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## INSIGHT 360 FEEDBACK FOR LEADERS

**Company Name:** YYC

**Name:** JANET LIM PEI JIUN

**Date:** 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

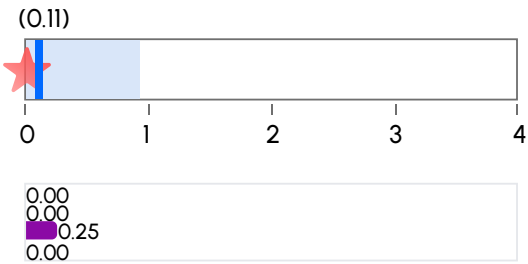
Strengths

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



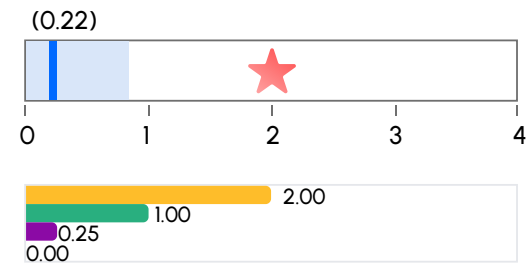
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



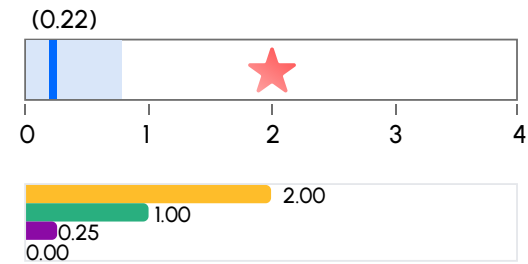
FOSTER TEAMWORK

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



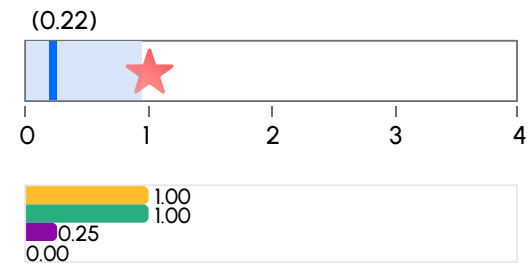
BUSINESS ACUMEN

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



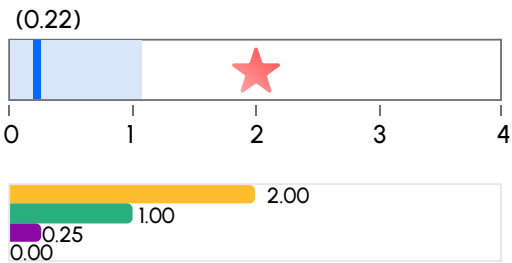
BUSINESS ACUMEN

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



DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



STRENGTHS AND DEVELOPMENT NEEDS

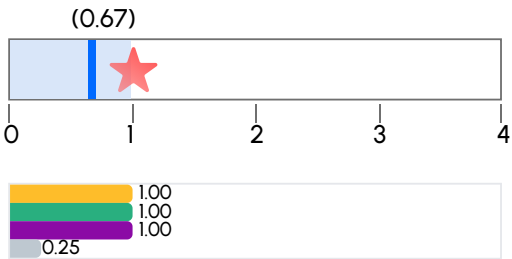
Development Needs

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



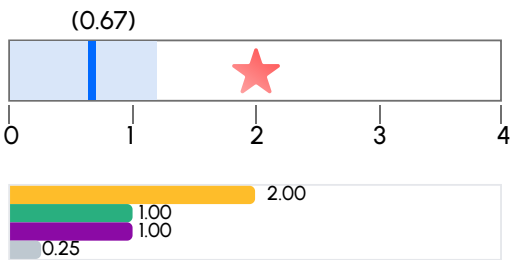
INNOVATIVE AND CRITICAL THINKING

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



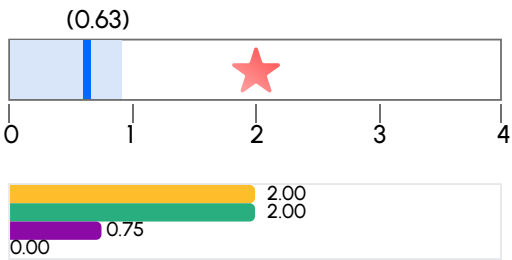
SETS CLEAR DIRECTIONS

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



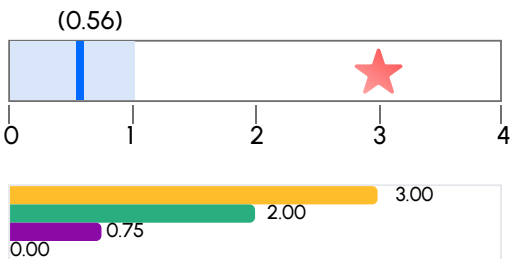
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



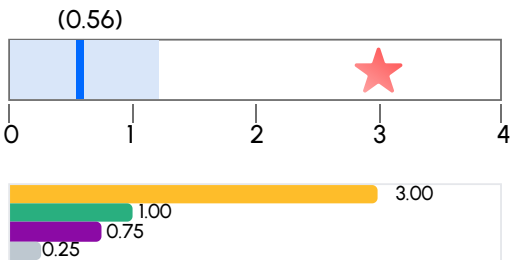
SETS CLEAR DIRECTIONS

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

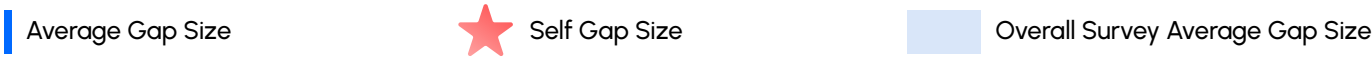


SETS CLEAR DIRECTIONS

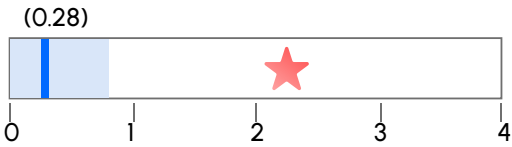
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



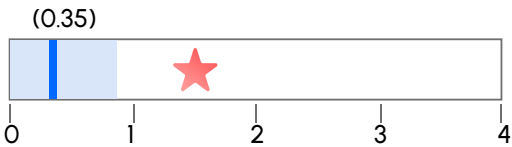
COMPETENCIES REPORT IN ASCENDING ORDER



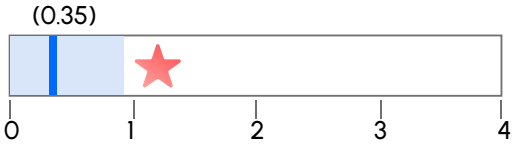
BUSINESS ACUMEN



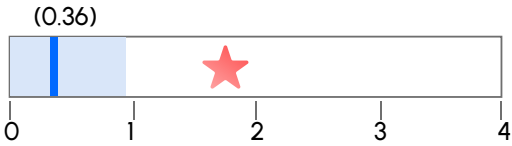
TECHNICAL CAPABILITIES



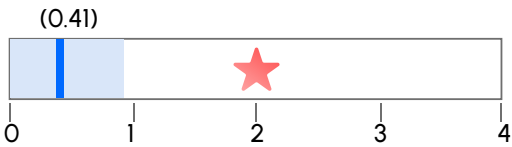
DEVELOP SELF AND OTHERS



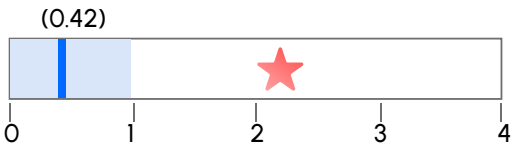
FOSTER TEAMWORK



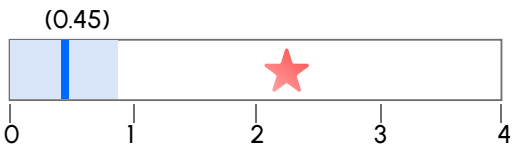
COMMUNICATE WITH IMPACT



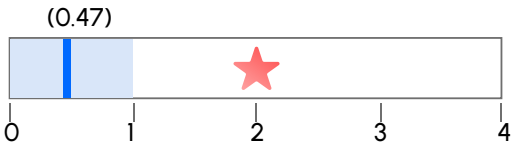
DRIVES FOR RESULT



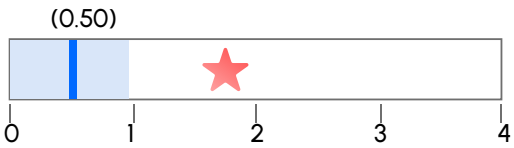
CLIENT-FOCUSED



SETS CLEAR DIRECTIONS



INNOVATIVE AND CRITICAL THINKING



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	0.50	-	2	2	-	-	-
Subordinates	0.00	1	3	-	-	-	-

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

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

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



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	0.50	-	2	2	-	-	-
Subordinates	0.25	1	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	1	2	1	-	-	-

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

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

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	0.50	-	2	2	-	-	-
Subordinates	0.25	1	2	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	0.25	-	3	1	-	-	-
Subordinates	0.00	1	3	-	-	-	-

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	2.00	-	-	-	1	-	-
Peers	0.50	-	3	-	1	-	-
Subordinates	0.00	1	3	-	-	-	-

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	3.00	-	-	-	-	1	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.25	1	2	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	3.00	-	-	-	-	1	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	1	3	-	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.25	-	3	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	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	1	3	-	-	-	-

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	3.00	-	-	-	-	1	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	1	3	-	-	-	-

Q16. Respond and Resolve client issues effectively?

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

Q17. Demonstrate personal accountability to serve clients well?

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

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	0.50	-	2	2	-	-	-
Subordinates	0.00	-	3	-	-	-	-

Sets Clear Directions

Q19. Take action despite ambiguity?

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.00	1	3	-	-	-	-

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	3.00	-	-	-	-	1	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.25	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	1.00	-	1	2	1	-	-
Subordinates	0.25	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	3	-	1	-	-
Subordinates	0.00	1	3	-	-	-	-

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	3.00	-	-	-	-	1	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

Q26. Bring clarity and decisiveness during crisis management?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	1	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.00	1	3	-	-	-	-

Communicate With Impact

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

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

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	0.25	-	3	1	-	-	-
Subordinates	0.00	1	3	-	-	-	-

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

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

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	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.00	-	3	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.25	1	2	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	0.33	-	2	1	-	-	-
Subordinates	0.25	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	3.00	-	-	-	-	1	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	1	3	-	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	0.00	1	3	-	-	-	-



## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q19. Take action despite ambiguity?	0.11
Q7. Treat all team members in a respectful, courteous and professional manner?	0.22
Q13. Instill a business-oriented mindset that drives the business of YYC?	0.22
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	0.22
Q26. Bring clarity and decisiveness during crisis management?	0.22
Q34. Active listening, without making judgements, to help others explore solutions?	0.22
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	0.29
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.33
Q9. Take accountability and ownership of his/her team's performance?	0.33
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.33
Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.33
Q15. Build cross functional team relationship that can effectively address the needs of clients?	0.33
Q29. Convey persuasive thoughts and views with confidence and clarity?	0.33
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	0.38

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.38
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	0.38
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	0.38
Q3. Develop well thought-out conclusions and solutioning plan?	0.44
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	0.44
Q5. Challenge the status quo and push for positive change and impact?	0.44
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	0.44
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	0.44
Q23. Show initiative, energy and the feeling that the work must be done quickly?	0.44
Q25. Push himself/herself and others every day for results?	0.44
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	0.44
Q30. Express concept in writing, clearly, concisely and with positive impact?	0.44
Q16. Respond and Resolve client issues effectively?	0.50
Q24. Deal in a clear, strong way with subordinates who are not performing?	0.50
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	0.50
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	0.50

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Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	0.56
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	0.56
Q17. Demonstrate personal accountability to serve clients well?	0.63
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	0.67
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	0.67

## QUALITATIVE FEEDBACK

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

- 1. Good communication skill; 2. Good data analysis skills
- Has heart and willing to take up responsibility
- Confidence Committed Confidence in expressing thoughts and opinions Committed in pushing for results despite challenging circumstances
- Problem Solving . Empathy, social awareness, and tact.
- Bring clarity and decisiveness during crisis management.

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

- 1. Timely execution by focusing on the priorities;
- Have humility and be confident at the same time. Can work on her communication with others.
- Business Acumen exposure Technology exposure to continually improve and bring the Group to another heights

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.

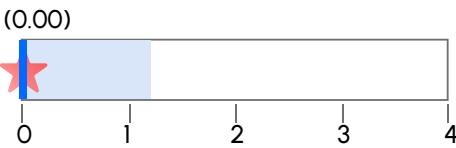
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

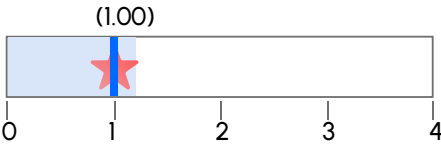
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



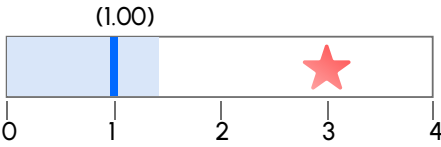
TECHNICAL CAPABILITIES

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



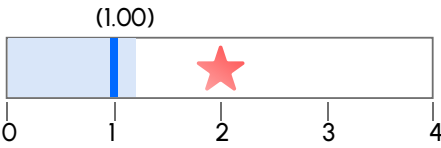
INNOVATIVE AND CRITICAL THINKING

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



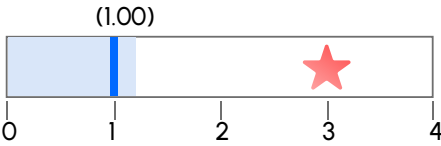
FOSTER TEAMWORK

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



BUSINESS ACUMEN

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



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.

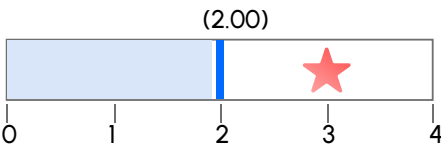
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

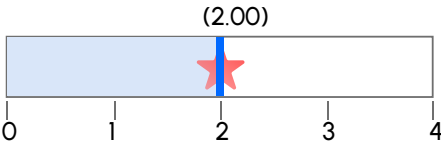
CLIENT-FOCUSED

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



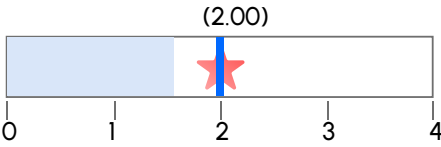
DRIVES FOR RESULT

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



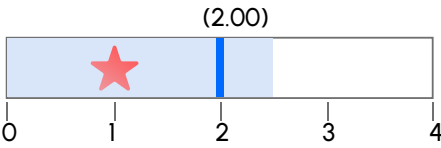
COMMUNICATE WITH IMPACT

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



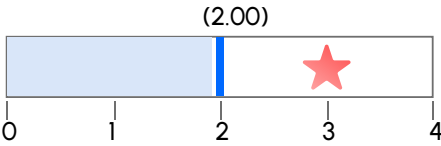
DEVELOP SELF AND OTHERS

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



BUSINESS ACUMEN

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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

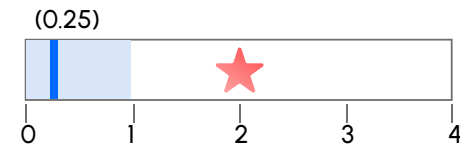
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

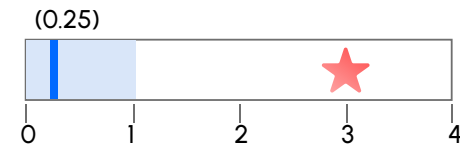
FOSTER TEAMWORK

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



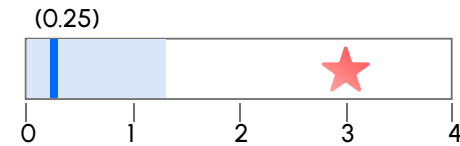
BUSINESS ACUMEN

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



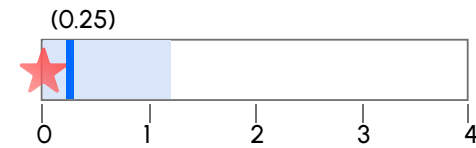
CLIENT-FOCUSED

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



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



BUSINESS ACUMEN

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



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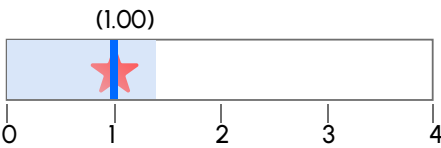
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

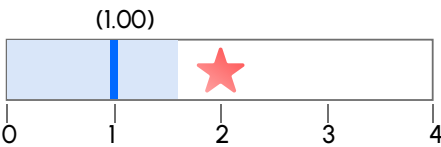
INNOVATIVE AND CRITICAL THINKING

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



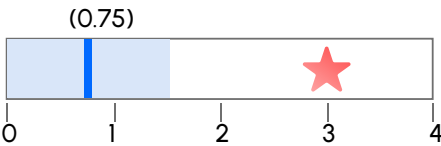
SETS CLEAR DIRECTIONS

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



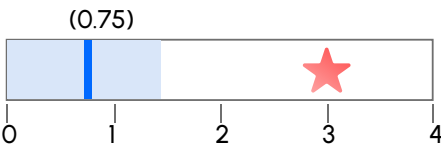
INNOVATIVE AND CRITICAL THINKING

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



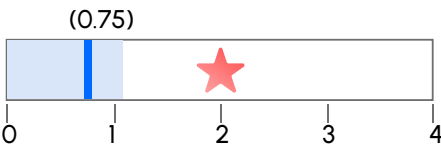
SETS CLEAR DIRECTIONS

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



CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?





STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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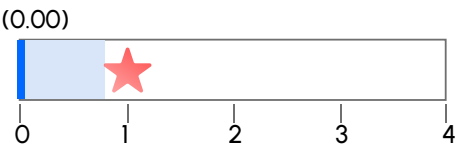
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

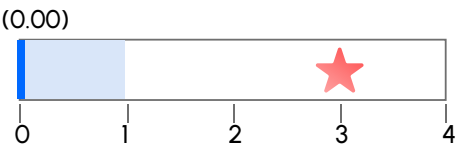
TECHNICAL CAPABILITIES

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



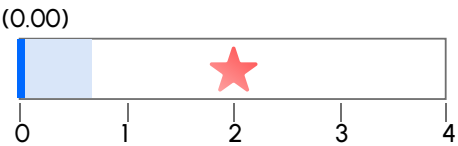
INNOVATIVE AND CRITICAL THINKING

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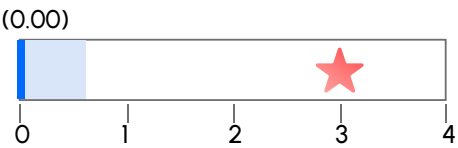
FOSTER TEAMWORK

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



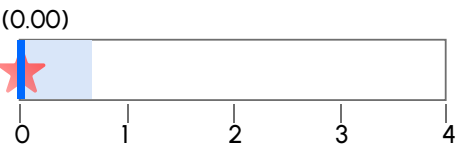
CLIENT-FOCUSED

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



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

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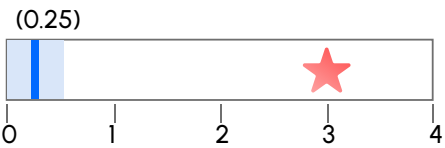
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

BUSINESS ACUMEN

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



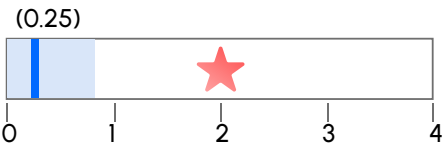
DEVELOP SELF AND OTHERS

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



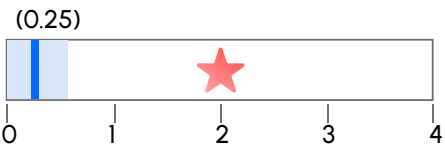
FOSTER TEAMWORK

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



INNOVATIVE AND CRITICAL THINKING

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



INNOVATIVE AND CRITICAL THINKING

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

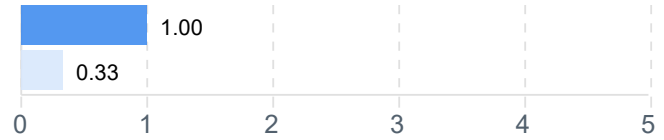


## AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

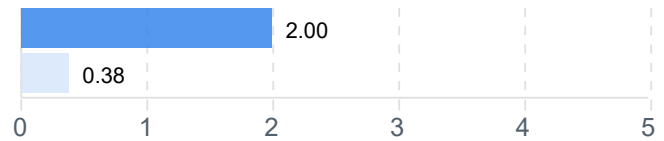
### TECHNICAL CAPABILITIES

Self Gap Size Average Gap Size

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



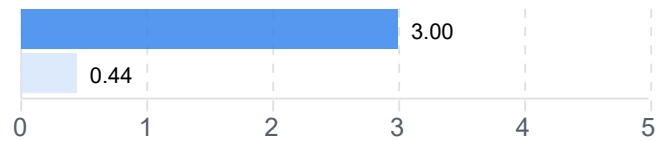
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



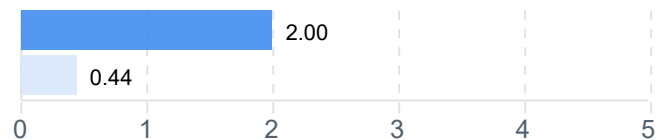
### INNOVATIVE AND CRITICAL THINKING

Self Gap Size Average Gap Size

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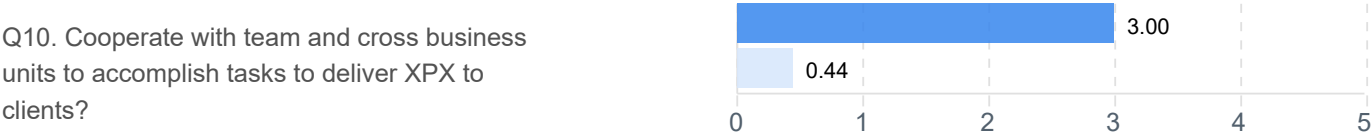
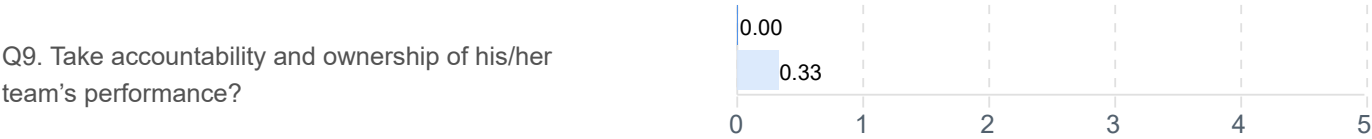
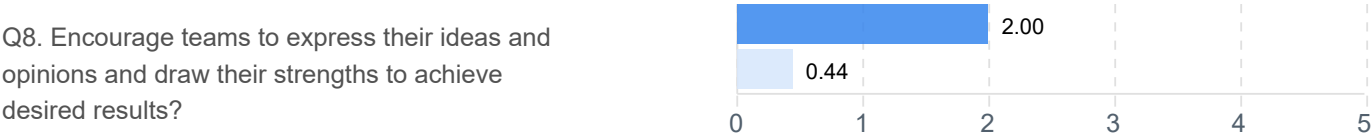
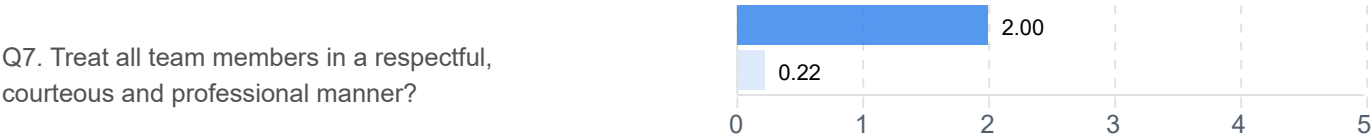


Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



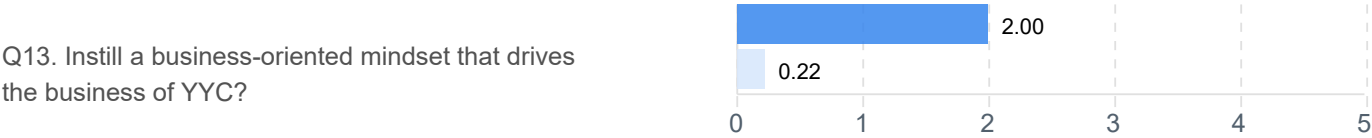
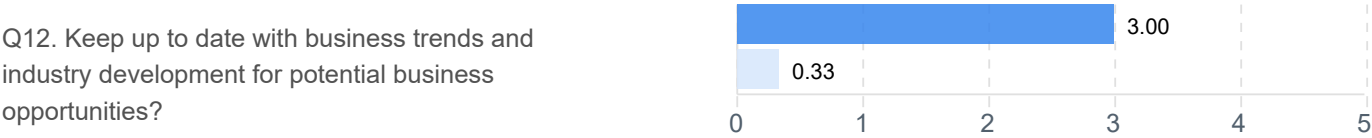
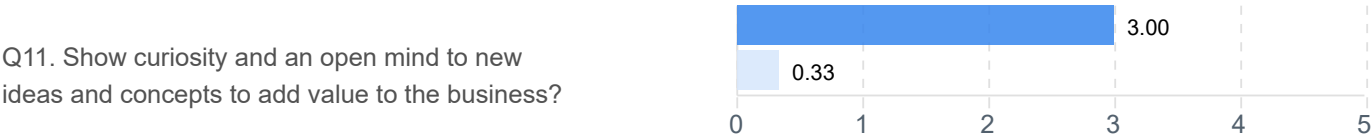
FOSTER TEAMWORK

Self Gap Size    Average Gap Size



BUSINESS ACUMEN

Self Gap Size    Average Gap Size



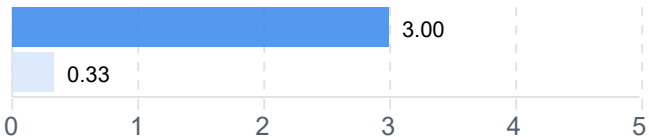
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



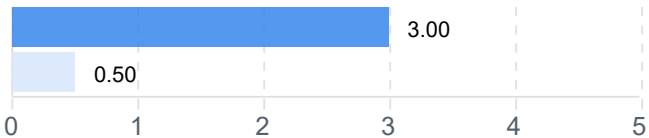
CLIENT-FOCUSED

Self Gap Size    Average Gap Size

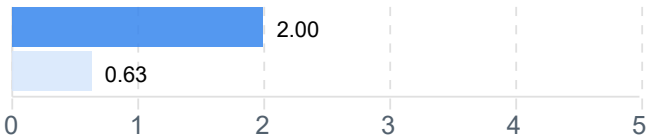
Q15. Build cross functional team relationship that can effectively address the needs of clients?



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?



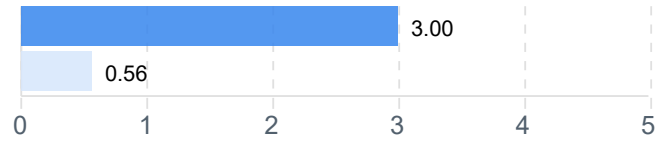
SETS CLEAR DIRECTIONS

Self Gap Size    Average Gap Size

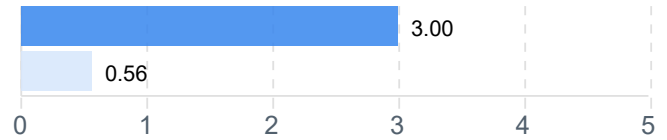
Q19. Take action despite ambiguity?



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?



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



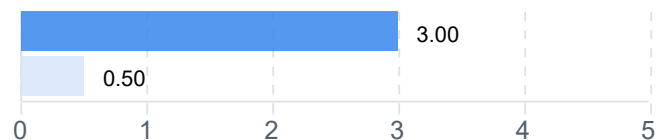
## DRIVES FOR RESULT

■ Self Gap Size ■ Average Gap Size

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



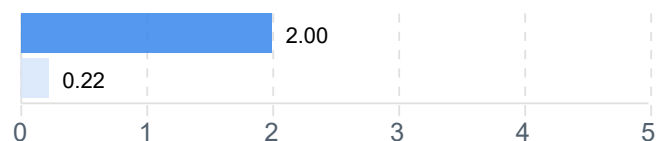
Q24. Deal in a clear, strong way with subordinates who are not performing?



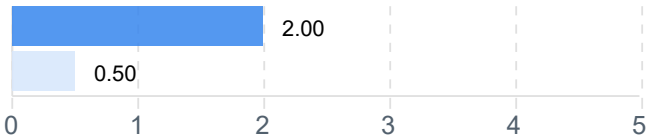
Q25. Push himself/herself and others every day for results?



Q26. Bring clarity and decisiveness during crisis management?

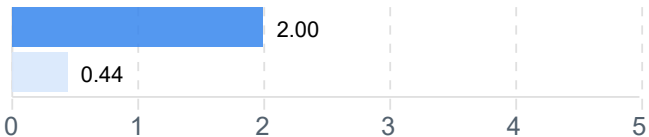


Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



COMMUNICATE WITH IMPACT

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

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



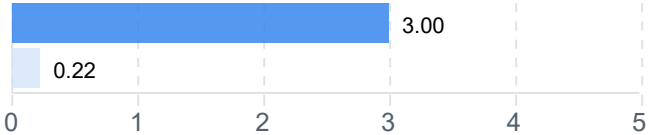
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



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



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



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





TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

FOSTER TEAMWORK

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



DEVELOP SELF AND OTHERS

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



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



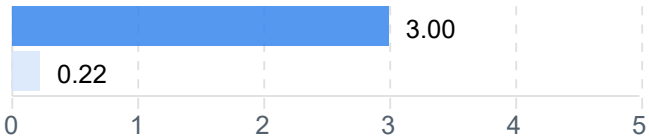
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

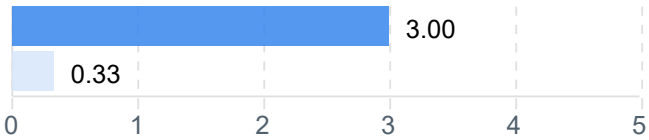
DEVELOP SELF AND OTHERS

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BUSINESS ACUMEN

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



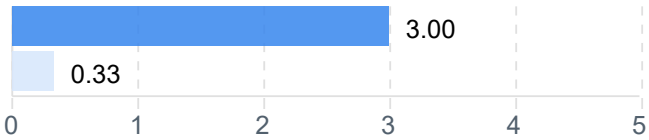
CLIENT-FOCUSED

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



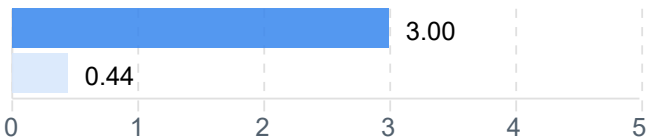
BUSINESS ACUMEN

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

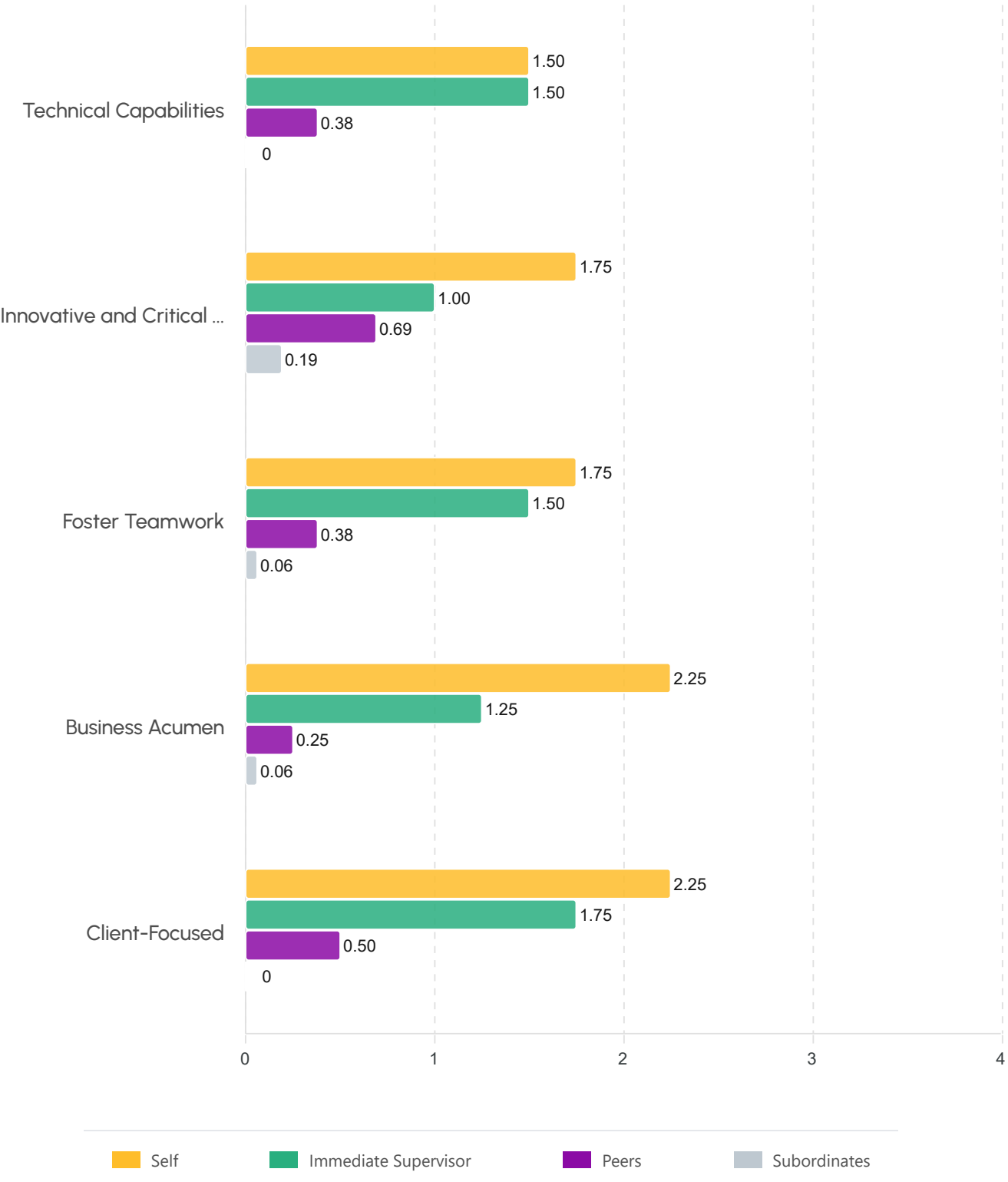


INNOVATIVE AND CRITICAL THINKING

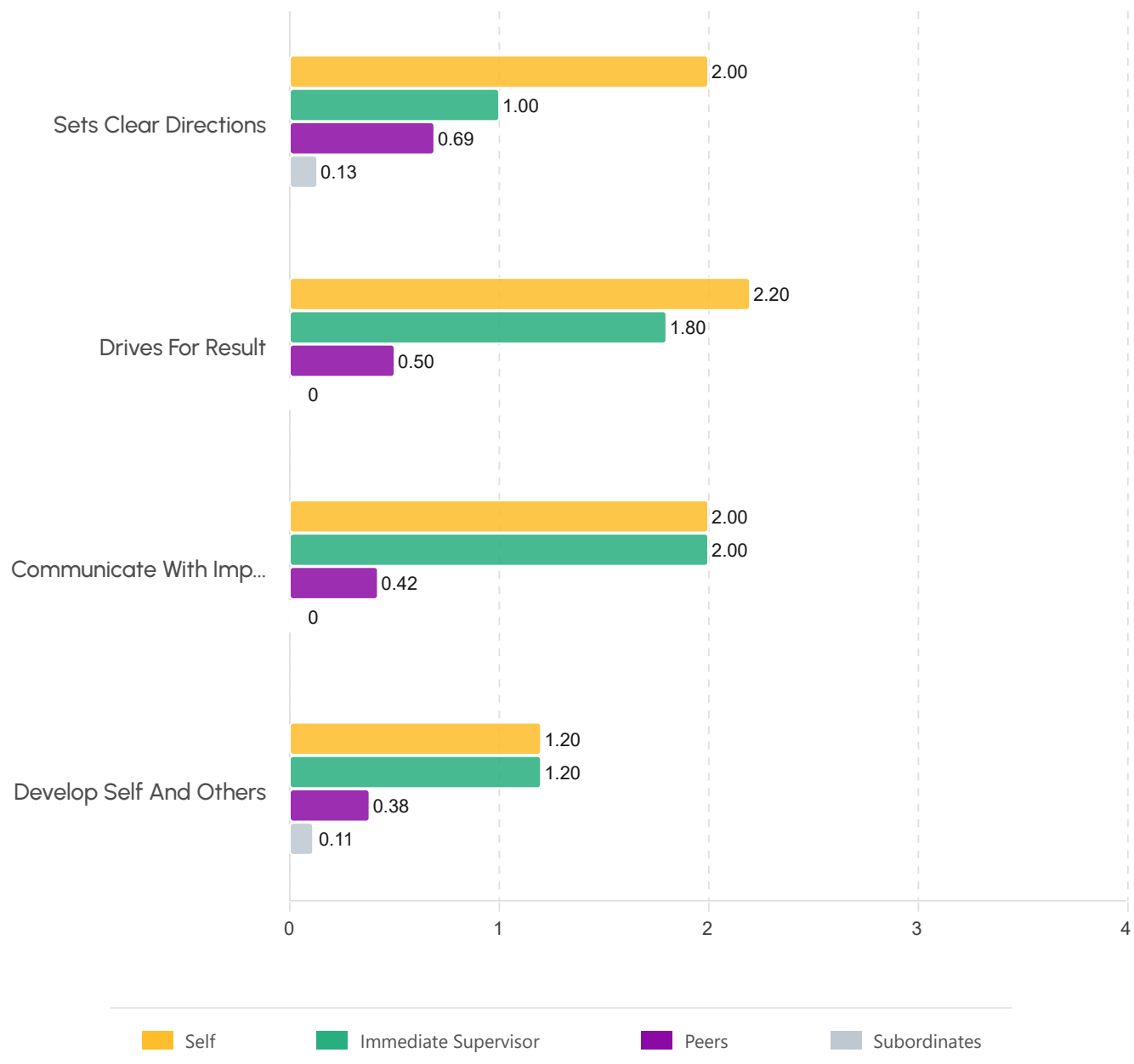
Q3. Develop well thought-out conclusions and solutioning plan?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



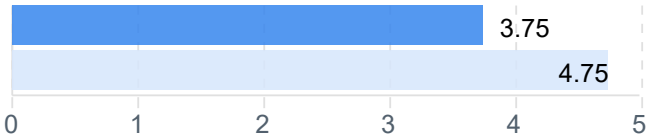
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

SETS CLEAR DIRECTIONS

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



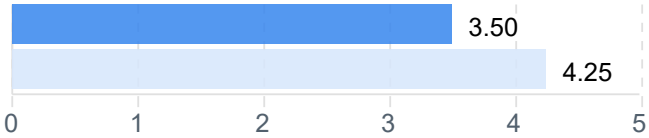
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Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



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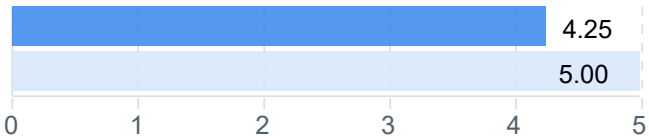
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



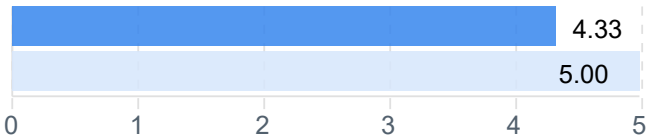
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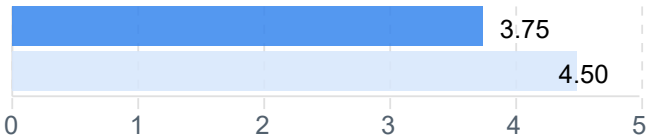
DRIVES FOR RESULT

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



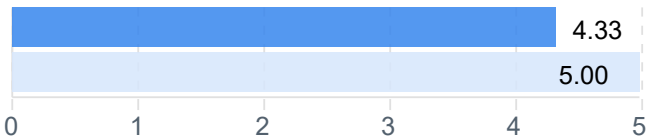
SETS CLEAR DIRECTIONS

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



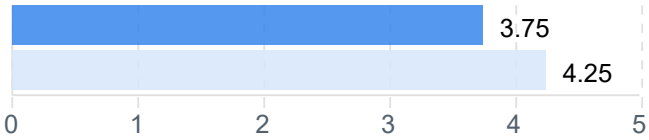
DRIVES FOR RESULT

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



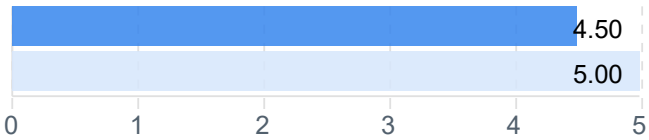
DRIVES FOR RESULT

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TECHNICAL CAPABILITIES

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



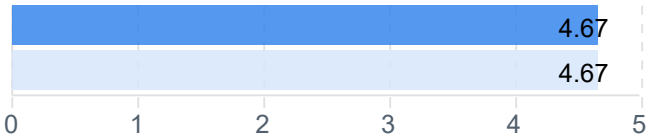
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

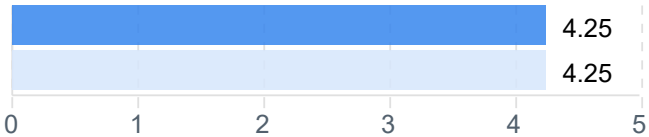
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Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



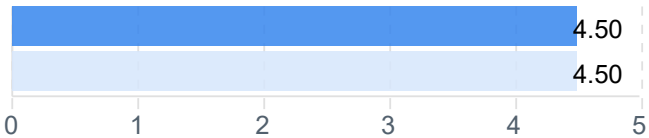
BUSINESS ACUMEN

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



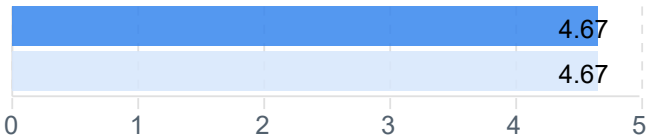
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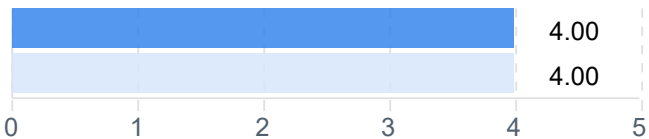
TECHNICAL CAPABILITIES

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



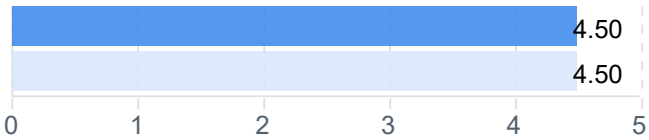
INNOVATIVE AND CRITICAL THINKING

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



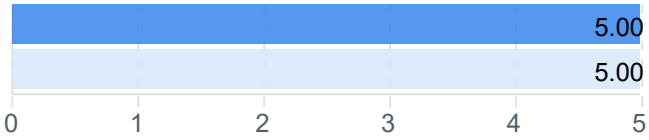
FOSTER TEAMWORK

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



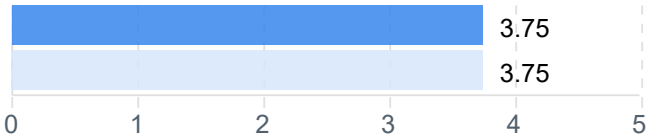
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



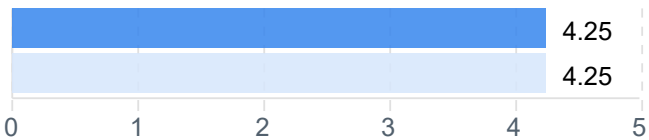
DRIVES FOR RESULT

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



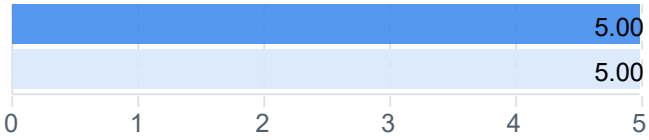
INNOVATIVE AND CRITICAL THINKING

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



CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?





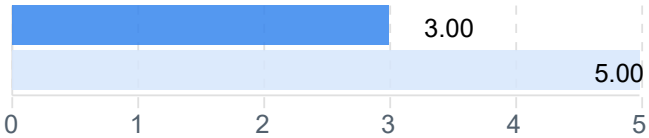
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

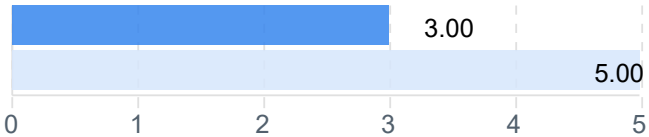
CLIENT-FOCUSED

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



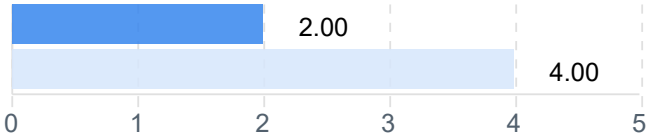
DRIVES FOR RESULT

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



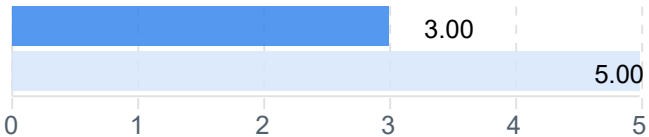
COMMUNICATE WITH IMPACT

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



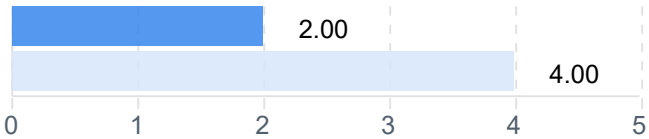
DEVELOP SELF AND OTHERS

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



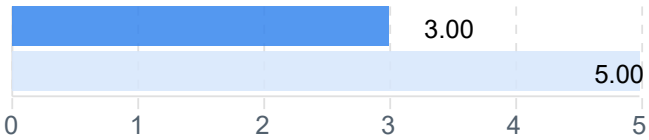
COMMUNICATE WITH IMPACT

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



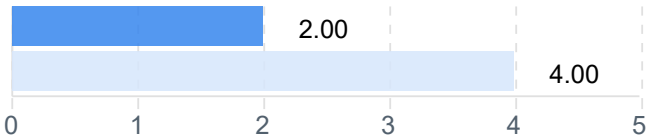
TECHNICAL CAPABILITIES

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



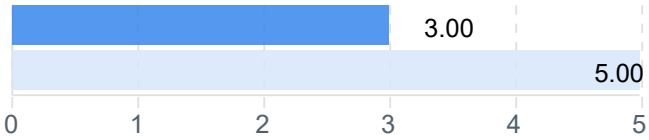
BUSINESS ACUMEN

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



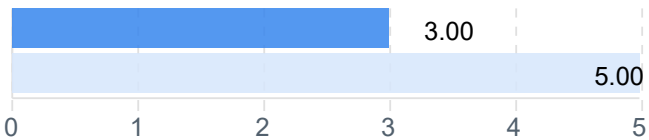
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



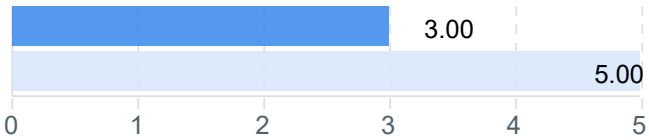
SETS CLEAR DIRECTIONS

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



DRIVES FOR RESULT

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



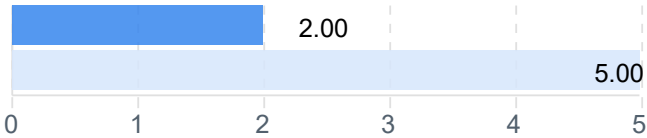
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

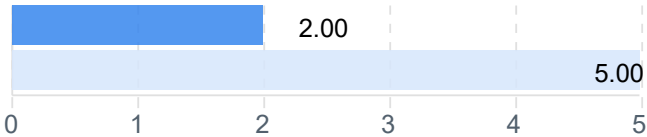
INNOVATIVE AND CRITICAL THINKING

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



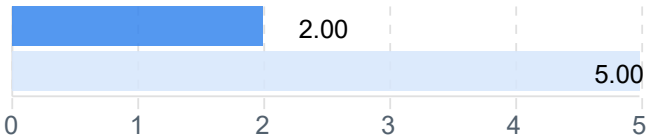
CLIENT-FOCUSED

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



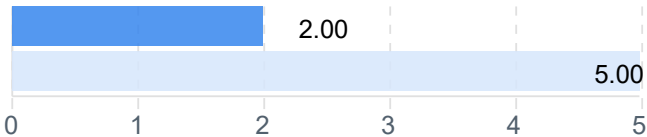
BUSINESS ACUMEN

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



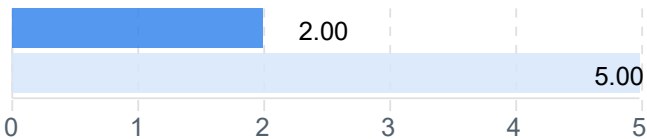
BUSINESS ACUMEN

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



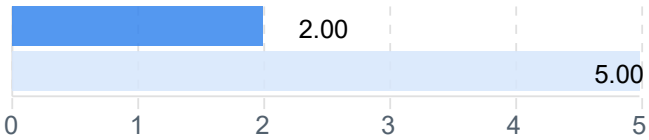
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



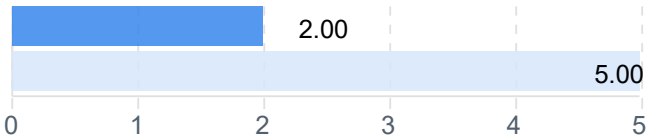
SETS CLEAR DIRECTIONS

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



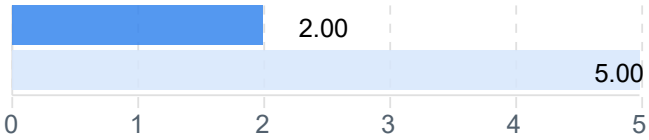
DRIVES FOR RESULT

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



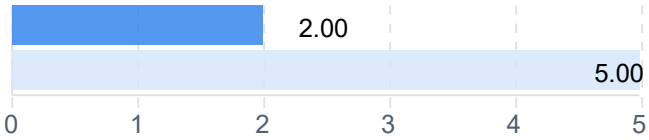
SETS CLEAR DIRECTIONS

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



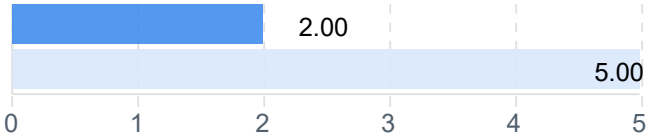
FOSTER TEAMWORK

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



DEVELOP SELF AND OTHERS

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



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

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Instill a business-oriented mindset that drives the business of YYC?	4.3	4.5	4.5	4.0	3.0	4.0	3.0	5.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	4.5	4.8	4.5	4.3	3.0	4.0	4.0	5.0
Q15. Build cross functional team relationship that can effectively address the needs of clients?	4.3	4.5	5.0	4.5	3.0	5.0	2.0	5.0
Q16. Respond and Resolve client issues effectively?	4.0	4.5	5.0	5.0	3.0	5.0	2.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	4.0	4.8	5.0	5.0	3.0	5.0	3.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	4.3	4.8	5.0	5.0	3.0	4.0	4.0	5.0
Q19. Take action despite ambiguity?	4.3	4.5	4.8	4.3	4.0	4.0	5.0	5.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.5	4.3	4.8	4.5	3.0	5.0	2.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.8	4.5	4.5	4.5	3.0	4.0	2.0	5.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.8	4.8	4.5	4.5	3.0	4.0	3.0	5.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.8	4.3	5.0	4.5	3.0	5.0	3.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	4.3	5.0	3.8	3.8	3.0	5.0	2.0	5.0
Q25. Push himself/herself and others every day for results?	3.8	4.3	3.8	3.8	3.0	5.0	3.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	4.0	4.3	4.8	4.3	3.0	4.0	3.0	5.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	4.3	5.0	4.8	4.3	3.0	5.0	3.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	4.3	4.8	4.8	4.5	2.0	4.0	3.0	5.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	4.5	4.8	4.5	4.3	2.0	4.0	3.0	5.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	4.0	4.5	4.5	4.3	2.0	4.0	3.0	5.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	4.5	5.0	4.7	4.7	3.0	5.0	4.0	5.0
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	4.0	4.3	4.5	4.5	3.0	4.0	4.0	5.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	4.3	4.7	4.5	4.5	3.0	4.0	4.0	5.0
Q34. Active listening, without making judgements, to help others explore solutions?	4.5	4.8	4.8	4.5	3.0	4.0	2.0	5.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	4.5	5.0	4.8	4.5	3.0	4.0	5.0	5.0

\* Responses based on Rating scale of 1-5