



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

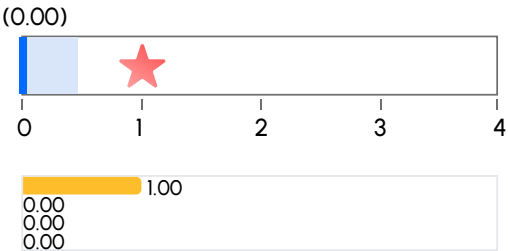
Strengths

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



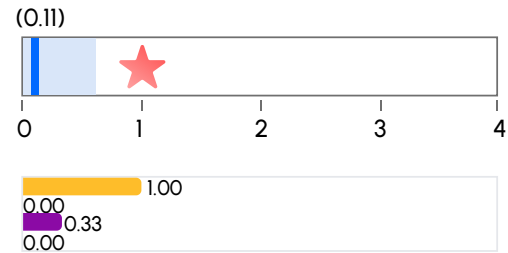
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



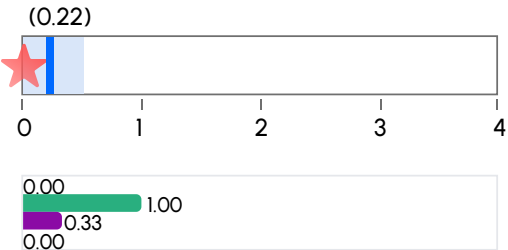
AGILE MINDSET

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



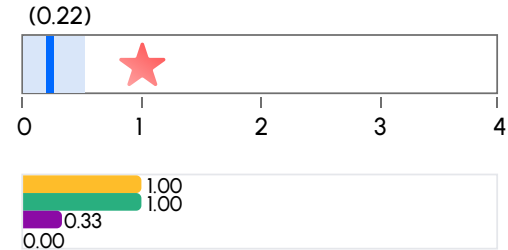
SPEAK UP

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



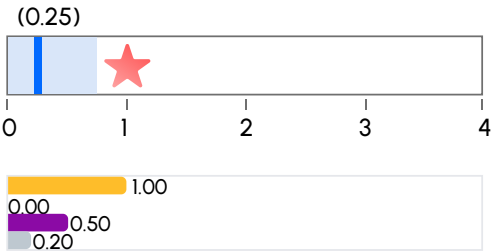
COURAGE TO ACT

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



LIFELONG LEARNING

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



STRENGTHS AND DEVELOPMENT NEEDS

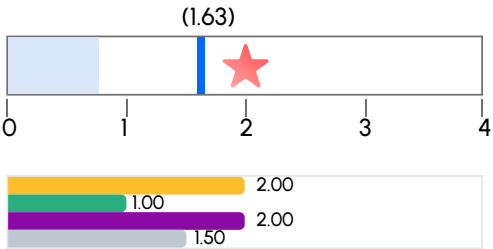
Development Needs

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



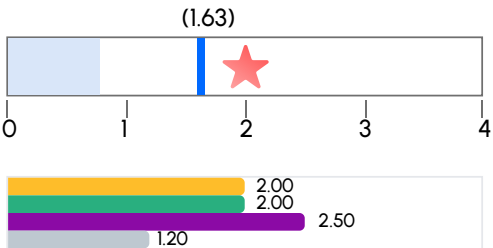
ENGAGE WITH EMPATHY

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



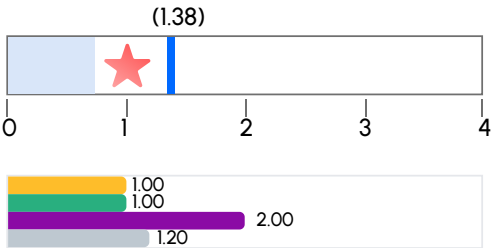
LIFELONG LEARNING

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



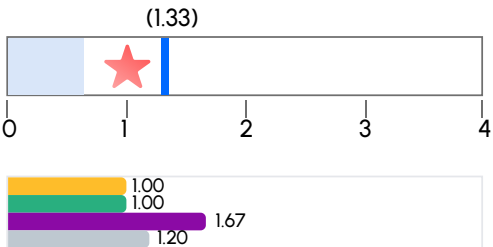
SPEAK UP

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



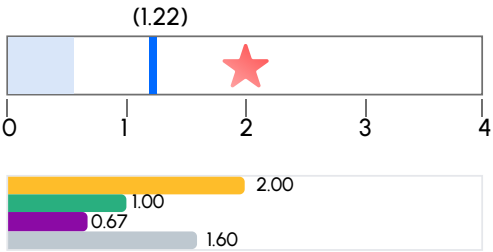
ENGAGE WITH EMPATHY

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



ENGAGE WITH EMPATHY

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



COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

HOLISTIC THINKING



COURAGE TO ACT



PURPOSEFUL PARTNERSHIP



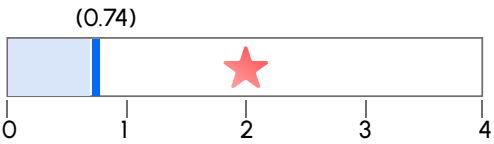
AGILE MINDSET



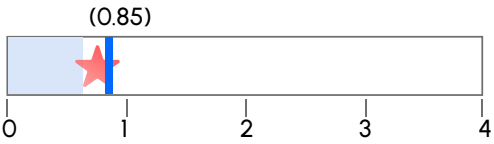
SPEAK UP



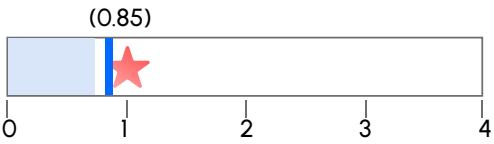
KNOW YOUR CUSTOMER



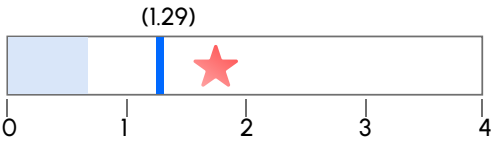
KEEP UP-TO-DATE



LIFELONG LEARNING



ENGAGE WITH EMPATHY



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

Q3. Identify new possibilities to address current business issues.

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

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

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

Agile Mindset

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.40	-	3	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	-	2	-	-
Subordinates	0.60	-	2	3	-	-	-

Know Your Customer

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	2	3	-	-	-

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

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

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

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

Engage With Empathy

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.80	-	2	2	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.60	-	-	3	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	1.20	-	1	2	2	-	-

Purposeful Partnership

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

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

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	-	-	2	1	-	-
Subordinates	0.60	-	3	1	1	-	-

Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.20	-	1	2	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.00	-	-	-	2	-	-
Subordinates	1.20	-	1	2	2	-	-

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

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

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

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

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

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

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.00	-	2	-	-	-	-
Subordinates	1.20	-	1	2	2	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.40	-	3	2	-	-	-

Q29. Maintain focus to deliver the chosen strategy.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	0.00	-	1	-	-	-	-
	Peers	0.00	-	3	-	-	-	-
	Subordinates	0.00	-	4	-	-	-	-

Q30. Give space for self and team members to take risks and learn from mistakes.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	1.00	-	-	1	-	-	-
	Peers	1.33	-	-	2	1	-	-
	Subordinates	1.00	-	1	3	1	-	-

Keep Up-to-date

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	0.00	-	1	-	-	-	-
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	1.00	-	-	3	-	-	-
	Subordinates	0.33	-	2	1	-	-	-

Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	1.33	-	-	2	1	-	-
	Subordinates	0.60	-	3	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	1	1	-	-
Subordinates	0.80	-	2	2	1	-	-

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

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

Lifelong Learning

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

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

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

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

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	1.00	-	-	1	-	-	-
	Immediate Supervisor	0.00	-	1	-	-	-	-
	Peers	0.50	-	1	1	-	-	-
	Subordinates	0.20	-	4	1	-	-	-

Q38. Make effort to teach / coach/ mentor team members.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	2.00	-	-	-	1	-	-
	Immediate Supervisor	2.00	-	-	-	1	-	-
	Peers	2.50	-	-	-	1	1	-
	Subordinates	1.20	-	1	2	2	-	-

Q39. Nurture an environment that supports coaching and honest performance feedback.	Rater Group	Avg Gap Size	R	0	1	2	3	4
	Self	2.00	-	-	-	1	-	-
	Immediate Supervisor	0.00	-	1	-	-	-	-
	Peers	1.50	-	-	1	1	-	-
	Subordinates	1.00	-	1	3	1	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q29. Maintain focus to deliver the chosen strategy.	0.00
Q6. Ensure change plans are executed effectively and in a timely manner.	0.11
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.22
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.22
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.25
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.33
Q18. Leverage one's network and connection to gather market data.	0.38
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.44
Q3. Identify new possibilities to address current business issues.	0.44
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.44
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.56
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.56
Q28. Encourage and value innovative ideas and suggestions from others.	0.56
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.56
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.63

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.63
Q4. Manage teams' resources to collate information from multiple sources.	0.75
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.75
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.78
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.78
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.86
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.86
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.86
Q36. Purposefully manage career development and professional growth of team members.	0.86
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.89
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.89
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.89
Q8. Provide coaching to help others adapt and be more versatile.	1.00
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.00
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	1.00

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.00
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.00
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.00
Q30. Give space for self and team members to take risks and learn from mistakes.	1.11
Q15. Share similar experiences that may be adapted to their work circumstances.	1.22
Q16. Empathise whilst balancing the need of individuals and the business.	1.33
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.38
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.63
Q38. Make effort to teach / coach/ mentor team members.	1.63

QUALITATIVE FEEDBACK

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

- Organised and meticulous. Always have a plan for task and set deadline. Ensure that task is accurately completed through thorough review and with the most effective way to complete the said task.
- Details and firm
- 1. Close monitoring within the team to achieve KPI. 2. Thoughtful on her subordinates.
- 1. Structured person - always focus on the objectives and lay down proper plans and milestones to achieve them. 2. Willing to take risk - chart own way in delivering task which may be different from the conventional way.
- 1. Communication skills with the senior management and external parties demonstrated during management meetings and official/unofficial engagements. 2. Setting up, implement and monitor internal work policies and structure.
- Communication and very committed to work

Agile mindset and an outcome-driven person She is always open to valuable feedback. She has good networking with

- internal and external parties. She manages to encourage and force the team to deliver the task within expectations. She always shows high commitment to performing her responsibilities and focuses on value and delivery.
- 1. good time management - always punctual and monitor dateline closely 2. open minded - always try to listen and incorporate other team members' perspectives in troubleshooting or problem solving.
- 1. Fast learner with good communication skills. Can speak and write well and is able to articulate well to team members on any requirements, be it work/non-work related. 2. Have high discipline. Work in a very organized and structured way. A person that emphasizes on discipline, expect fellow colleagues and team mates to follow guidelines strictly and meet deadlines.
- 1. Efficient in ensuring tasks are completed accordingly and in a timely manner. 2. Capacity to navigate & deliver adhoc tasks which are usually something new and quite challenging

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

Communication and empathy. To improve communication with others (through better conversation, positive body language and pleasant expression but yet assertive) and be wary of the constraint and situation that others are currently experiencing, hence, need to engage with others.

- Empathy and have trust for in team

- 1. Promote employees' satisfaction. 2. Be leader not a manager, avoid scared management.

- 1. Improving emotional regulation 2. Increase empathy and trust towards subordinates

- 1. Guide and coach team members who are not familiar with the function/projects they are not experienced with. Work together with the team members to understand the process and guidelines of the mandates which are already available in the department. 2. Openness and inclusion with colleagues and subordinates for more effective and efficient outcome and deliverables.

- Instill more empathy

- Coaching sessions with her team, both formal and informal, to improve understanding and be able to lead effectively. Continue exploring areas for team and self-improvement for value enhancement.

- 1. show more empathy 2. try to control anger or dissatisfaction in more discreet

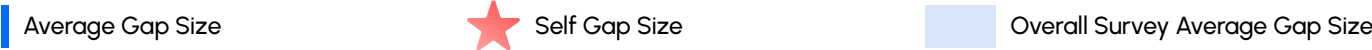
- 1. She needs to widen her knowledge on fund management industry i.e by leveraging and tapping on External Fund Managers (EFM) knowledge in terms of investment parameters, guidelines, products and new instruments and have a good understanding on Risk Management tools and parameters in order to give good proposals to the organisation. 2. She needs to improve and develop her empathy skills. By doing so, she's able to understand and relate to people and can improve her capacity to communicate with others in the team, hence improve her leadership skills.

- 1. More open to different ways to get the job done as per required. 2. Quality time for brainstorming session with the team

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

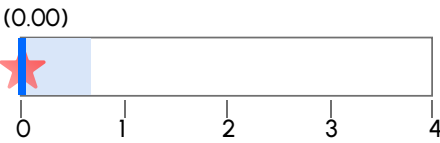
Strengths

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



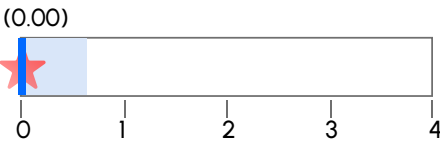
PURPOSEFUL PARTNERSHIP

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



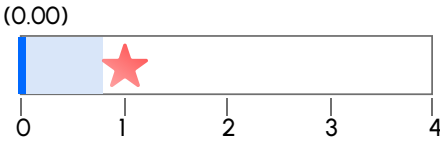
AGILE MINDSET

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



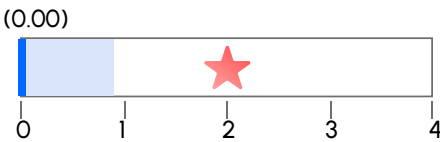
AGILE MINDSET

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



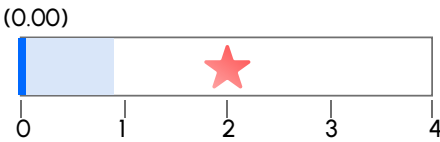
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

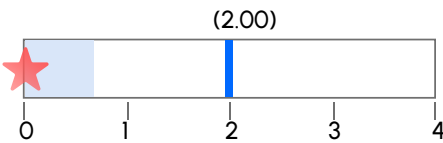
Development Needs

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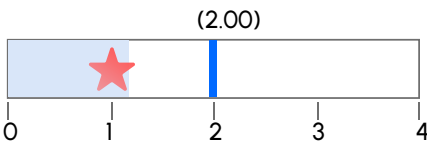
KEEP UP-TO-DATE

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



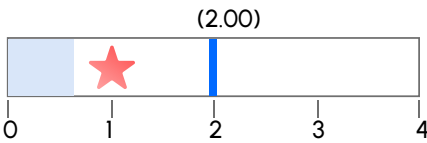
COURAGE TO ACT

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



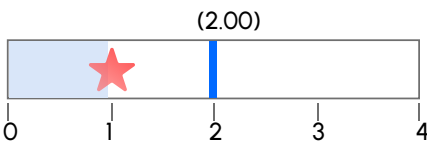
HOLISTIC THINKING

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



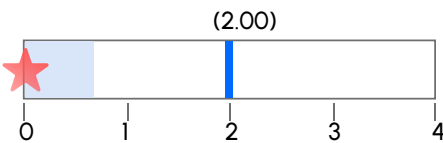
KEEP UP-TO-DATE

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

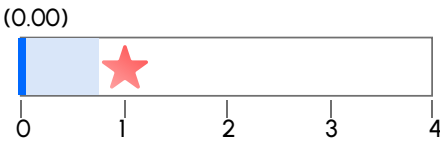
Strengths

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



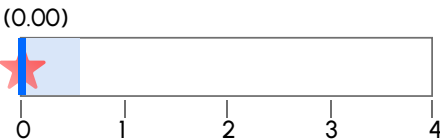
COURAGE TO ACT

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



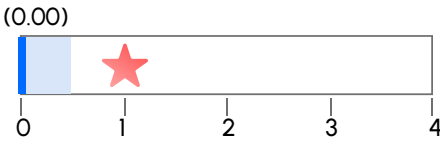
PURPOSEFUL PARTNERSHIP

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



COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



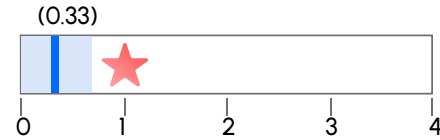
HOLISTIC THINKING

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



HOLISTIC THINKING

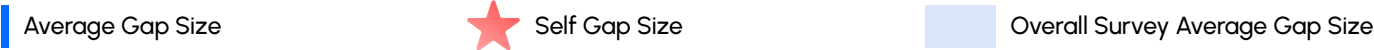
Q2. Examine issues and ideas, considering multiple scenarios and their’ pros and con in decision-making.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

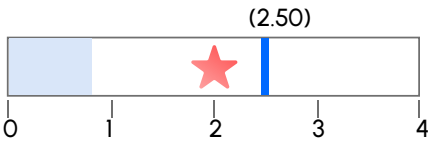
Development Needs

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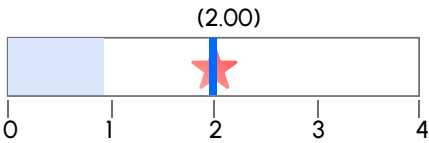
LIFELONG LEARNING

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



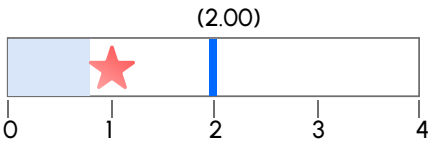
ENGAGE WITH EMPATHY

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



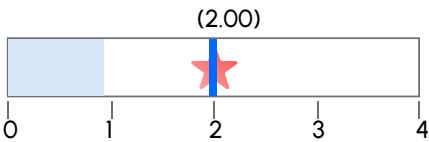
SPEAK UP

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



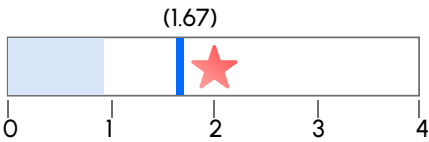
AGILE MINDSET

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

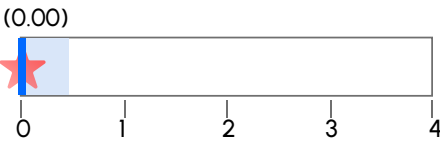
Strengths

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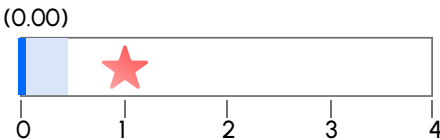
PURPOSEFUL PARTNERSHIP

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



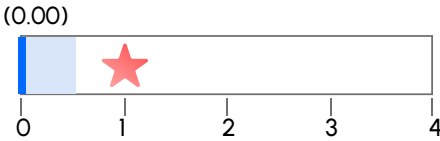
COURAGE TO ACT

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



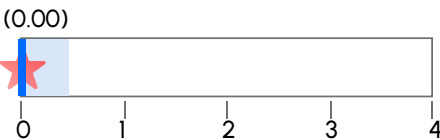
AGILE MINDSET

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



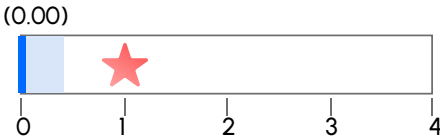
SPEAK UP

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



COURAGE TO ACT

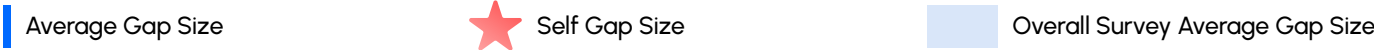
Q29. Maintain focus to deliver the chosen strategy.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

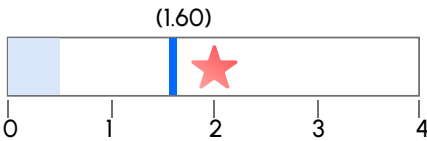
Development Needs

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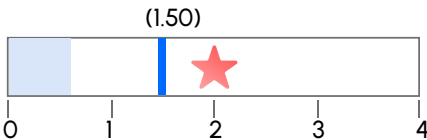
ENGAGE WITH EMPATHY

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



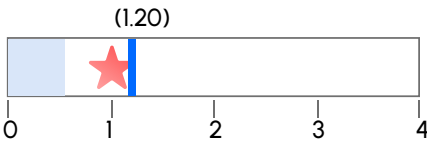
ENGAGE WITH EMPATHY

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



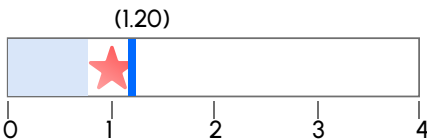
SPEAK UP

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



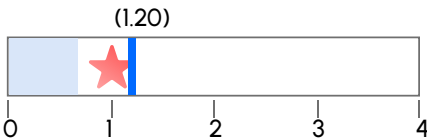
COURAGE TO ACT

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



SPEAK UP

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size Average Gap Size

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



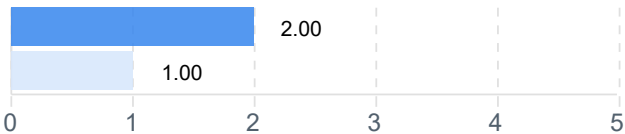
Q6. Ensure change plans are executed effectively and in a timely manner.



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



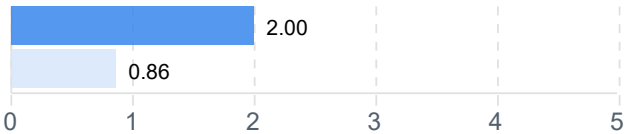
Q8. Provide coaching to help others adapt and be more versatile.



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



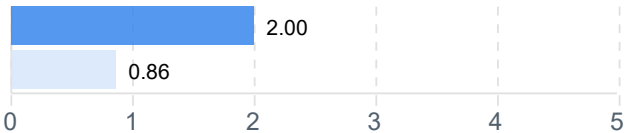
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.



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



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



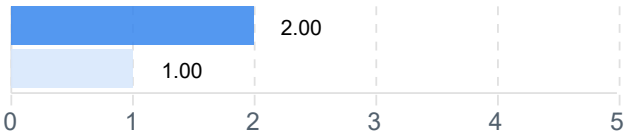
ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

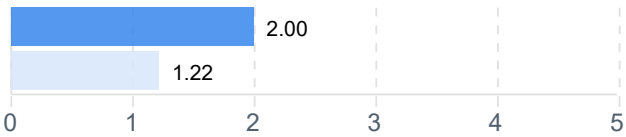
Q13. Empathise in a way that motivates one to take action to help others in the work environment.



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

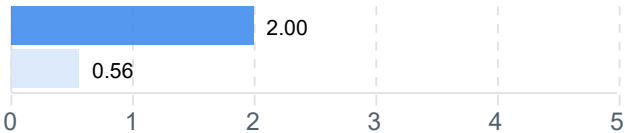
Q26. Explore and adopt innovative approaches to increase the team’s performance through changing work policies, modeling, and structure.



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



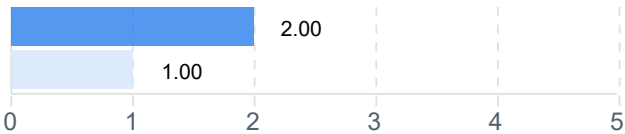
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self RatingAverage Gap Rating

PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



AGILE MINDSET

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



AGILE MINDSET

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

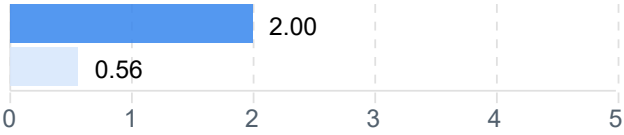
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



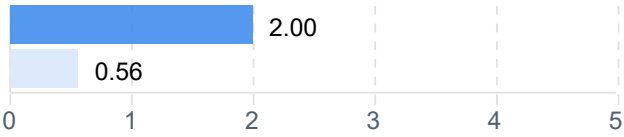
KNOW YOUR CUSTOMER

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



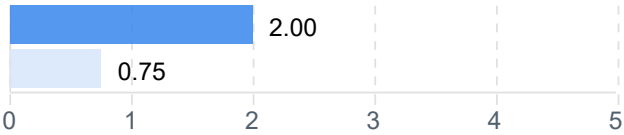
COURAGE TO ACT

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



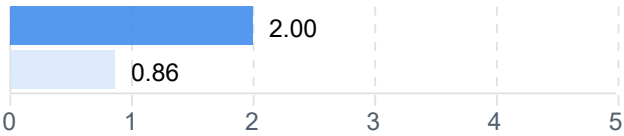
KNOW YOUR CUSTOMER

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

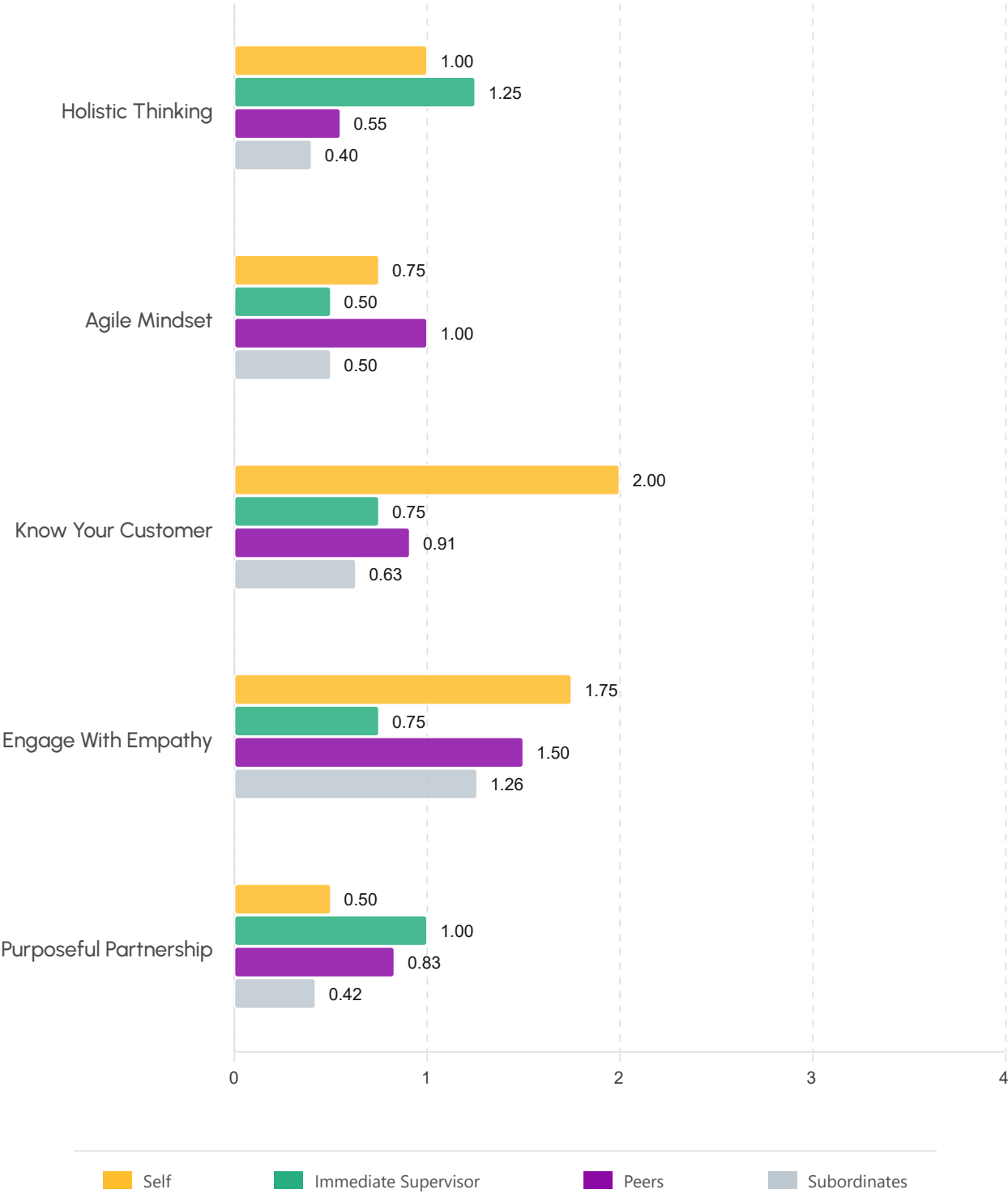


KNOW YOUR CUSTOMER

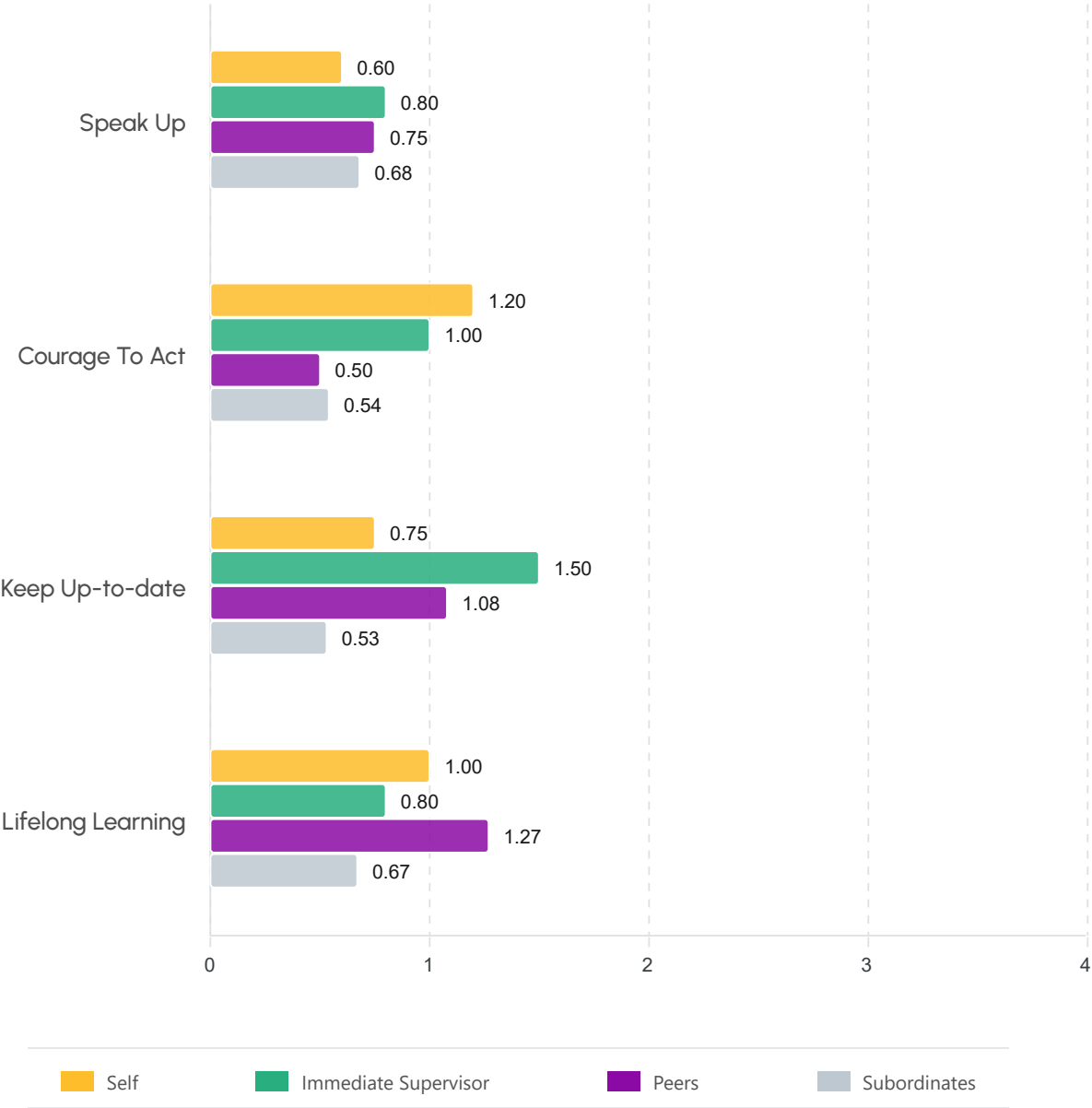
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



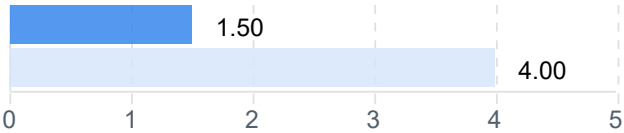
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

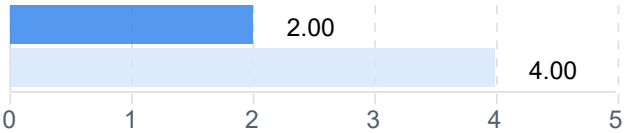
LIFELONG LEARNING

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



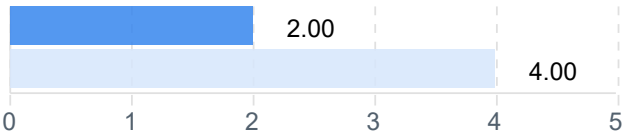
ENGAGE WITH EMPATHY

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



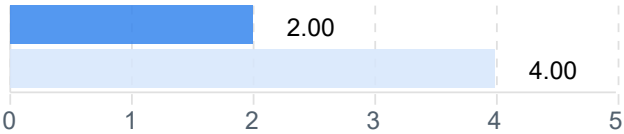
SPEAK UP

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



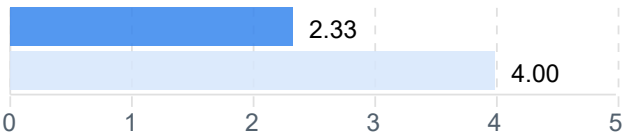
AGILE MINDSET

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



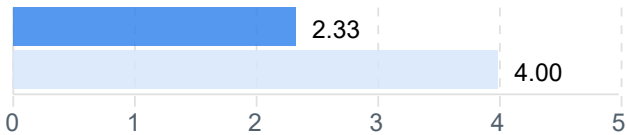
ENGAGE WITH EMPATHY

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



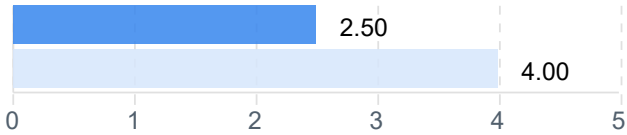
ENGAGE WITH EMPATHY

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



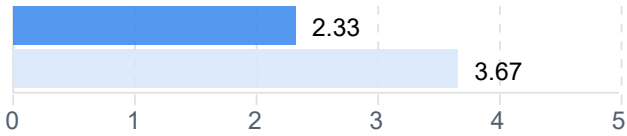
LIFELONG LEARNING

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



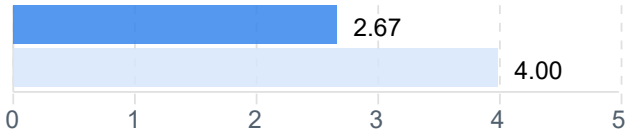
COURAGE TO ACT

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



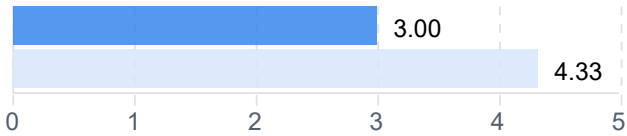
KEEP UP-TO-DATE

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



AGILE MINDSET

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



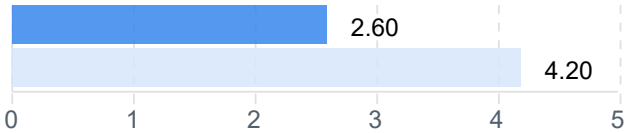
CURRENT & EXPECTED BEHAVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

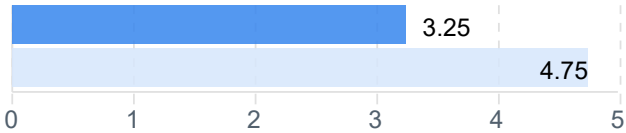
ENGAGE WITH EMPATHY

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



ENGAGE WITH EMPATHY

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



SPEAK UP

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



ENGAGE WITH EMPATHY

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



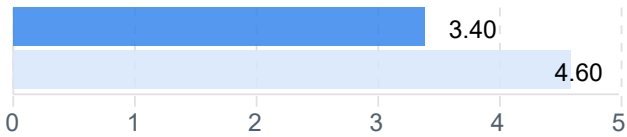
SPEAK UP

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



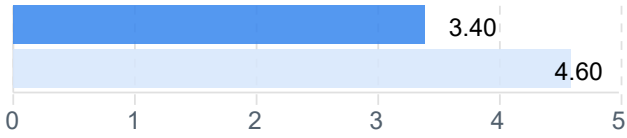
COURAGE TO ACT

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



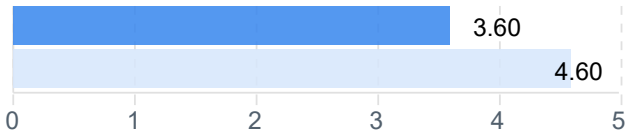
LIFELONG LEARNING

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



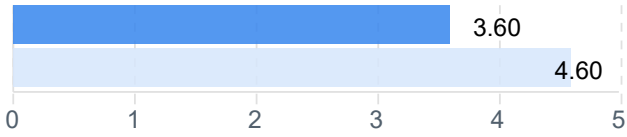
AGILE MINDSET

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



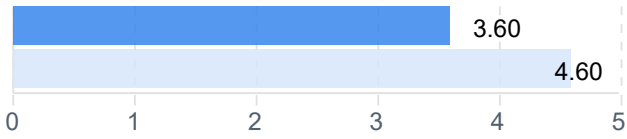
LIFELONG LEARNING

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



COURAGE TO ACT

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



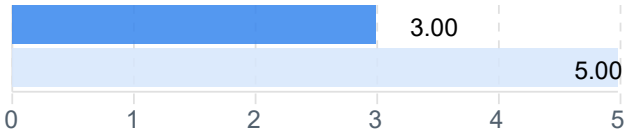
CURRENT & EXPECTED BEHAVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

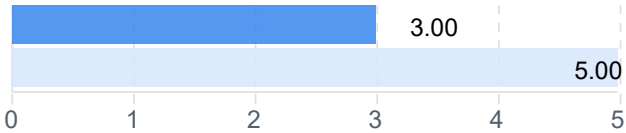
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



ENGAGE WITH EMPATHY

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



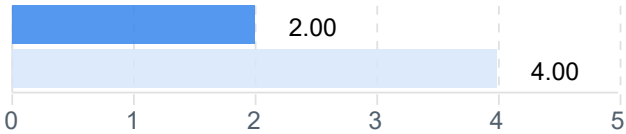
KNOW YOUR CUSTOMER

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



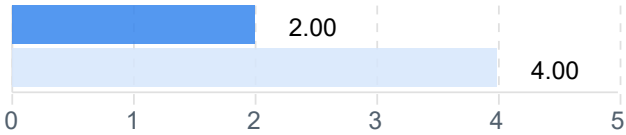
PURPOSEFUL PARTNERSHIP

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



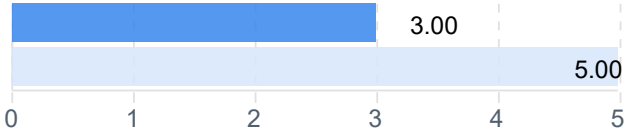
KNOW YOUR CUSTOMER

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



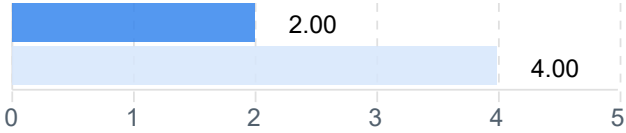
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



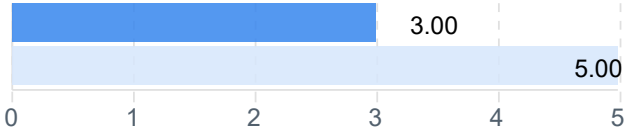
ENGAGE WITH EMPATHY

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



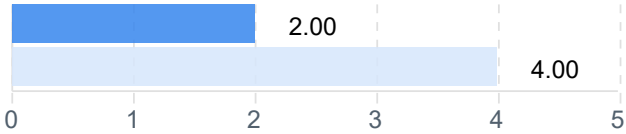
COURAGE TO ACT

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



KNOW YOUR CUSTOMER

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



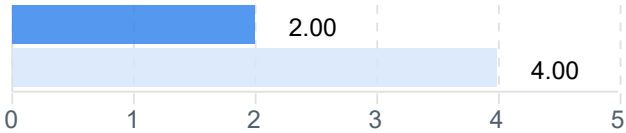
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

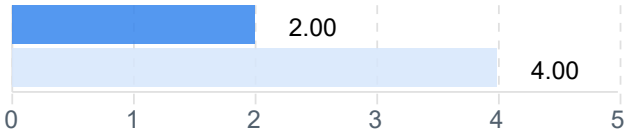
COURAGE TO ACT

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



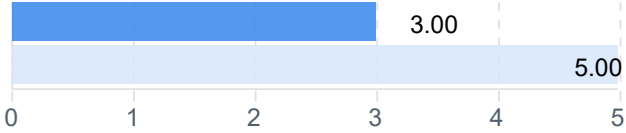
KEEP UP-TO-DATE

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



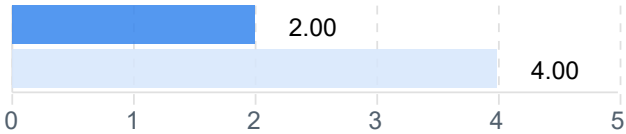
PURPOSEFUL PARTNERSHIP

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



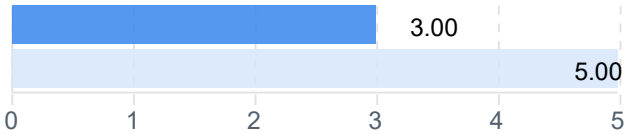
KEEP UP-TO-DATE

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



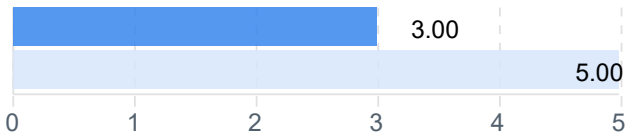
HOLISTIC THINKING

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



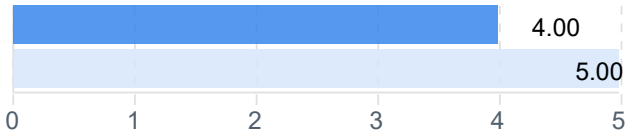
LIFELONG LEARNING

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



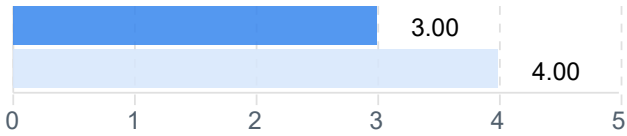
SPEAK UP

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



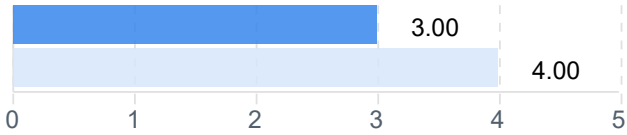
LIFELONG LEARNING

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



HOLISTIC THINKING

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



KNOW YOUR CUSTOMER

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

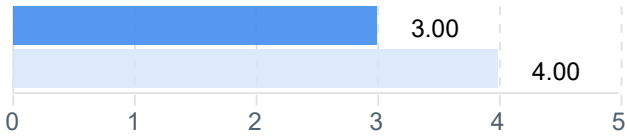


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.7	4.0	4.2	4.6	4.0	4.0	3.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	4.3	4.2	4.6	4.0	5.0	3.0	5.0
Q3. Identify new possibilities to address current business issues.	3.3	4.0	4.4	4.6	3.0	5.0	3.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	3.5	4.5	4.0	4.6	3.0	4.0	3.0	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.3	4.0	3.6	4.6	5.0	5.0	5.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	4.3	4.8	4.8	4.0	5.0	5.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.0	4.3	4.4	4.8	5.0	5.0	4.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	2.0	4.0	3.8	4.4	2.0	4.0	3.0	4.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	4.0	4.0	4.8	3.0	5.0	3.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.7	4.3	3.8	4.4	3.0	5.0	4.0	4.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.3	4.3	4.3	4.8	2.0	4.0	3.0	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	4.0	4.0	4.7	2.0	4.0	3.0	4.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	2.0	4.0	3.3	4.8	3.0	5.0	3.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	2.3	4.0	3.8	4.6	3.0	5.0	4.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	3.3	4.0	2.6	4.2	2.0	4.0	3.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	2.3	4.0	3.2	4.4	3.0	4.0	3.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.0	4.0	4.6	4.6	4.0	4.0	4.0	4.0
Q18. Leverage one's network and connection to gather market data.	4.0	4.0	4.5	4.8	5.0	5.0	3.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	4.0	4.0	4.8	2.0	4.0	3.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	2.7	4.0	4.2	4.8	5.0	5.0	4.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.5	4.0	3.4	4.6	3.0	4.0	4.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	2.0	4.0	3.2	4.4	4.0	5.0	3.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	4.0	3.8	4.4	5.0	5.0	4.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.7	4.0	4.6	4.6	4.0	4.0	3.0	4.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.7	4.0	4.2	4.6	3.0	4.0	3.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.5	3.5	3.4	4.6	2.0	3.0	2.0	4.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.7	4.0	4.6	4.6	4.0	5.0	3.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.0	3.7	4.4	4.8	3.0	5.0	3.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q29. Maintain focus to deliver the chosen strategy.	4.0	4.0	4.8	4.8	4.0	5.0	4.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	2.3	3.7	3.6	4.6	3.0	4.0	3.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	2.7	3.7	4.0	4.3	5.0	5.0	2.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	2.7	4.0	3.8	4.4	3.0	4.0	2.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	4.0	3.6	4.4	3.0	4.0	3.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	4.3	4.5	4.0	5.0	3.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	2.7	3.7	4.4	4.6	5.0	5.0	3.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.0	3.8	4.5	5.0	5.0	3.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.5	4.0	4.4	4.6	3.0	4.0	4.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	1.5	4.0	3.4	4.6	2.0	4.0	3.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	2.5	4.0	3.6	4.6	2.0	4.0	4.0	4.0

* Responses based on Rating scale of 1-5