



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Norain Isthnin

Date: 02/08/2023

All rights reserved. This is a confidential and proprietary information of NBO Leadership Sdn. Bhd. Duplication in any form is strictly prohibited without written consent from NBO Leadership Sdn. Bhd.

STRENGTHS AND DEVELOPMENT NEEDS

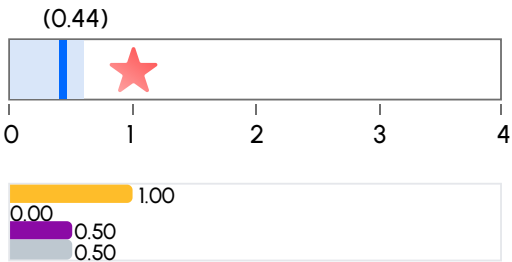
Strengths

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



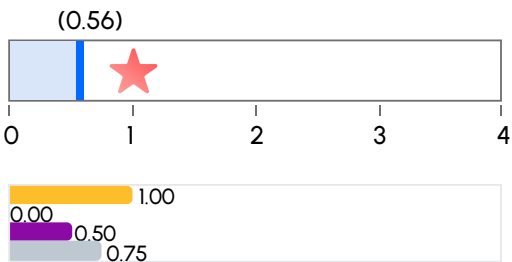
HOLISTIC THINKING

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



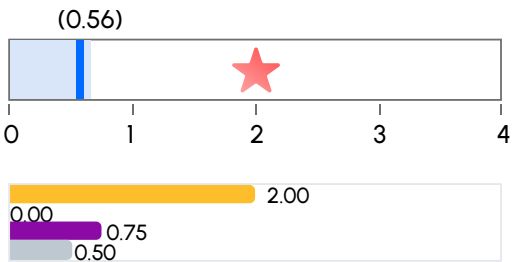
HOLISTIC THINKING

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



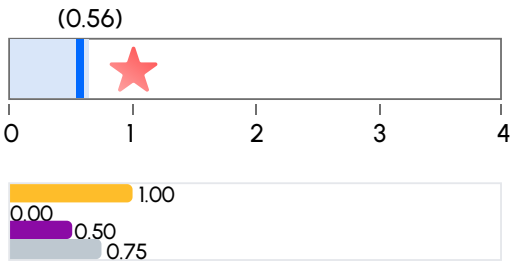
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



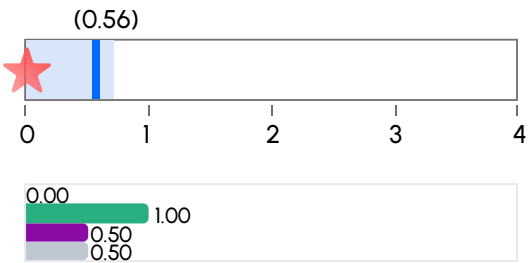
HOLISTIC THINKING

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS

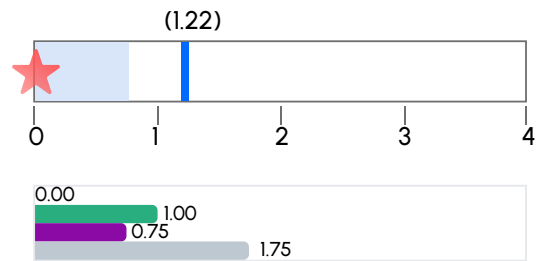
Development Needs

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



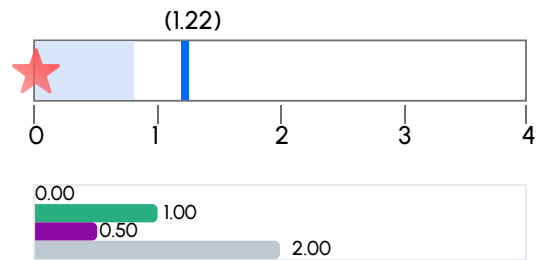
SPEAK UP

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



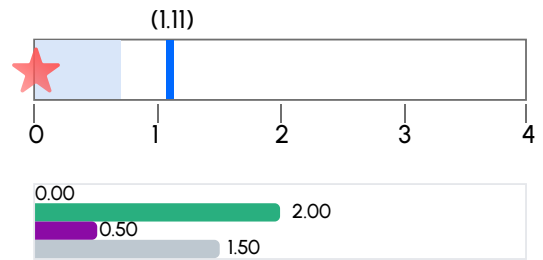
LIFELONG LEARNING

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



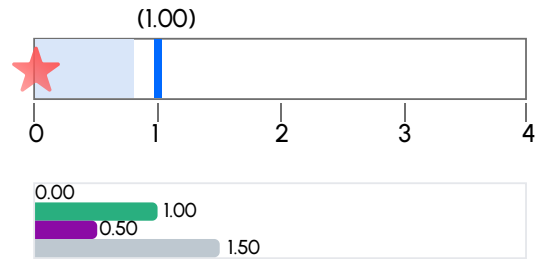
LIFELONG LEARNING

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



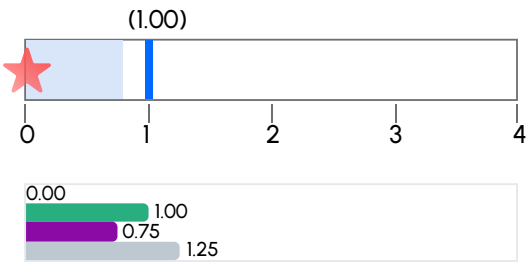
AGILE MINDSET

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

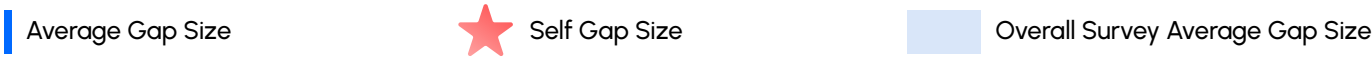


ENGAGE WITH EMPATHY

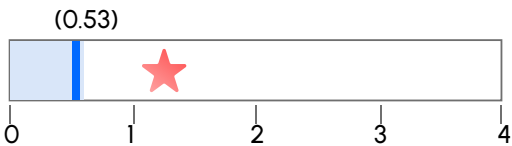
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one’s need for personal space.



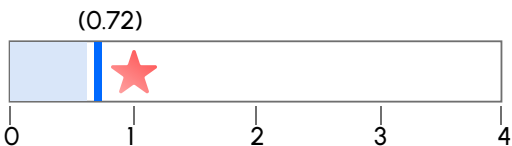
COMPETENCIES REPORT IN ASCENDING ORDER



HOLISTIC THINKING



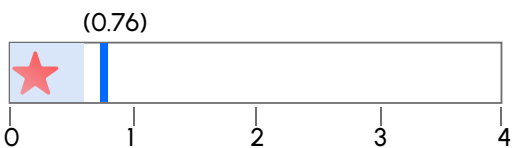
KNOW YOUR CUSTOMER



ENGAGE WITH EMPATHY



COURAGE TO ACT



KEEP UP-TO-DATE





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	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	2	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	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	2	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.25	-	2	-	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	1	1	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	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.00	-	2	-	2	-	-

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	0.50	1	1	2	-	-	-
Subordinates	1.00	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.00	-	2	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.25	-	1	1	2	-	-

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	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	2	-	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
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	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	1	2	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	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.25	-	1	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	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.50	-	1	1	1	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	0.75	-	2	1	1	-	-
Subordinates	1.25	-	1	1	2	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	2	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.75	-	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.50	-	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.00	-	-	4	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	-	4	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	2	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	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.25	-	1	1	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.50	-	1	1	1	1	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	1	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	3	-	1	-	-
Subordinates	0.75	-	2	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.25	-	1	1	2	-	-

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	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.25	-	1	1	2	-	-

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	0.50	-	2	2	-	-	-
Subordinates	2.00	-	-	2	-	2	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	1	2	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.50	-	1	1	1	1	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.44
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.56
Q3. Identify new possibilities to address current business issues.	0.56
Q4. Manage teams' resources to collate information from multiple sources.	0.56
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.56
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.56
Q30. Give space for self and team members to take risks and learn from mistakes.	0.56
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.67
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.67
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.67
Q16. Empathise whilst balancing the need of individuals and the business.	0.67
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.67
Q29. Maintain focus to deliver the chosen strategy.	0.67
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.67

Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.67
Q6. Ensure change plans are executed effectively and in a timely manner.	0.78
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.78
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.78
Q15. Share similar experiences that may be adapted to their work circumstances.	0.78
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.78
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.78
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.78
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.89
Q18. Leverage one's network and connection to gather market data.	0.89
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.89
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.89
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.89
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	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
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
Q28. Encourage and value innovative ideas and suggestions from others.	1.00
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.00
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.00
Q38. Make effort to teach / coach/ mentor team members.	1.11
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.22
Q36. Purposefully manage career development and professional growth of team members.	1.22

QUALITATIVE FEEDBACK

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

- very experienced and a strong will to succeed
- 1. Leadership. She managed well branch even branch facing shortage staff. 2. Ideas. Always with new ideas
- 1) Mempunyai pengalaman, pengetahuan dan skil kerja yang tinggi terutamanya berkaitan fungsi operasi KWSP. Kekuatan ini banyak membantu anggota/Cawangan kerana dapat menyelesaikan sesuatu isu operasi dengan cepat dan berkesan. 2) Memiliki disiplin kerja yang baik dan komitmen kerja yang tinggi. Ditunjukkan melalui amalan kerja harian yang dilakukan samada secara bersendirian atau bersama anggota.
- Good communication and strong leadership will motivate subordinate to achieve KPI.
- 1. Can encourage a group to get things done and maintaining good relations within the group. 2. Being able to lead, motivate and inspire others.
- 1. Empathy to most of the staff 2. Deliver good and up to date information to the subordinates
- work control and contributing ideas
- Very knowledgeable and experienced person

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

- Greater responsibility and increase the opportunity to extend her knowledge
- 1. More chance give to her. 2. Be more professional
- 1) Meningkatkan lagi komitmen kearah membudayakan aspek 'Coaching and Mentoring' di tempat kerja bagi memberikan manfaat yang optimum di kalangan anggota. 2) Mewujudkan suasana yang lebih terbuka di dalam sesi perbincangan terutama jika melibatkan pelbagai Seksyen, walaupun terdapat pandangan yang bertentangan bagi menyuburkan budaya percambahan idea.
- being profesional and more tolerate with the situation will help to strenght leadership character.
- 1. Less micromanaging employees. 2. Providing effective feedback that constructive and helpful to an employee.

- 1. Need to improve on decision making process 2. Be fair to the rest of the staff and avoid nepotisme
- people skills and managing approach.
- Involvement in decision making and professional thinking.

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.

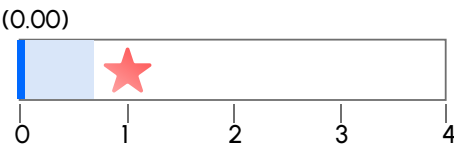
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

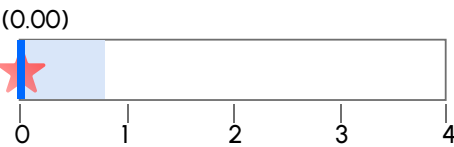
KNOW YOUR CUSTOMER

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



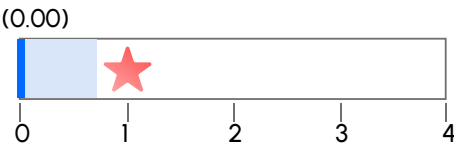
SPEAK UP

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



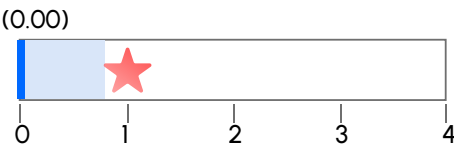
HOLISTIC THINKING

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



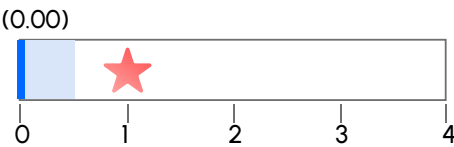
HOLISTIC THINKING

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



COURAGE TO ACT

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

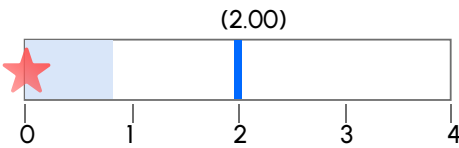
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

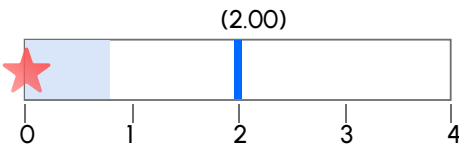
LIFELONG LEARNING

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



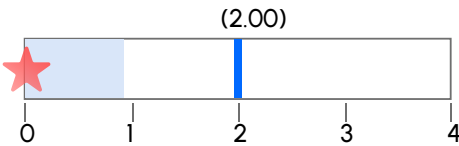
KEEP UP-TO-DATE

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



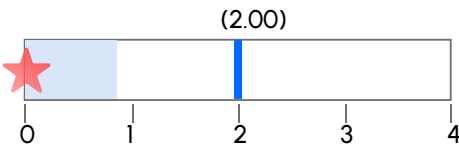
LIFELONG LEARNING

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



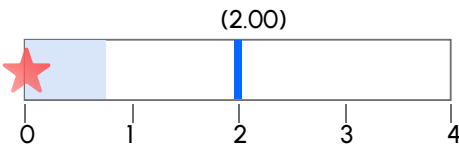
KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



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.

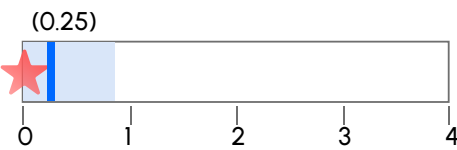
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

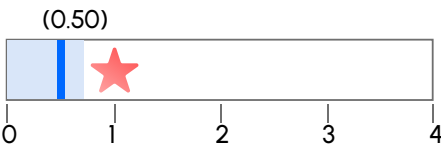
KNOW YOUR CUSTOMER

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



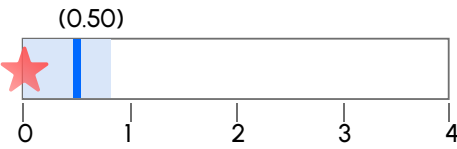
KEEP UP-TO-DATE

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



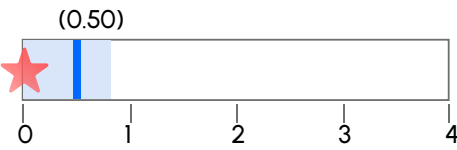
ENGAGE WITH EMPATHY

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



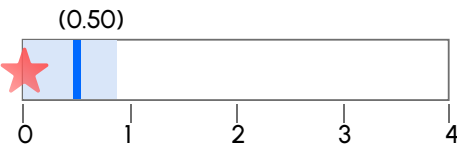
LIFELONG LEARNING

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.



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.

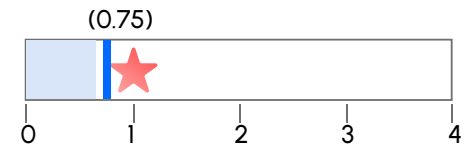
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

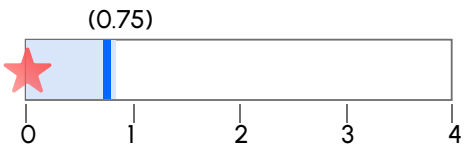
KNOW YOUR CUSTOMER

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



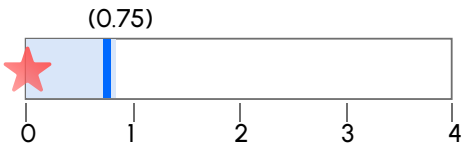
ENGAGE WITH EMPATHY

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



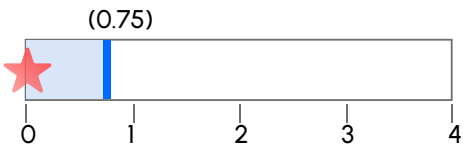
SPEAK UP

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



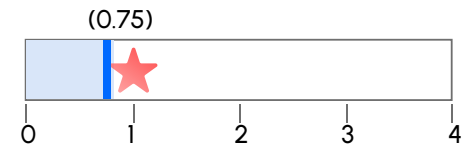
SPEAK UP

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



KNOW YOUR CUSTOMER

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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

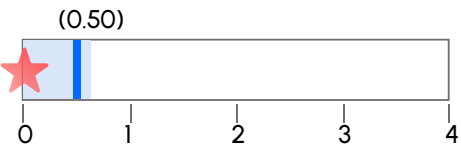
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

ENGAGE WITH EMPATHY

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



HOLISTIC THINKING

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



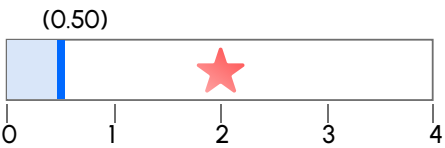
KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KEEP UP-TO-DATE

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



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.

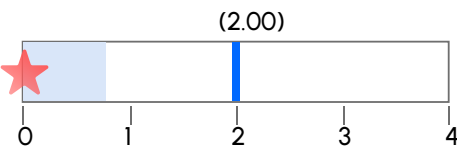
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

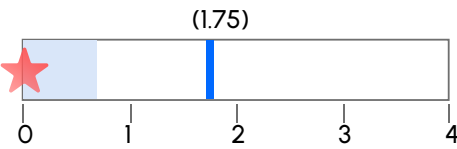
LIFELONG LEARNING

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



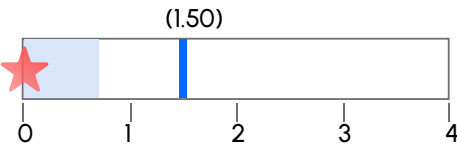
SPEAK UP

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



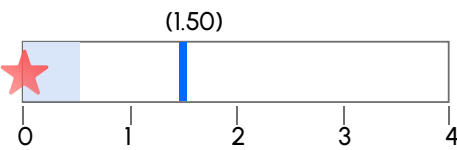
SPEAK UP

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



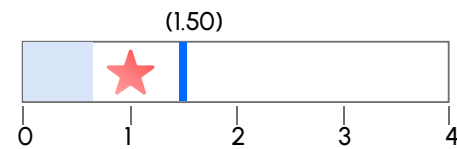
COURAGE TO ACT

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



PURPOSEFUL PARTNERSHIP

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

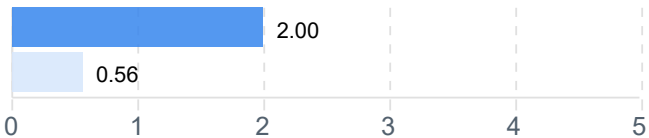
Q1. Leverage on own and others' relevant experience and insights to make decisions.



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 SizeAverage 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 SizeAverage 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.



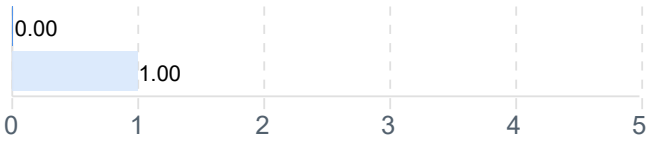
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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



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



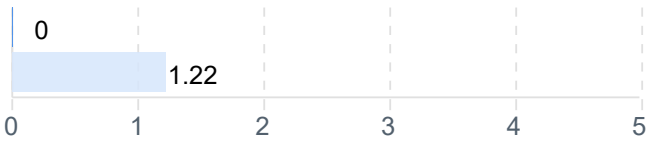
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

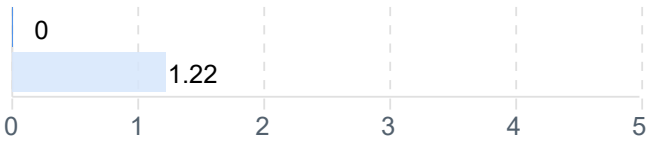
SPEAK UP

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



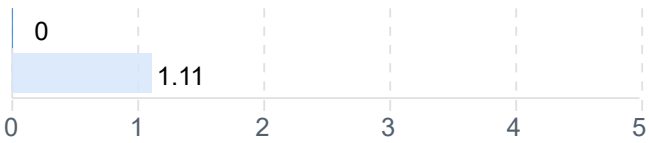
LIFELONG LEARNING

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



LIFELONG LEARNING

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



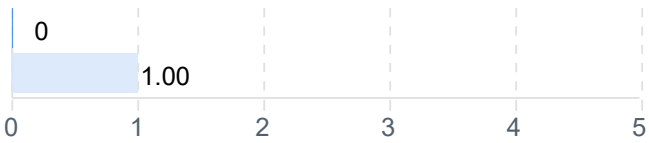
LIFELONG LEARNING

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



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.



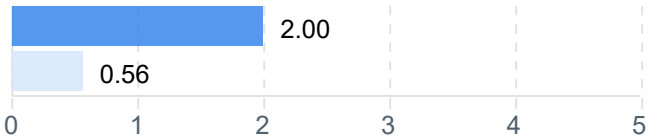
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

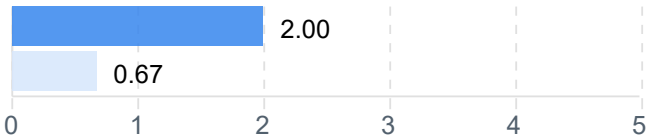
HOLISTIC THINKING

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.



KEEP UP-TO-DATE

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



HOLISTIC THINKING

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

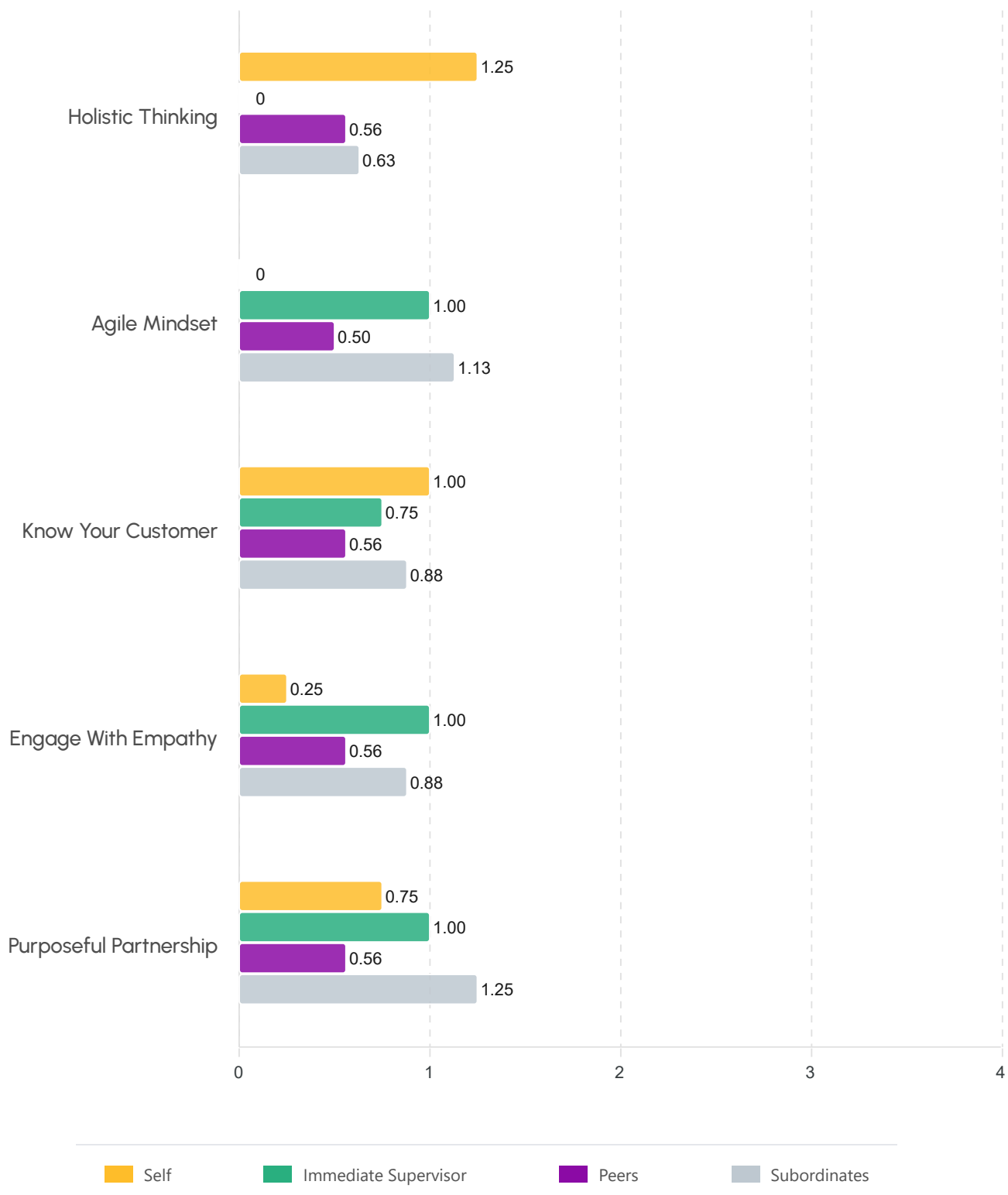


HOLISTIC THINKING

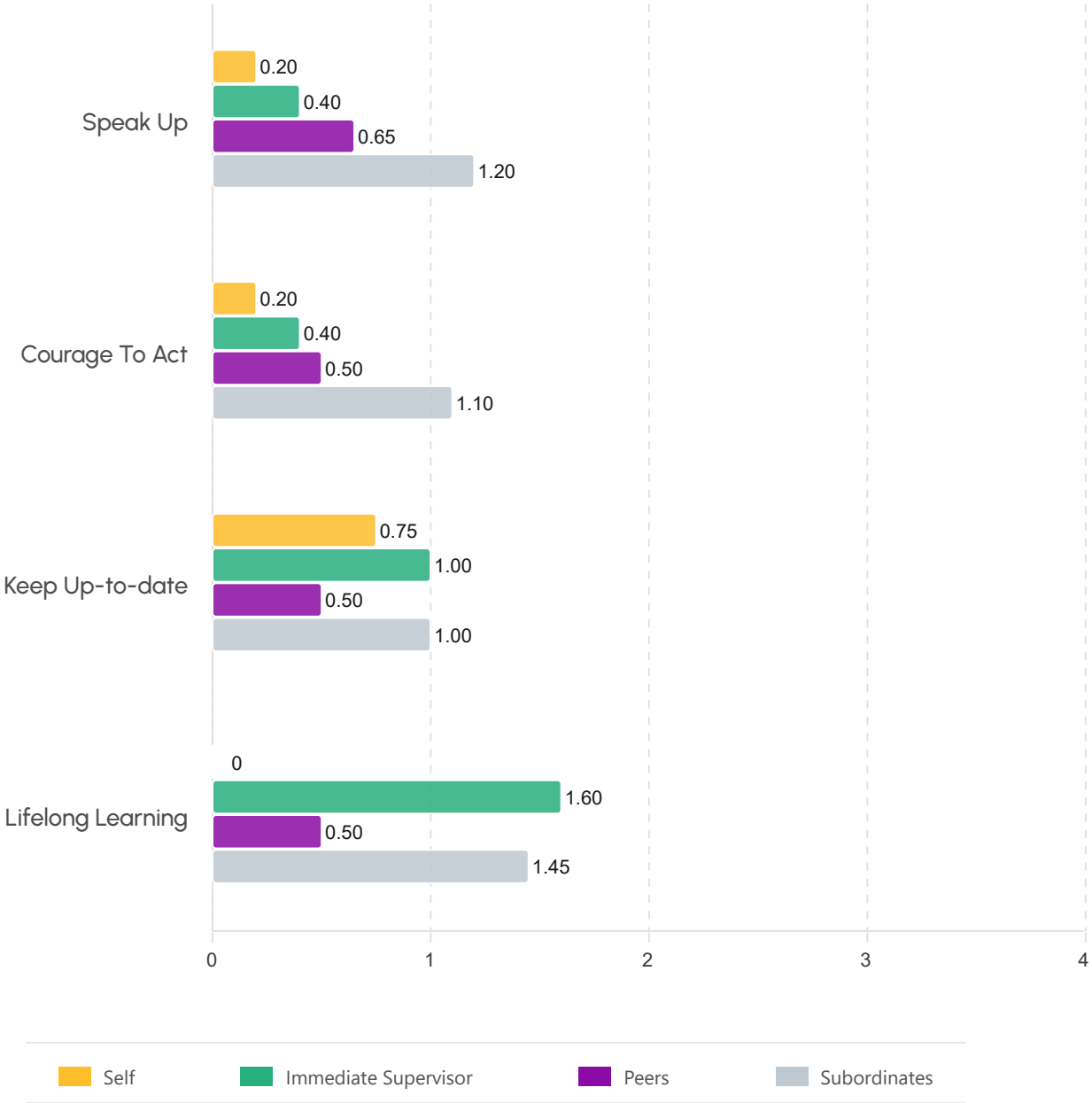
Q1. Leverage on own and others' relevant experience and insights to make decisions.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



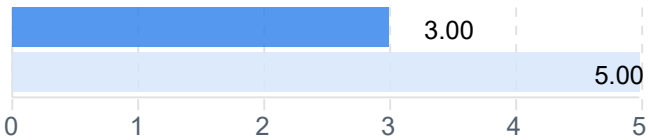
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

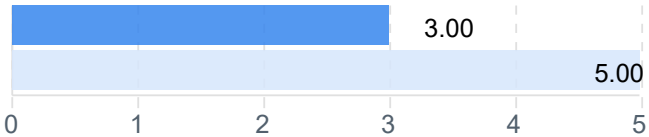
KNOW YOUR CUSTOMER

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



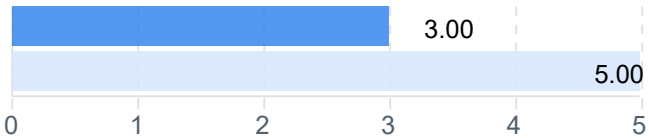
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KEEP UP-TO-DATE

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



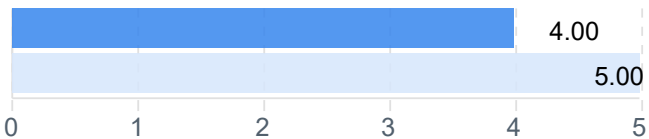
KNOW YOUR CUSTOMER

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



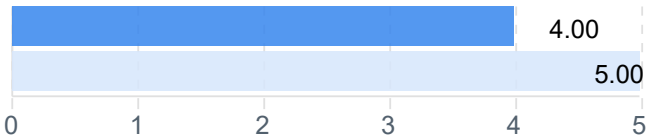
PURPOSEFUL PARTNERSHIP

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



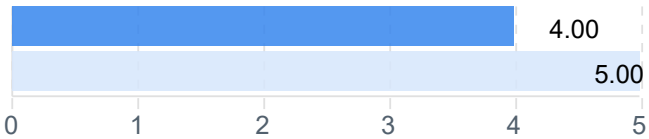
HOLISTIC THINKING

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



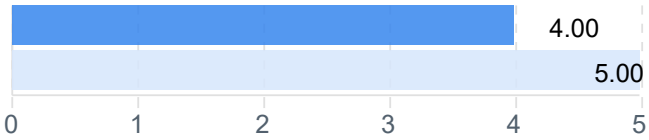
KEEP UP-TO-DATE

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



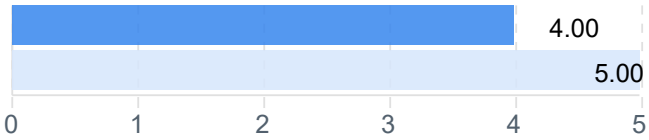
COURAGE TO ACT

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



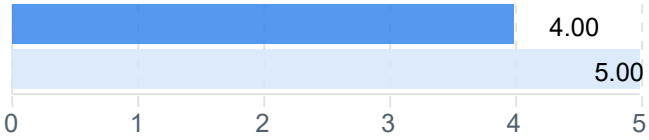
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



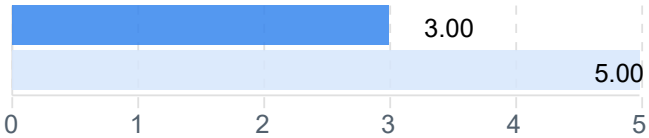
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

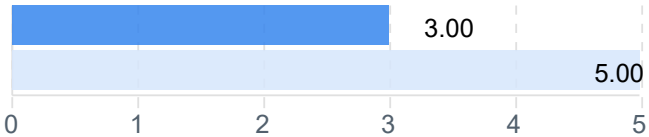
LIFELONG LEARNING

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



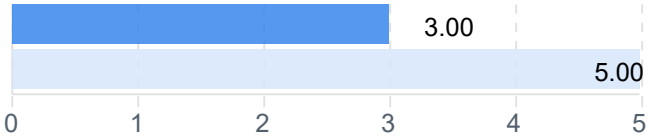
KEEP UP-TO-DATE

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



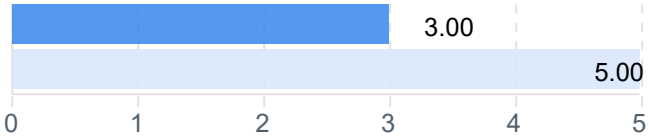
LIFELONG LEARNING

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



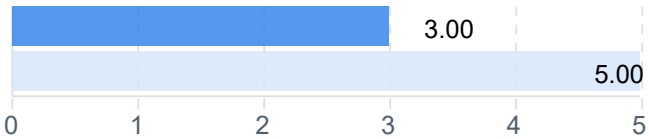
KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



COURAGE TO ACT

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



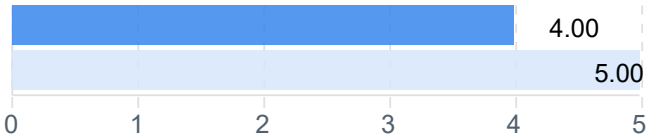
PURPOSEFUL PARTNERSHIP

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



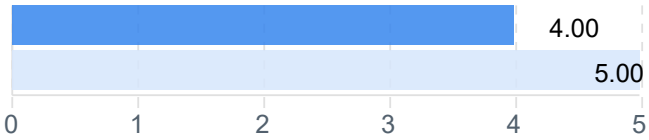
AGILE MINDSET

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



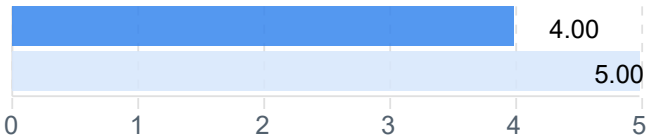
ENGAGE WITH EMPATHY

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



KEEP UP-TO-DATE

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



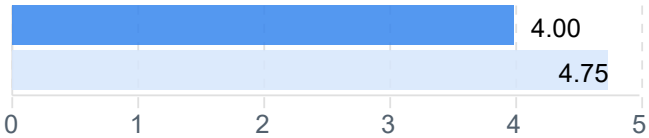
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

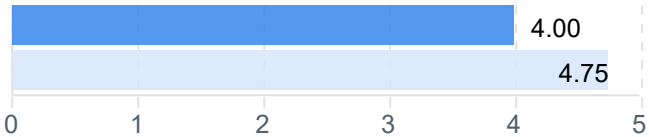
KNOW YOUR CUSTOMER

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



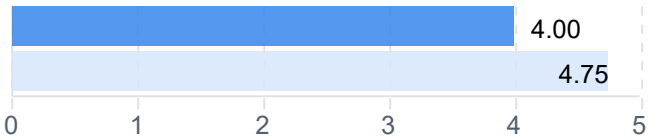
ENGAGE WITH EMPATHY

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



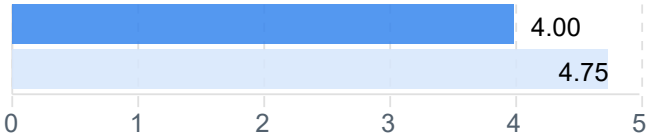
SPEAK UP

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



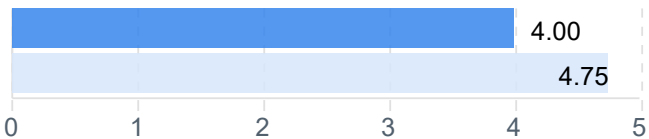
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



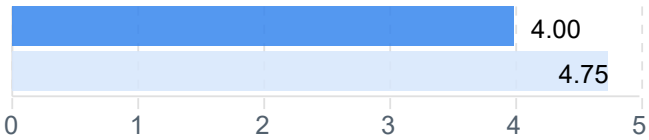
SPEAK UP

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



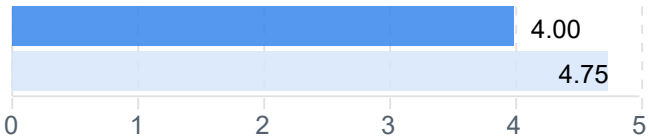
KNOW YOUR CUSTOMER

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



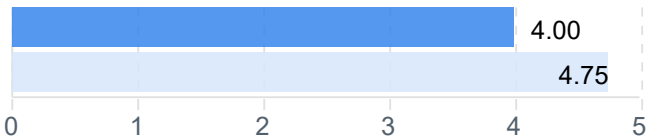
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



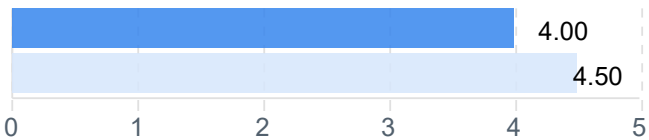
COURAGE TO ACT

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



SPEAK UP

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



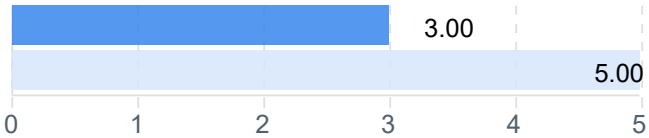
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

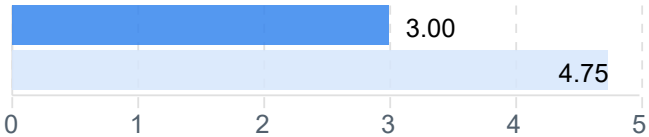
LIFELONG LEARNING

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



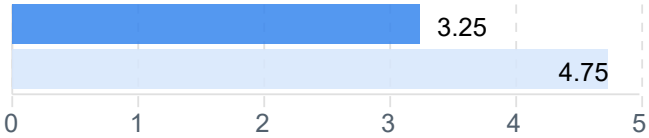
SPEAK UP

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



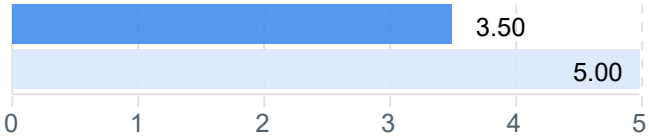
SPEAK UP

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



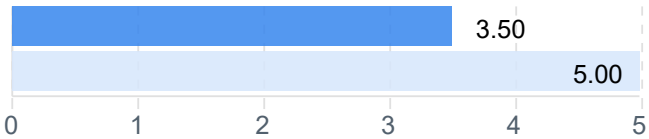
COURAGE TO ACT

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



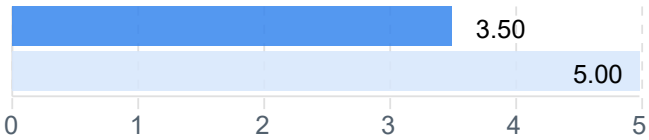
PURPOSEFUL PARTNERSHIP

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



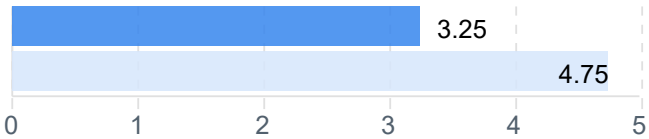
AGILE MINDSET

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



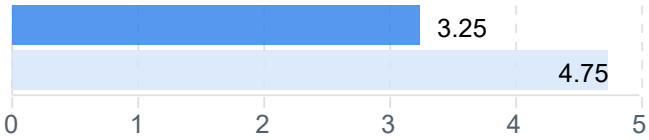
LIFELONG LEARNING

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



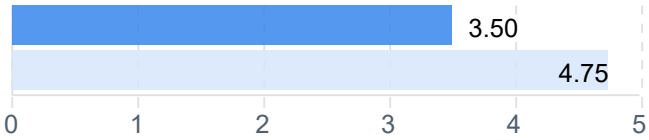
LIFELONG LEARNING

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



LIFELONG LEARNING

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



COURAGE TO ACT

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

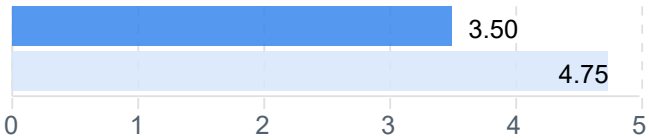


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

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

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	5.0	5.0	4.0	5.0	4.3	4.8	4.5	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	5.0	5.0	4.0	5.0	4.0	4.8	3.8	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	5.0	4.0	5.0	4.3	4.8	4.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	5.0	5.0	3.0	4.0	4.3	4.8	4.3	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	5.0	4.0	5.0	4.0	4.5	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	4.0	5.0	4.0	5.0	4.0	4.5	3.5	4.8
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	5.0	3.0	4.0	4.3	4.8	3.5	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	4.0	5.0	4.0	4.8	3.5	4.8
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	5.0	5.0	4.0	4.0	4.0	4.5	3.8	4.5
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	5.0	5.0	4.0	5.0	4.0	4.8	3.0	4.8
Q23. Encourage constructive feedback and be objective in addressing disagreements.	5.0	5.0	4.0	4.0	4.0	4.8	3.3	4.8
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	4.0	5.0	4.0	4.8	3.5	4.5
Q25. Facilitate discussions with various views to converge and achieve a common objective.	5.0	5.0	4.0	4.0	4.0	4.5	3.8	4.8
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	5.0	5.0	4.0	5.0	3.8	4.3	3.5	4.5

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	4.0	4.0	4.0	4.5	3.5	4.8
Q28. Encourage and value innovative ideas and suggestions from others.	5.0	5.0	4.0	5.0	3.8	4.3	3.5	5.0
Q29. Maintain focus to deliver the chosen strategy.	5.0	5.0	4.0	4.0	4.3	4.8	3.8	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	5.0	5.0	4.0	4.0	4.3	4.8	4.0	4.8
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	4.0	5.0	4.0	4.5	4.0	4.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	5.0	5.0	3.0	5.0	3.8	4.3	3.8	4.8
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	5.0	5.0	4.0	4.0	3.8	4.3	3.8	4.8
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	5.0	4.0	5.0	3.8	4.3	3.3	4.5
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	5.0	5.0	3.0	5.0	3.8	4.3	3.5	4.8
Q36. Purposefully manage career development and professional growth of team members.	5.0	5.0	4.0	5.0	4.0	4.5	3.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	5.0	5.0	3.0	5.0	4.0	4.5	3.5	4.5
Q38. Make effort to teach / coach/ mentor team members.	5.0	5.0	3.0	5.0	4.3	4.8	3.3	4.8
Q39. Nurture an environment that supports coaching and honest performance feedback.	5.0	5.0	4.0	5.0	4.0	4.5	3.3	4.8

* Responses based on Rating scale of 1-5