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## INSIGHT 360 FEEDBACK FOR LEADERS

**Company Name:** EPF

**Name:** Musazra b Mohd Nor

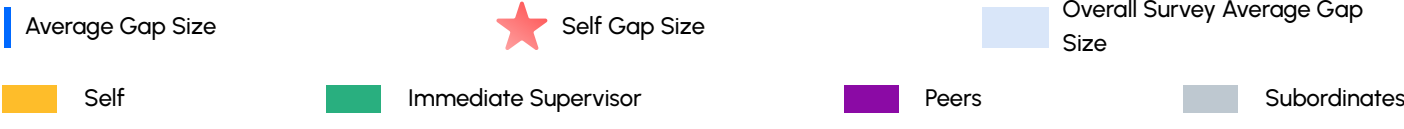
**Date:** 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

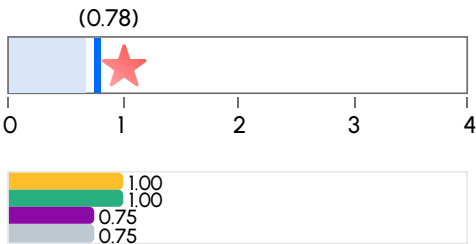
Strengths

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



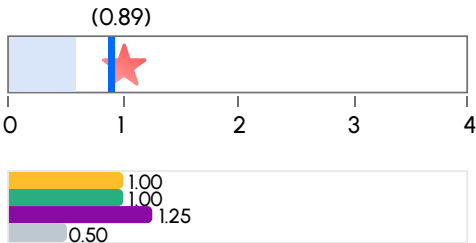
COURAGE TO ACT

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



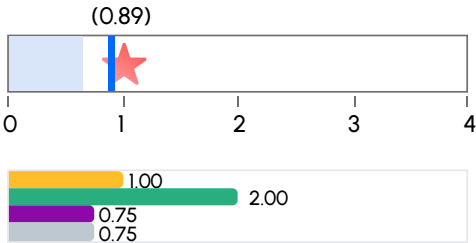
AGILE MINDSET

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



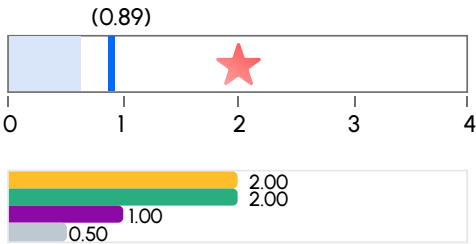
ENGAGE WITH EMPATHY

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



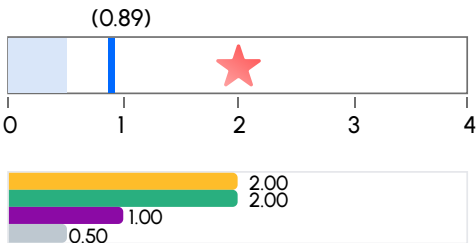
SPEAK UP

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



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS

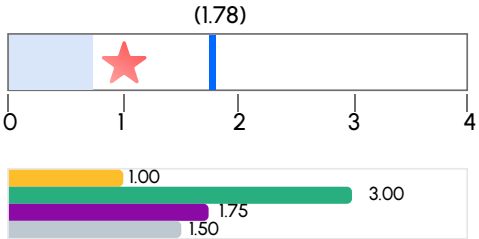
Development Needs

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



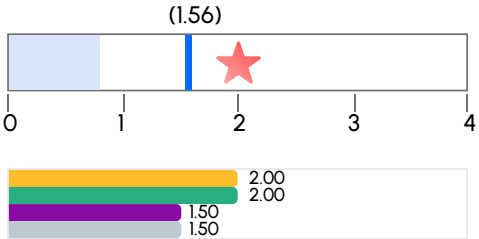
KNOW YOUR CUSTOMER

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



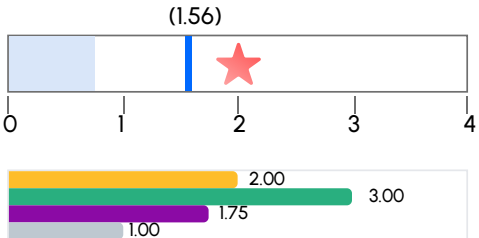
AGILE MINDSET

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



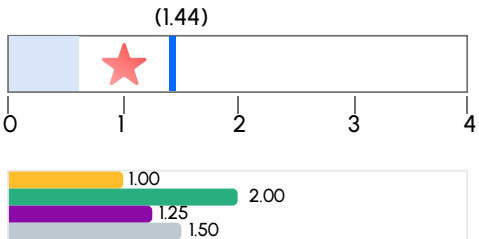
KNOW YOUR CUSTOMER

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



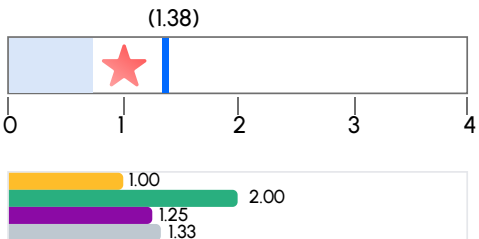
SPEAK UP

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



KNOW YOUR CUSTOMER

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



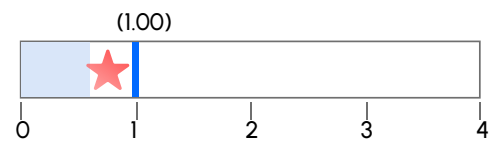
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

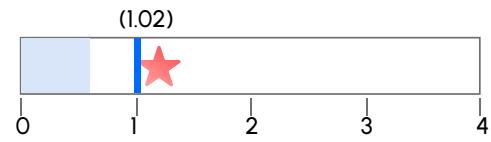
★ Self Gap Size

Overall Survey Average Gap Size

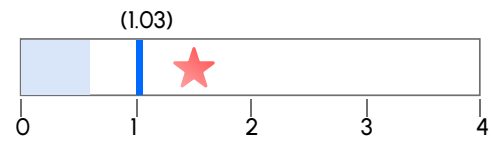
PURPOSEFUL PARTNERSHIP



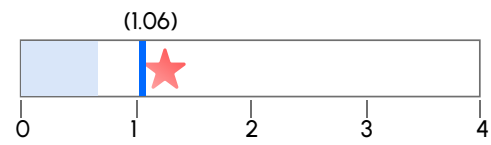
COURAGE TO ACT



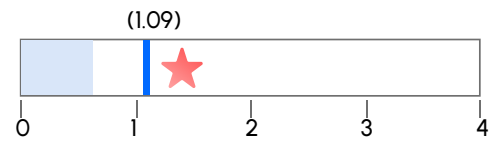
HOLISTIC THINKING



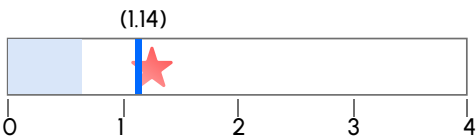
ENGAGE WITH EMPATHY



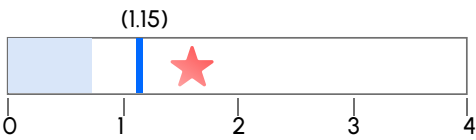
SPEAK UP



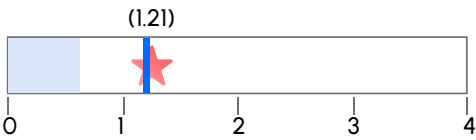
AGILE MINDSET



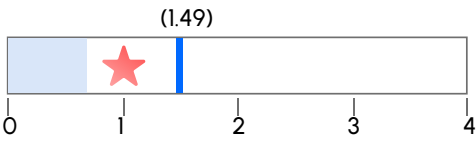
LIFELONG LEARNING



KEEP UP-TO-DATE



KNOW YOUR CUSTOMER



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.50	-	3	-	1	-	-

Q3. Identify new possibilities to address current business issues.

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.67	-	2	-	1	-	-

Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.50	-	3	-	1	-	-

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

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

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

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

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

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

Know Your Customer

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.75	-	-	2	1	1	-
Subordinates	1.00	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	1.33	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	1.00	-	2	-	2	-	-

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	2.00	-	-	-	1	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	1.00	-	2	1	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	1.25	-	1	2	-	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	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.75	-	2	1	1	-	-

Purposeful Partnership

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.33	-	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	2.00	-	-	-	1	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.00	-	1	2	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	3	-	1	-	-

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

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

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

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	3	-	1	-	-

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	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	1.50	-	2	-	-	2	-

Courage To Act

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

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

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	1.00	-	-	4	-	-	-
Subordinates	1.00	-	1	2	1	-	-

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

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

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	2.00	-	-	-	1	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	1.00	-	1	1	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	1.00	-	1	2	1	-	-
Subordinates	1.00	-	1	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	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	1.00	-	1	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	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.75	-	2	1	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	1.00	-	1	1	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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



## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q30. Give space for self and team members to take risks and learn from mistakes.	0.78
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.89
Q16. Empathise whilst balancing the need of individuals and the business.	0.89
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.89
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.89
Q1. Leverage on own and others' relevant experience and insights to make decisions.	1.00
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	1.00
Q3. Identify new possibilities to address current business issues.	1.00
Q6. Ensure change plans are executed effectively and in a timely manner.	1.00
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.00
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	1.00
Q18. Leverage one's network and connection to gather market data.	1.00
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.00
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.00



Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.00
Q27. Drive implementation with persistence to deliver results despite obstacles.	1.00
Q29. Maintain focus to deliver the chosen strategy.	1.00
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.00
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.00
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	1.11
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.11
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	1.11
Q4. Manage teams' resources to collate information from multiple sources.	1.13
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.13
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.13
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	1.22
Q15. Share similar experiences that may be adapted to their work circumstances.	1.22
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.22
Q28. Encourage and value innovative ideas and suggestions from others.	1.22
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	1.22
Q36. Purposefully manage career development and professional growth of team members.	1.25

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Q38. Make effort to teach / coach/ mentor team members.	1.25
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.33
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.38
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.38
Q25. Facilitate discussions with various views to converge and achieve a common objective.	1.44
Q8. Provide coaching to help others adapt and be more versatile.	1.56
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	1.56
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	1.78

## QUALITATIVE FEEDBACK

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

- Fast response
- High commitment Easy to approach
- 1. High Responsible 2. Solve the team (PFS) problems. The participant always help, give ideas, discuss, give solutions and work as a team
- 1) He is an expert in his areas and able to deliver the job well 2) He is a nice person and able to communicate well among the peers
- 1. Excellent in business & product knowledge 2. Approachable & high team spirit
- 1. Well verse in operations 2. Good communicator to management
- SME in EPF Core Processes and Operations - he is very hands on and able to teach staff in an easy manner Very open to share knowledge especially related to EPF Operations
- Subject matter expert in technical competency in contribution & project management. Good networking with internal stakeholders - being Committee for Kooperasi KWSP

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

- Practicallity in implementation
- Strategic thinking/mindset Need to able to connect all the dots
- - good problem solving, good listener and perlu berpengetahuan tinggi
- 1) He needs to upskill himself for him to deliver in his new roles which require different types of knowledge and skillset 2) He may look into how to strengthen his skills and knowledge in strategy since he is heading a division support team
- 1. To improve in strategic thinking 2. To expose in stake holder engagement
- 1. Effective Project Management 2. Developing/guidance to staff
- Improve in leadership skills especially in managing people and pay attention to administration works as well Start learning about Strategy

- Explore into strategic role/functions

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.

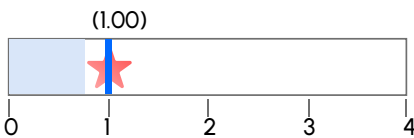
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

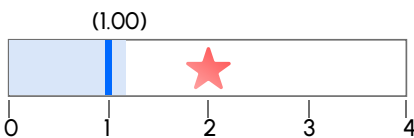
ENGAGE WITH EMPATHY

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



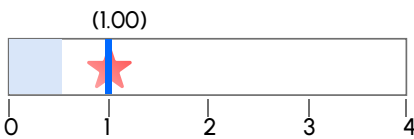
COURAGE TO ACT

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



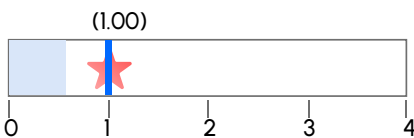
COURAGE TO ACT

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



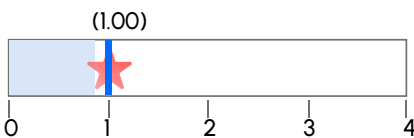
AGILE MINDSET

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



LIFELONG LEARNING

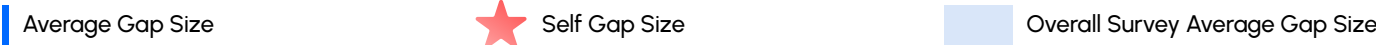
Q38. Make effort to teach / coach/ mentor team members.



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

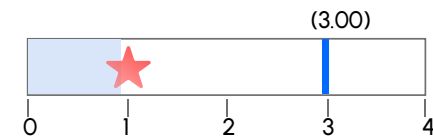
Development Needs

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



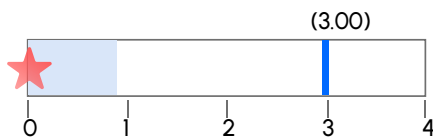
KNOW YOUR CUSTOMER

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



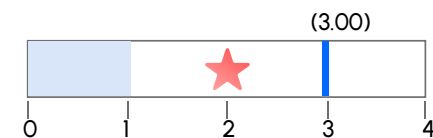
KNOW YOUR CUSTOMER

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



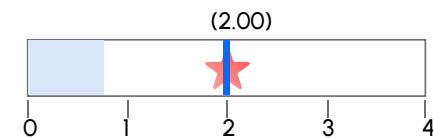
KNOW YOUR CUSTOMER

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



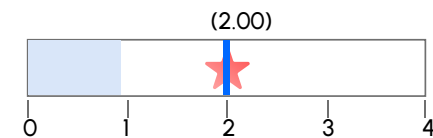
SPEAK UP

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.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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

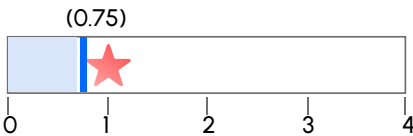
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



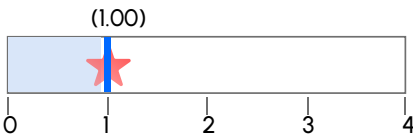
COURAGE TO ACT

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



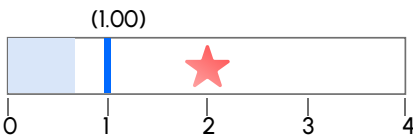
ENGAGE WITH EMPATHY

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



SPEAK UP

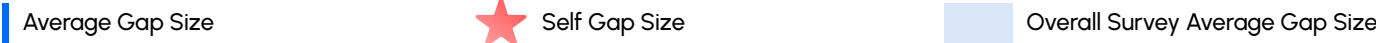
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

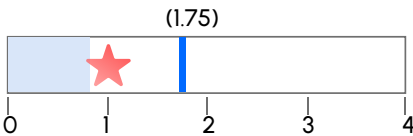
Development Needs

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



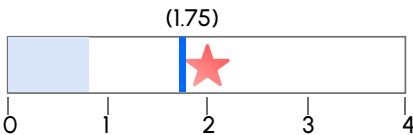
KNOW YOUR CUSTOMER

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



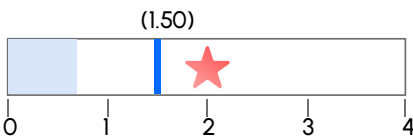
KNOW YOUR CUSTOMER

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



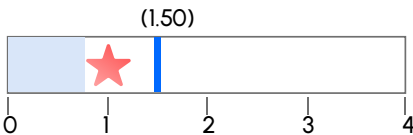
KEEP UP-TO-DATE

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



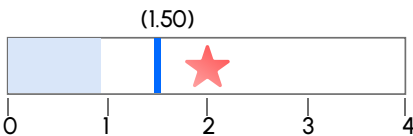
AGILE MINDSET

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



AGILE MINDSET

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

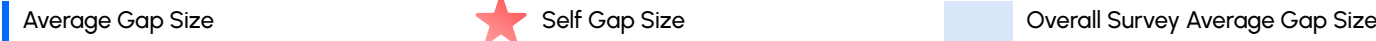




STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

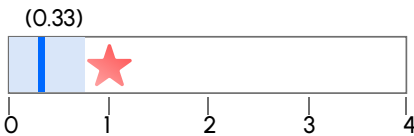
Strengths

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



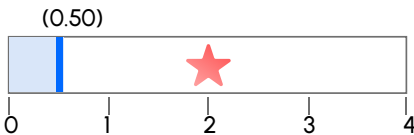
PURPOSEFUL PARTNERSHIP

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



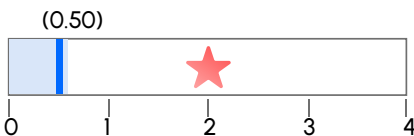
SPEAK UP

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



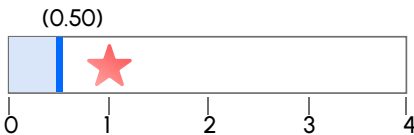
LIFELONG LEARNING

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



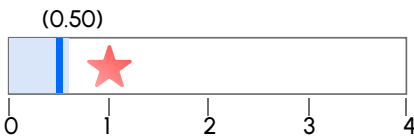
HOLISTIC THINKING

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



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

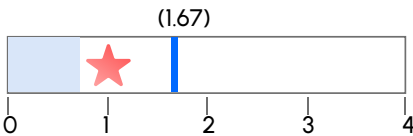
Development Needs

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



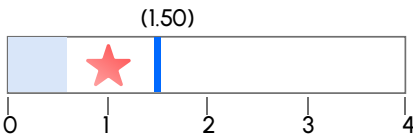
LIFELONG LEARNING

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



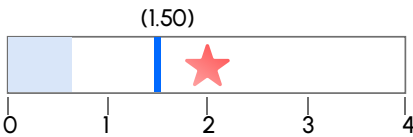
KNOW YOUR CUSTOMER

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



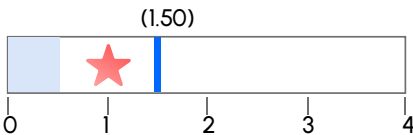
AGILE MINDSET

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



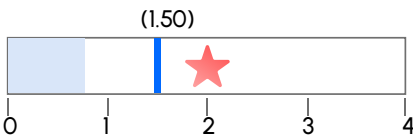
SPEAK UP

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



LIFELONG LEARNING

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

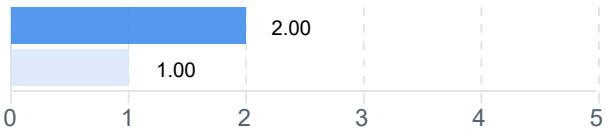
HOLISTIC THINKING

Self Gap SizeAverage Gap Size

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



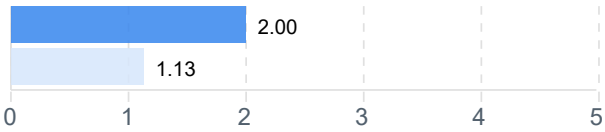
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap SizeAverage Gap Size

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



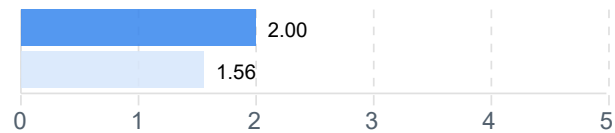
Q6. Ensure change plans are executed effectively and in a timely manner.



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



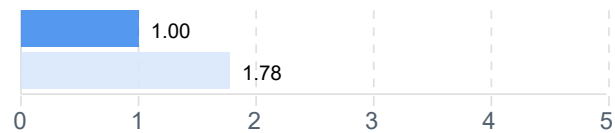
Q8. Provide coaching to help others adapt and be more versatile.



KNOW YOUR CUSTOMER

Self Gap Size    Average Gap Size

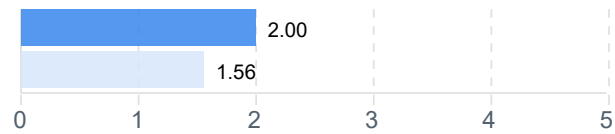
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



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



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



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



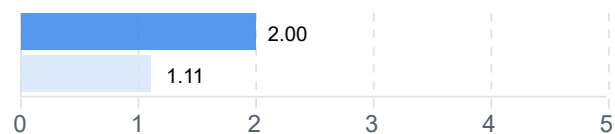
ENGAGE WITH EMPATHY

Self Gap Size    Average Gap Size

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.



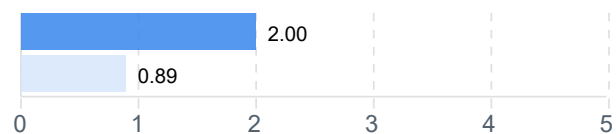
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



SPEAK UP

Self Gap Size    Average Gap Size

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



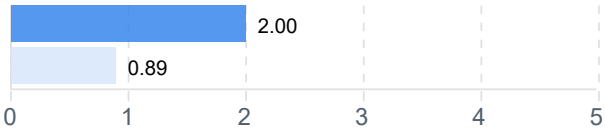
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



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



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



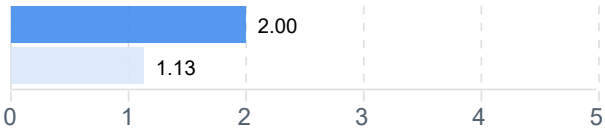
Q25. Facilitate discussions with various views to converge and achieve a common objective.



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.



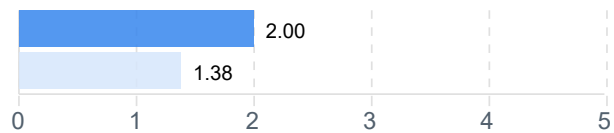
Q30. Give space for self and team members to take risks and learn from mistakes.



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



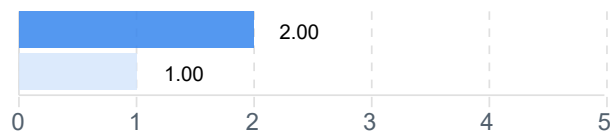
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



LIFELONG LEARNING

Self Gap Size    Average Gap Size

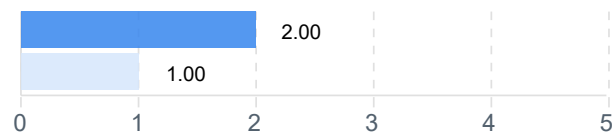
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



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



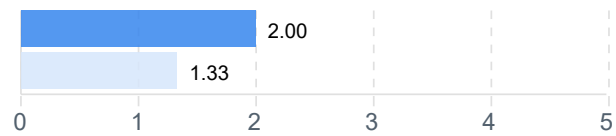
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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 Rating    Average Gap Rating

KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating    Average Gap Rating

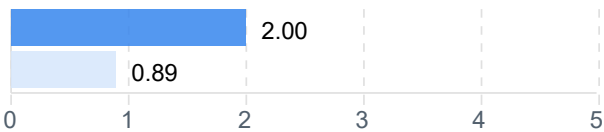
SPEAK UP

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



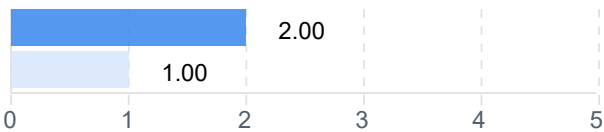
SPEAK UP

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



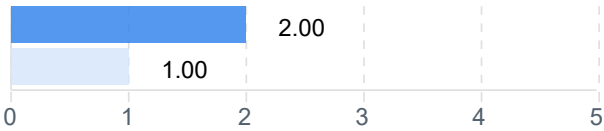
LIFELONG LEARNING

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



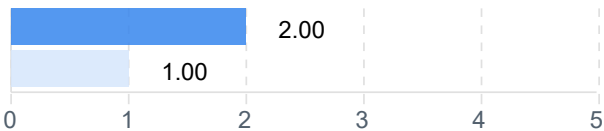
HOLISTIC THINKING

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

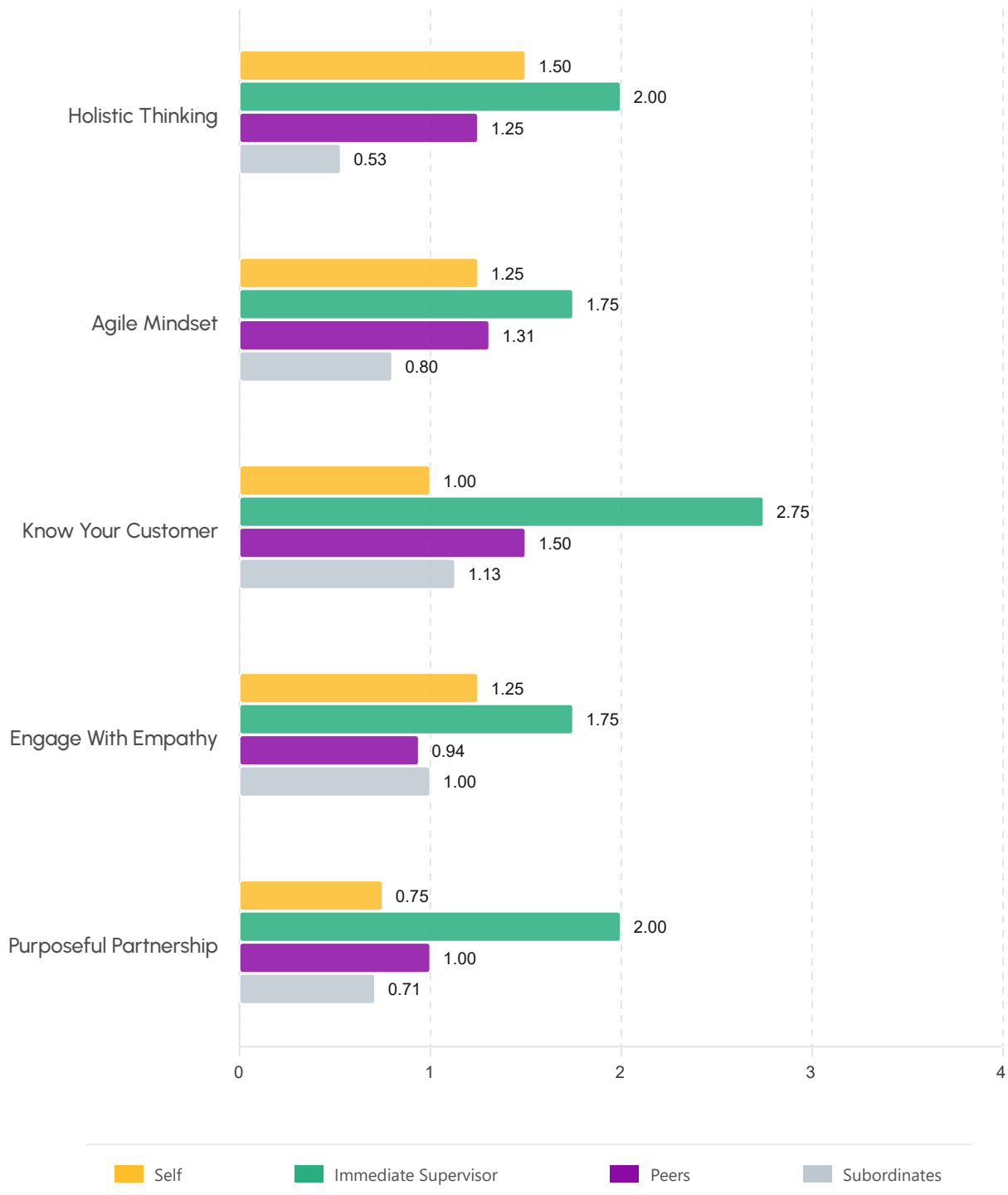


LIFELONG LEARNING

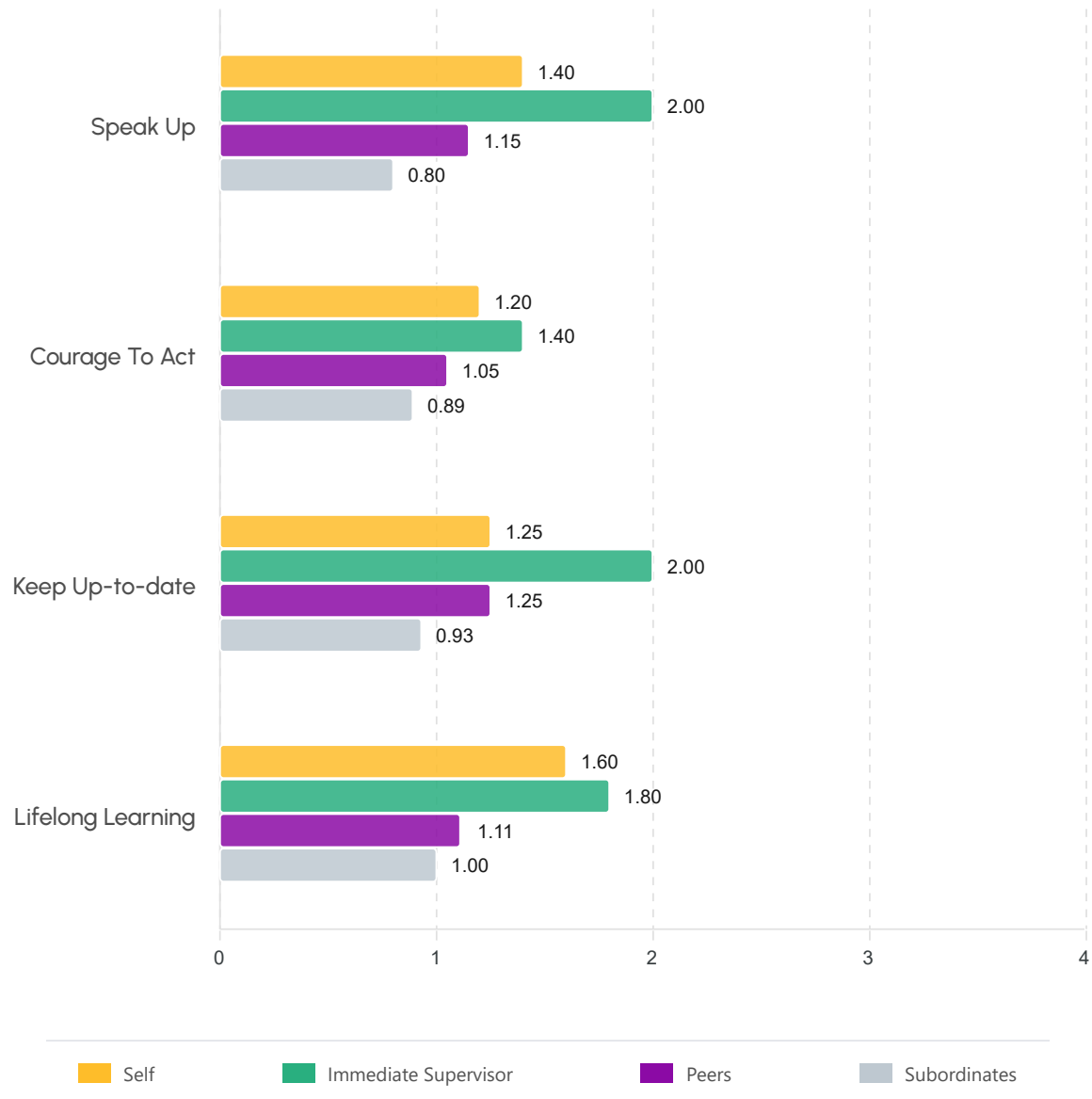
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



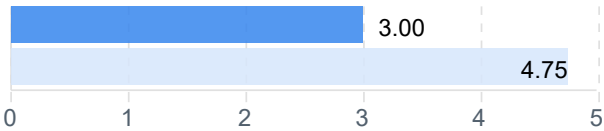
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

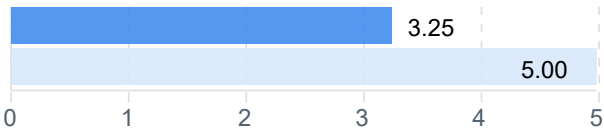
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



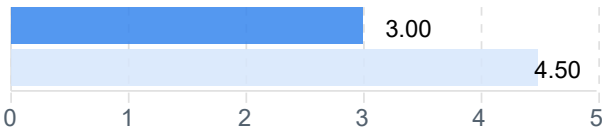
AGILE MINDSET

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



KEEP UP-TO-DATE

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



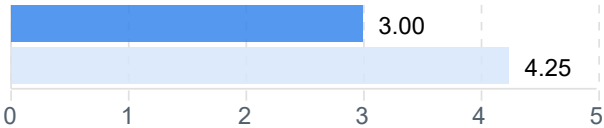
AGILE MINDSET

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



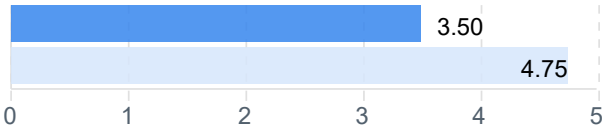
LIFELONG LEARNING

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



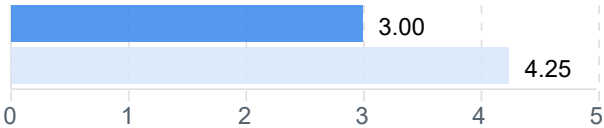
SPEAK UP

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



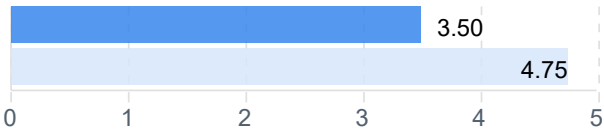
HOLISTIC THINKING

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



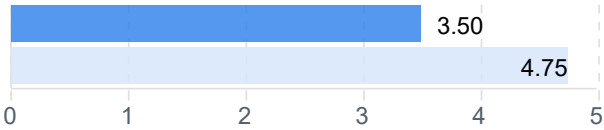
KNOW YOUR CUSTOMER

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.



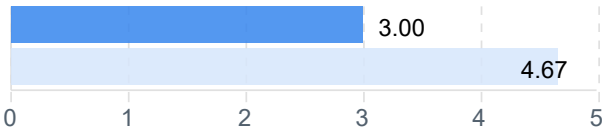
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

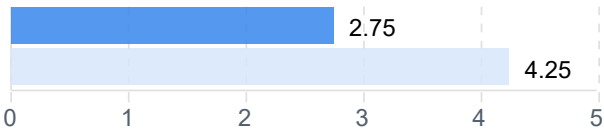
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



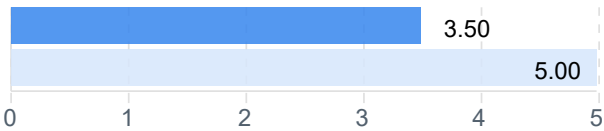
SPEAK UP

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



LIFELONG LEARNING

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



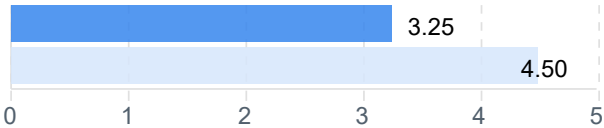
KNOW YOUR CUSTOMER

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



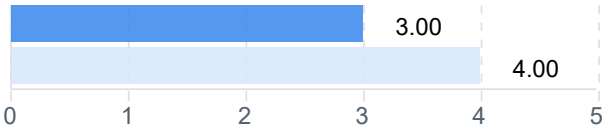
ENGAGE WITH EMPATHY

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



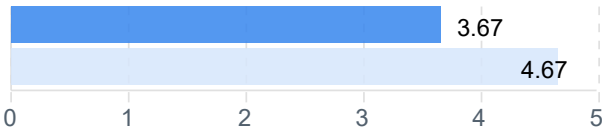
COURAGE TO ACT

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



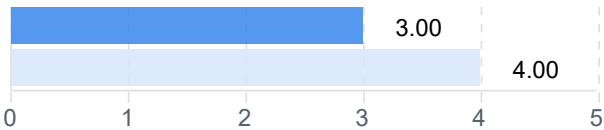
KEEP UP-TO-DATE

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



ENGAGE WITH EMPATHY

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





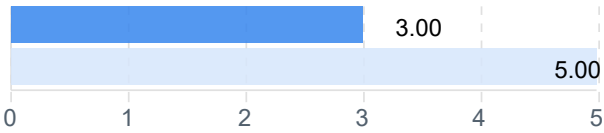
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

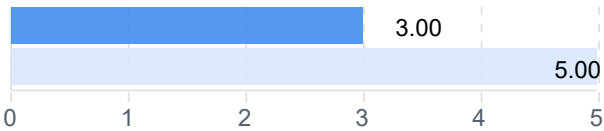
SPEAK UP

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.



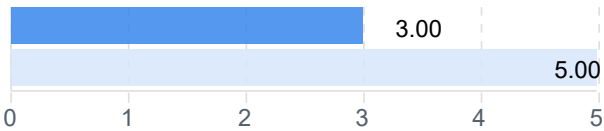
COURAGE TO ACT

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



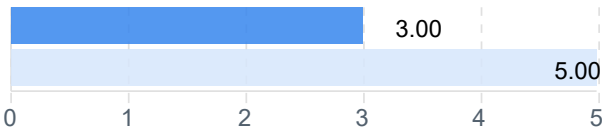
KEEP UP-TO-DATE

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



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.



**HOLISTIC THINKING**

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



**KNOW YOUR CUSTOMER**

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



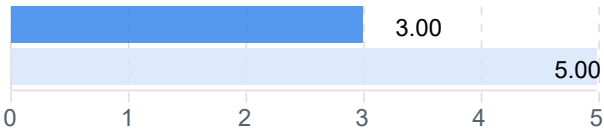
**LIFELONG LEARNING**

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



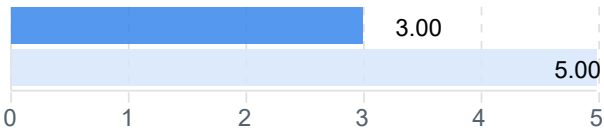
**SPEAK UP**

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



**HOLISTIC THINKING**

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



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

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

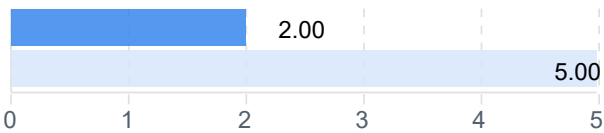
KNOW YOUR CUSTOMER

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



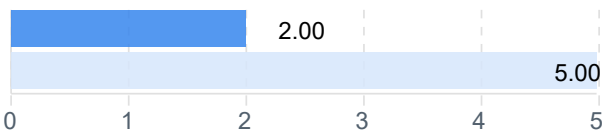
KNOW YOUR CUSTOMER

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



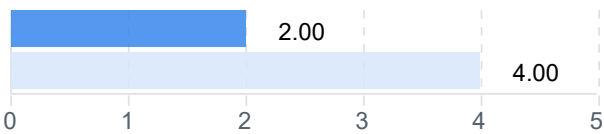
KNOW YOUR CUSTOMER

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



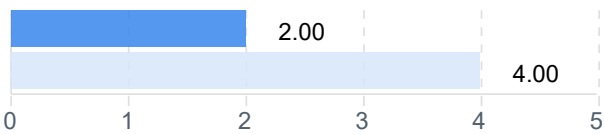
SPEAK UP

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



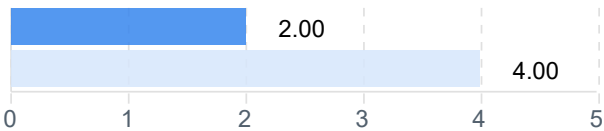
LIFELONG LEARNING

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



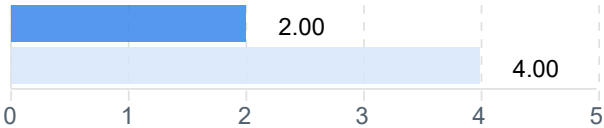
AGILE MINDSET

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



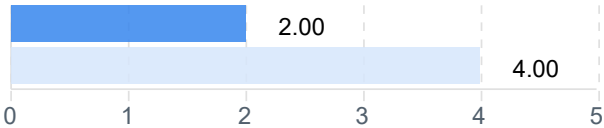
KEEP UP-TO-DATE

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



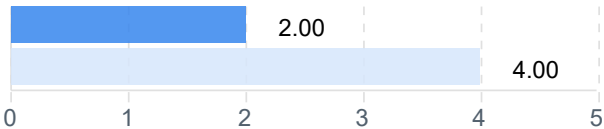
HOLISTIC THINKING

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



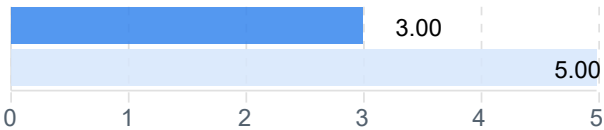
PURPOSEFUL PARTNERSHIP

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



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.



## 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.	3.3	4.5	3.8	4.3	4.0	5.0	2.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	3.0	4.3	3.8	4.3	3.0	5.0	2.0	4.0
Q3. Identify new possibilities to address current business issues.	3.3	4.5	3.8	4.3	4.0	5.0	2.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	3.3	4.5	3.3	4.0	3.0	5.0	2.0	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	4.5	3.8	4.3	4.0	5.0	2.0	4.0
Q6. Ensure change plans are executed effectively and in a timely manner.	3.5	4.5	3.3	4.0	4.0	5.0	2.0	4.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.5	4.8	4.0	4.5	4.0	5.0	3.0	4.0
Q8. Provide coaching to help others adapt and be more versatile.	3.0	4.5	3.0	4.5	3.0	5.0	2.0	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	4.8	2.8	4.3	4.0	5.0	1.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.5	4.8	3.3	4.0	5.0	5.0	2.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.3	5.0	3.0	4.0	3.0	5.0	2.0	5.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.3	4.5	3.0	4.3	4.0	5.0	3.0	5.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.3	4.3	3.0	4.0	4.0	5.0	3.0	4.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.3	4.3	3.3	4.3	3.0	5.0	3.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Share similar experiences that may be adapted to their work circumstances.	3.3	4.3	3.3	4.5	4.0	5.0	2.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.3	4.0	3.5	4.3	4.0	5.0	2.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.3	4.3	3.5	4.3	4.0	5.0	2.0	4.0
Q18. Leverage one's network and connection to gather market data.	3.3	4.3	4.3	5.0	4.0	5.0	2.0	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	4.3	4.0	4.3	4.0	5.0	2.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.8	4.5	3.5	4.5	5.0	5.0	2.0	4.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.8	4.8	4.0	4.5	3.0	5.0	2.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.5	4.8	3.5	4.5	4.0	5.0	2.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.3	4.5	4.3	4.8	4.0	5.0	2.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.5	4.5	4.0	4.5	3.0	5.0	2.0	4.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.5	4.8	3.0	4.5	4.0	5.0	2.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	2.8	4.0	3.0	4.0	3.0	5.0	3.0	4.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.5	4.5	3.3	4.3	4.0	5.0	3.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.5	4.8	3.5	4.5	4.0	5.0	3.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	3.8	4.8	3.5	4.3	4.0	5.0	3.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.5	4.3	3.5	4.3	4.0	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
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.0	4.5	3.7	4.7	3.0	5.0	2.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	4.0	3.3	4.3	4.0	5.0	2.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.3	4.5	3.3	4.3	4.0	5.0	2.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.3	3.5	4.3	4.0	5.0	2.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.3	4.5	3.8	4.3	3.0	5.0	2.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.3	3.7	4.7	4.0	5.0	2.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.3	4.3	3.5	4.3	3.0	5.0	2.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	3.3	4.3	3.0	4.7	4.0	5.0	3.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	4.0	3.5	5.0	3.0	5.0	2.0	4.0

\* Responses based on Rating scale of 1-5