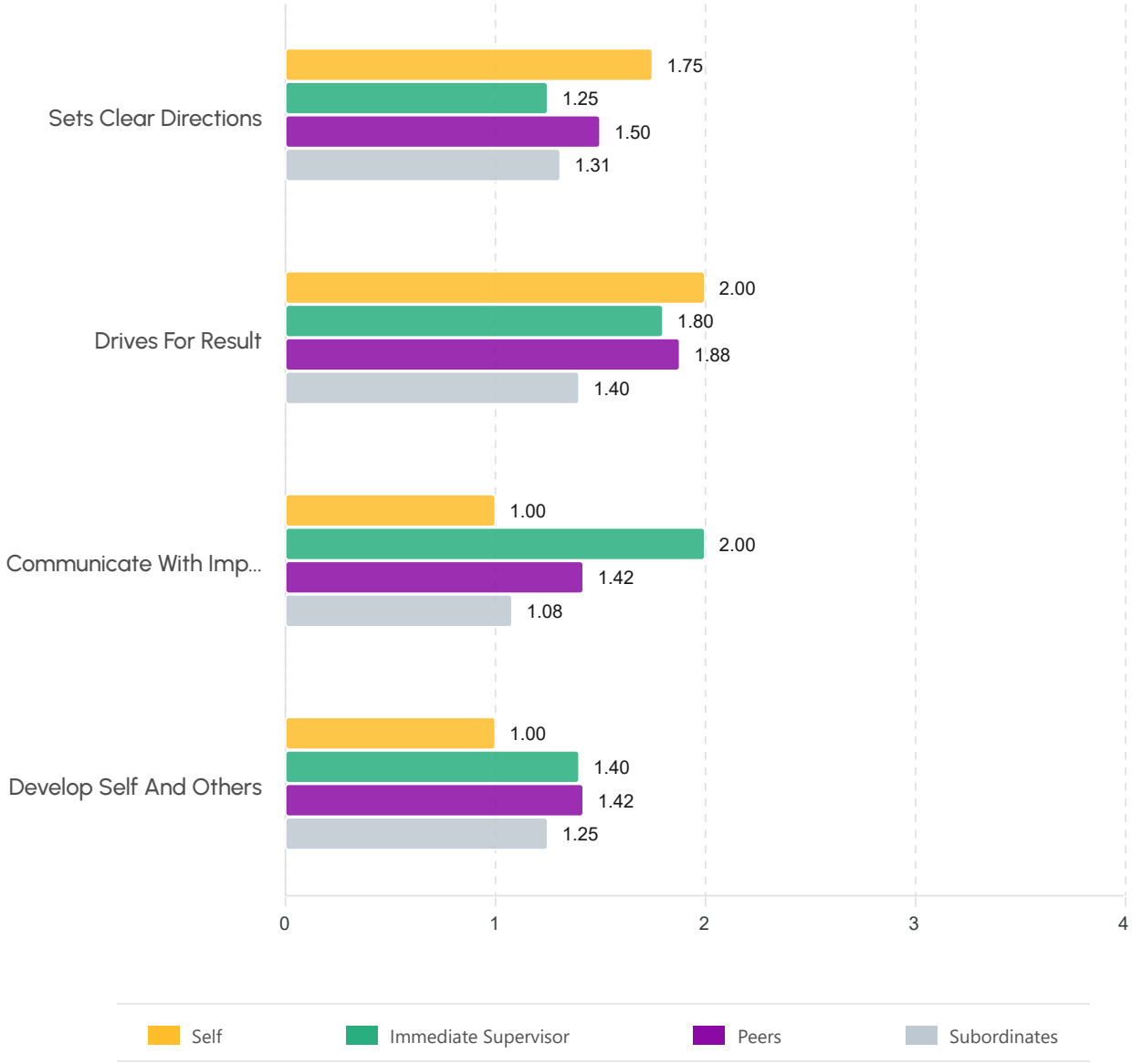
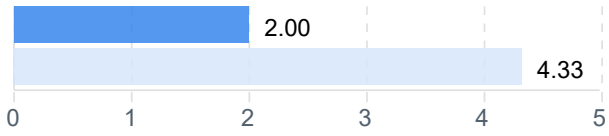

Sets Clear Directions
1.75
1.25
1.50
1.31
Drives For Result
2.00
1.80
1.88
1.40
Communicate With Imp...
1.00
2.00
1.42
1.08
Develop Self And Others
1.00
1.40
1.42
1.25
0
1
2
3
4
Self
Immediate Supervisor
Peers
Subordinates

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

RATING FROM PEERS

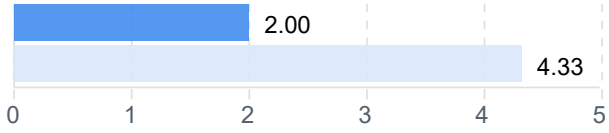
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



DRIVES FOR RESULT

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



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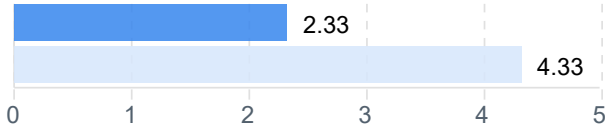

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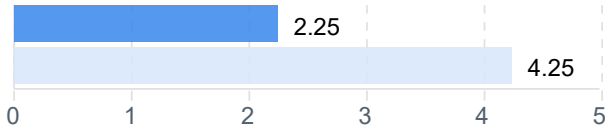
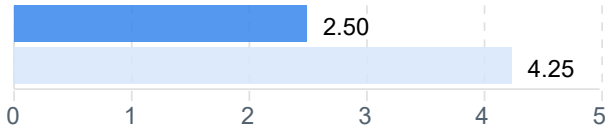


INNOVATIVE AND CRITICAL THINKING

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



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DRIVES FOR RESULT

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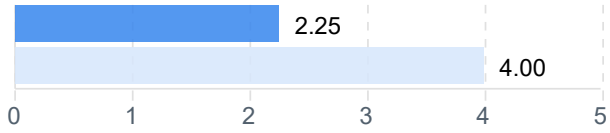
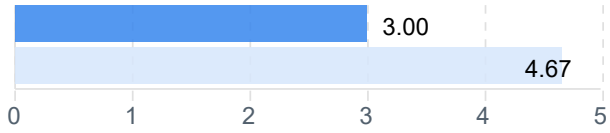


CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



BUSINESS ACUMEN

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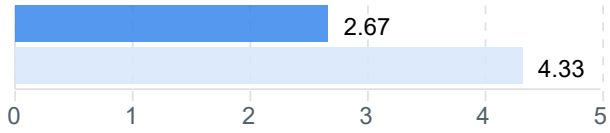
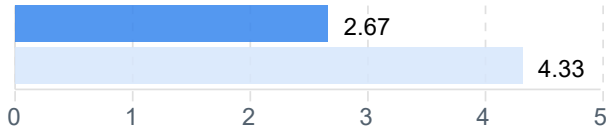


INNOVATIVE AND CRITICAL THINKING

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



DRIVES FOR RESULT

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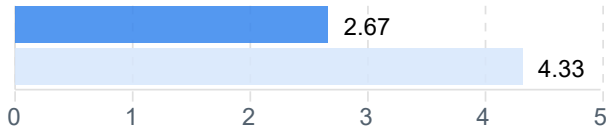

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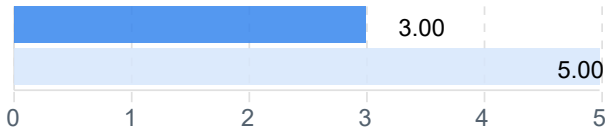
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

BUSINESS ACUMEN

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



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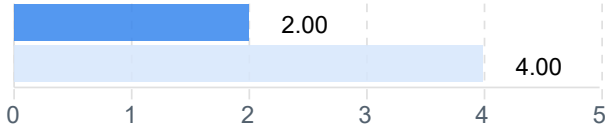
Q19. Take action despite ambiguity?



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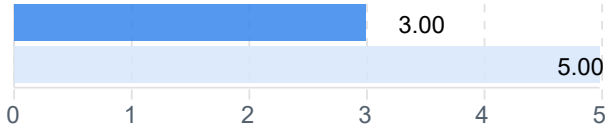

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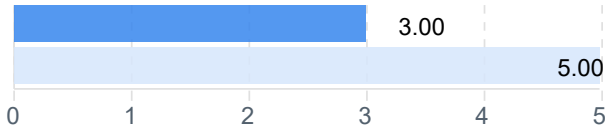

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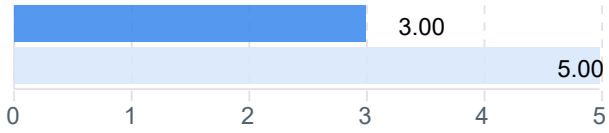

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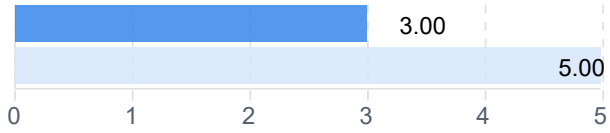

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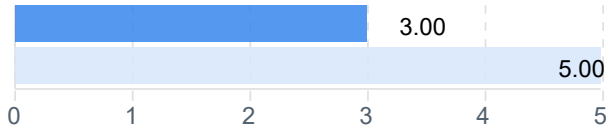

BUSINESS ACUMEN

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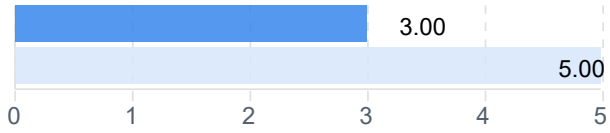

DRIVES FOR RESULT

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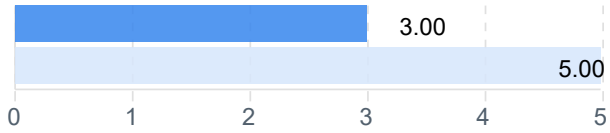

BUSINESS ACUMEN

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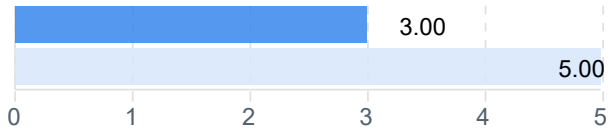

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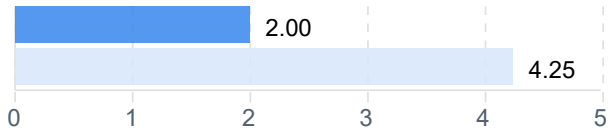
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

DRIVES FOR RESULT

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



DEVELOP SELF AND OTHERS

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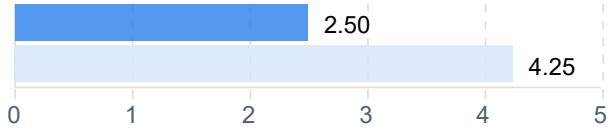
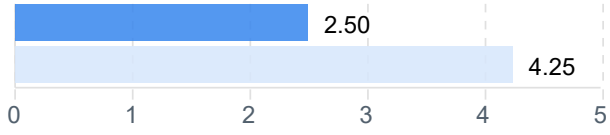


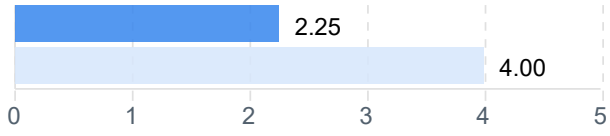
SETS CLEAR DIRECTIONS

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



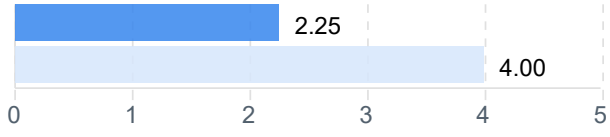
INNOVATIVE AND CRITICAL THINKING

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



FOSTER TEAMWORK

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



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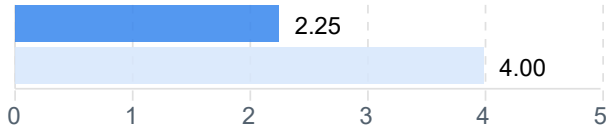
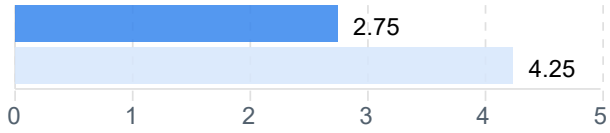
DRIVES FOR RESULT

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



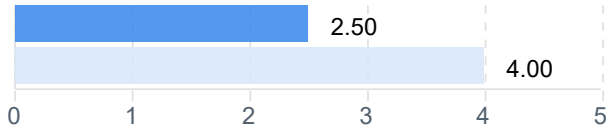
BUSINESS ACUMEN

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



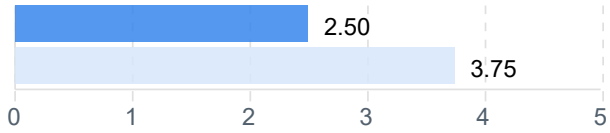
SETS CLEAR DIRECTIONS

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



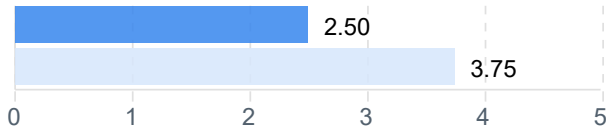
DEVELOP SELF AND OTHERS

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



DEVELOP SELF AND OTHERS

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



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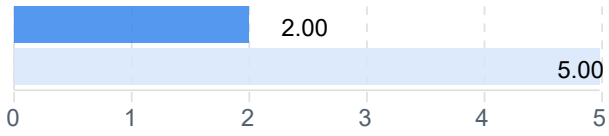
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

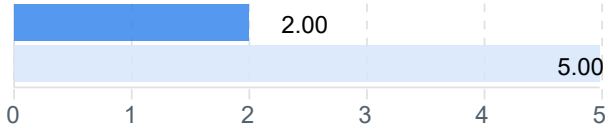
DEVELOP SELF AND OTHERS

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



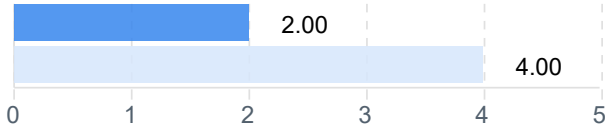
FOSTER TEAMWORK

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



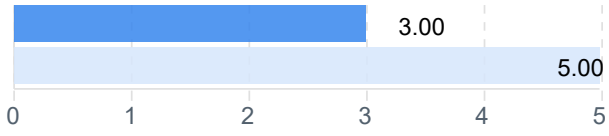
BUSINESS ACUMEN

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



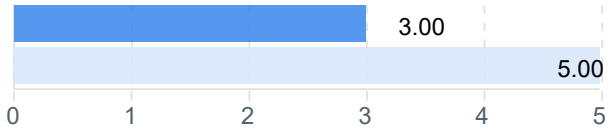
DRIVES FOR RESULT

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



CLIENT-FOCUSED

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



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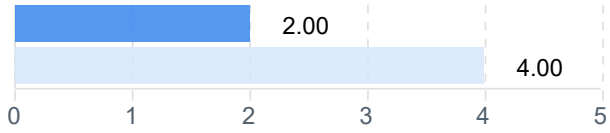
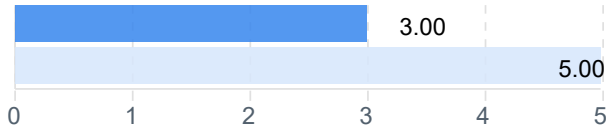
COMMUNICATE WITH IMPACT

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



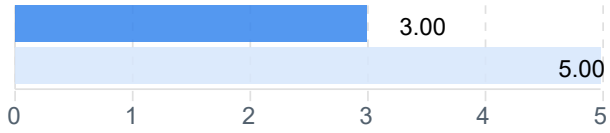
SETS CLEAR DIRECTIONS

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



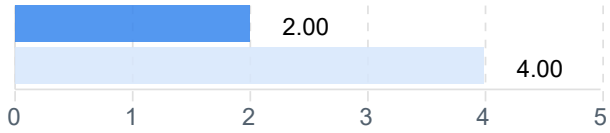
TECHNICAL CAPABILITIES

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



BUSINESS ACUMEN

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?

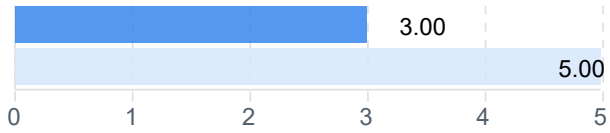


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TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never | Sometimes | Generally | Almost Always | Always

How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	3.3	3.3	4.0	5.0	3.0	3.8	3.0	4.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	3.5	4.5	3.0	5.0	3.5	3.8	3.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	3.0	4.3	4.0	5.0	2.3	4.0	3.0	4.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	2.5	4.3	3.0	5.0	2.8	3.8	3.0	4.0
Q5. Challenge the status quo and push for positive change and impact?	2.7	4.3	4.0	5.0	2.8	4.0	3.0	4.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	3.0	4.3	3.0	5.0	2.8	3.8	3.0	4.0
Q7. Treat all team members in a respectful, courteous and professional manner?	3.5	4.3	4.0	5.0	3.3	4.3	3.0	4.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.3	4.3	3.0	5.0	3.5	4.3	3.0	4.0
Q9. Take accountability and ownership of his/her team's performance?	3.3	4.3	4.0	5.0	2.3	4.0	2.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	2.8	4.3	4.0	5.0	3.3	4.0	3.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	2.8	4.3	3.0	5.0	2.8	3.8	2.0	4.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	2.7	4.3	3.0	5.0	3.3	4.0	2.0	4.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	2.8	4.3	3.0	5.0	2.8	4.3	2.0	4.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.0	4.3	3.0	5.0	3.0	4.0	2.0	4.0

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How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Build cross functional team relationship that can effectively address the needs of clients?	3.0	4.3	4.0	5.0	3.0	3.8	3.0	5.0
Q16. Respond and Resolve client issues effectively?	3.0	4.7	4.0	5.0	2.8	4.0	3.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	3.8	4.5	4.0	5.0	3.5	4.3	4.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.8	4.5	4.0	5.0	3.5	4.5	4.0	5.0
Q19. Take action despite ambiguity?	2.0	4.3	2.0	4.0	2.8	4.0	3.0	4.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.0	4.3	3.0	5.0	3.5	4.3	3.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.0	4.3	4.0	5.0	2.5	4.3	3.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.0	4.3	3.0	5.0	2.5	4.0	3.0	4.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	2.3	4.0	3.0	5.0	2.8	3.8	3.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	2.0	4.3	3.0	5.0	2.0	4.3	3.0	5.0
Q25. Push himself/herself and others every day for results?	2.7	4.3	2.0	4.0	3.0	3.8	3.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	2.3	4.3	3.0	5.0	2.8	3.8	3.0	4.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	2.7	4.3	3.0	5.0	2.3	4.0	3.0	5.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	2.8	4.3	3.0	4.0	2.8	4.0	2.0	4.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	2.8	4.3	3.0	4.0	2.8	3.8	2.0	4.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	3.0	4.3	3.0	4.0	3.0	4.0	2.0	4.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	3.0	4.3	3.0	4.0	3.5	4.3	2.0	5.0

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How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	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?	2.3	4.3	3.0	4.0	2.5	3.8	3.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.0	4.3	3.0	4.0	2.5	4.3	3.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	2.8	4.3	3.0	4.0	2.8	4.0	3.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	3.0	4.3	3.0	4.0	2.5	3.8	3.0	4.0

* Responses based on Rating scale of 1-5

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