



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

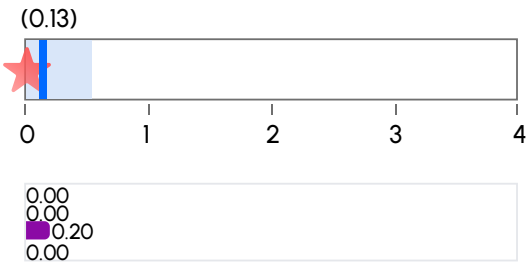
Strengths

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



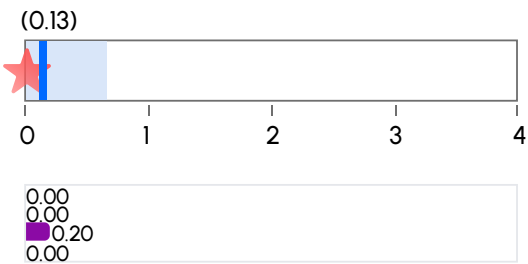
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



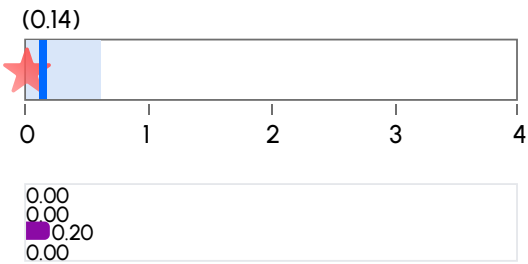
COURAGE TO ACT

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



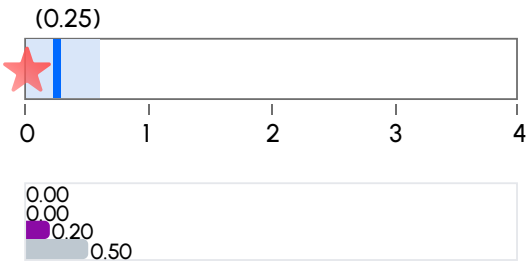
COURAGE TO ACT

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



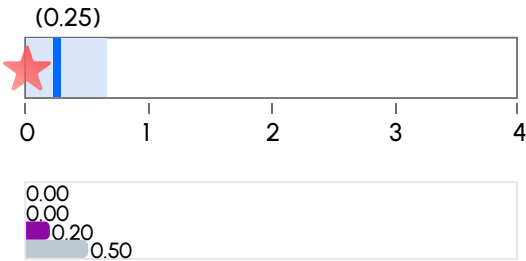
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



STRENGTHS AND DEVELOPMENT NEEDS

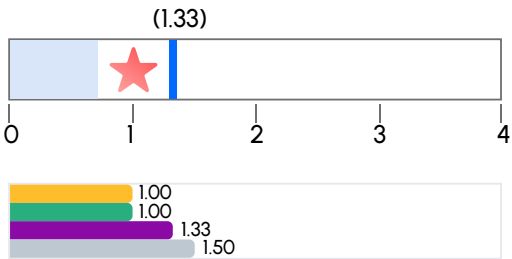
Development Needs

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



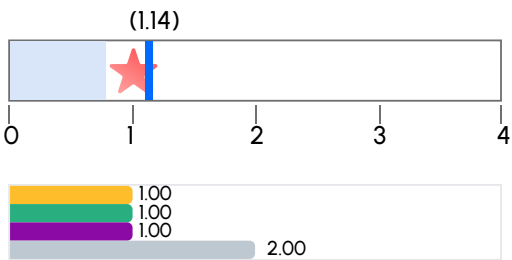
LIFELONG LEARNING

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



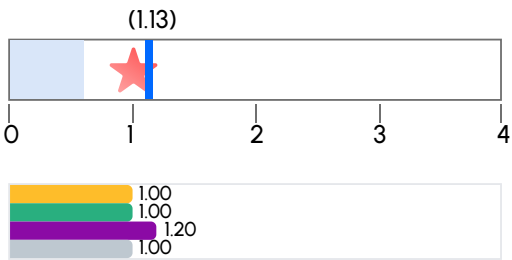
PURPOSEFUL PARTNERSHIP

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



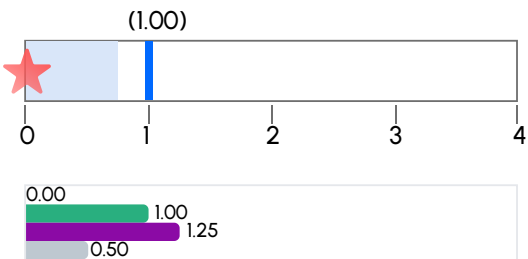
COURAGE TO ACT

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



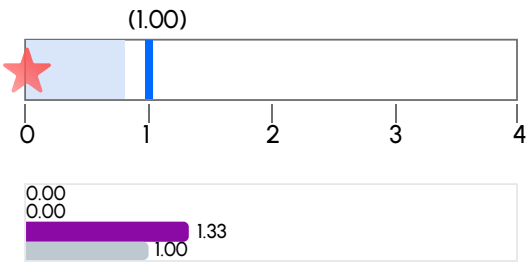
COURAGE TO ACT

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

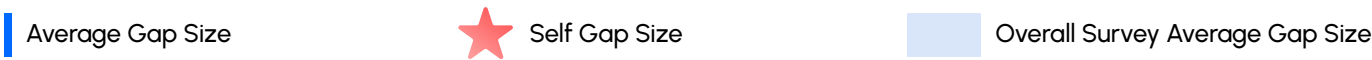


LIFELONG LEARNING

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



COMPETENCIES REPORT IN ASCENDING ORDER



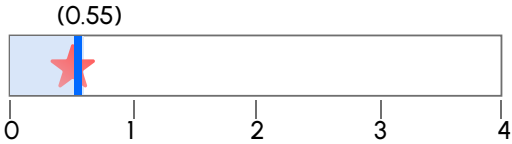
KEEP UP-TO-DATE



COURAGE TO ACT



HOLISTIC THINKING



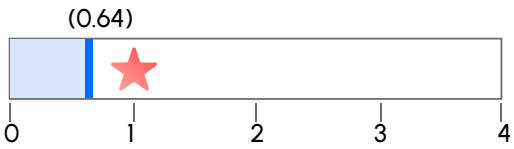
SPEAK UP



ENGAGE WITH EMPATHY



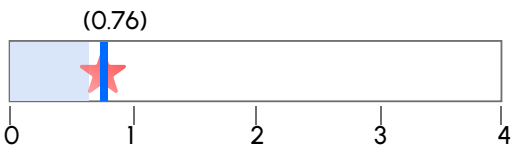
KNOW YOUR CUSTOMER



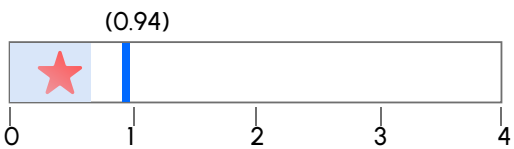
AGILE MINDSET



PURPOSEFUL PARTNERSHIP



LIFELONG LEARNING



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	0.60	-	3	1	1	-	-
Subordinates	0.50	-	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.50	-	1	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	1.00	-	-	1	-	-	-
Peers	0.80	1	2	-	2	-	-
Subordinates	1.00	-	-	2	-	-	-

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

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

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	0.40	1	3	-	1	-	-
Subordinates	1.00	-	-	2	-	-	-

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

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

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	0.00	-	1	-	-	-	-
Peers	0.40	1	2	2	-	-	-
Subordinates	1.00	-	-	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	3	-	-	-	1
Subordinates	0.50	-	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	0.40	1	3	-	1	-	-
Subordinates	1.50	-	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	1	2	1	-	-	-
Subordinates	1.00	-	-	2	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	1.00	-	-	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	0.00	-	1	-	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.00	-	-	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	0.00	-	1	-	-	-	-
Peers	0.80	2	1	1	-	1	-
Subordinates	1.50	-	-	1	1	-	-

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	0.00	-	1	-	-	-	-
Peers	0.80	2	1	1	-	1	-
Subordinates	1.00	-	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	1.00	-	-	2	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.60	1	3	-	-	1	-
Subordinates	0.50	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	1	1	1	1	-	-
Subordinates	1.00	-	-	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.50	-	1	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	1.00	2	1	-	1	1	-
Subordinates	2.00	-	-	-	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	0.00	-	1	-	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.50	-	1	1	-	-	-

Speak Up

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.80	-	3	1	-	1	-
Subordinates	0.50	-	1	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	0.25	-	3	1	-	-	-
Subordinates	1.00	-	-	2	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.50	1	2	-	1	-	-
Subordinates	0.50	-	1	1	-	-	-

Courage To Act

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.00	-	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	1.00	-	-	1	-	-	-
Peers	1.20	2	-	2	-	-	1
Subordinates	1.00	-	-	2	-	-	-

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	0.20	1	3	1	-	-	-
Subordinates	0.00	-	2	-	-	-	-

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	0.20	1	3	1	-	-	-
Subordinates	0.00	-	2	-	-	-	-

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	0.20	1	3	1	-	-	-
Subordinates	0.50	-	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	0.00	-	1	-	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.50	-	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	0.33	1	1	1	-	-	-
Subordinates	0.50	-	1	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	0.20	2	2	1	-	-	-
Subordinates	0.50	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.33	1	-	1	-	1	-
Subordinates	1.50	-	-	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.33	-	2	-	-	-	1
Subordinates	1.00	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	2	-	2	-	-	-
Subordinates	1.00	-	1	-	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	1.00	-	-	1	-	-	-
Peers	1.00	1	-	1	1	-	-
Subordinates	0.50	-	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	0.00	-	1	-	-	-	-
Peers	1.33	1	-	1	-	1	-
Subordinates	1.00	-	-	2	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q29. Maintain focus to deliver the chosen strategy.	0.13
Q30. Give space for self and team members to take risks and learn from mistakes.	0.13
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.14
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.25
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.25
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.25
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.33
Q15. Share similar experiences that may be adapted to their work circumstances.	0.38
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.38
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.38
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.43
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.43
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.50

Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.50
Q16. Empathise whilst balancing the need of individuals and the business.	0.50
Q4. Manage teams' resources to collate information from multiple sources.	0.57
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.57
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.57
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.63
Q6. Ensure change plans are executed effectively and in a timely manner.	0.63
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.63
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.63
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.67
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.71
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.75
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.75
Q38. Make effort to teach / coach/ mentor team members.	0.83
Q8. Provide coaching to help others adapt and be more versatile.	0.86
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.86

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.86
Q18. Leverage one's network and connection to gather market data.	0.86
Q3. Identify new possibilities to address current business issues.	0.88
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.88
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.00
Q36. Purposefully manage career development and professional growth of team members.	1.00
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.00
Q28. Encourage and value innovative ideas and suggestions from others.	1.13
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.14
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.33

QUALITATIVE FEEDBACK

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

- Participant does not have gap with the subordinate which encourages honest engagement as demonstrated by her
- willingness to forgo any formalities - Participant is also open for discussion for any topics and no issue is sensitive for her
- Direct approach in communicating with peers Open personality

The participant is consistent with her quality of work and always strives to improve through constant knowledge

- searching. The participant is a strong team player, communicates well with other teams and will step up to the challenge in situations that require leadership.
- Since the merger of domestic & global equity, I have not been cooperating or working with the participant yet. So I believe its not fair for me to rate her.
- 1. High compliance - executing task given without asking what and when 2. Up-to-date with current trends/news

While demonstrating leadership skills via being performance driven and having strong technical skills to command respect from colleagues, Maria is also an excellent team player and is consistently a good example. Maria is incredibly

- reliable and trustworthy that she is one of the most reliable colleagues I have ever worked with. She is willing to learn and accept constructive comments which has led to a steep learning curve and Maria is selfless to share the knowledge and experiences with her colleagues.
- 1. Persistent - will put efforts to ensure any assignment done within timeframe, no complaints 2. Hardworking - willing to put extra efforts and working hours 3. Approachable, friendly - people can talk to her 4. Independent - can work on her own, not too reliant on others 5. Proactive -
- 1. Having strong view on things and not afraid of projecting own view 2. Very proactive and focused on works

1. Courage to speak up - always at the forefront in sharing her views/ thoughts during discussion/ when required. Offers

- the same opportunity for team members to express their views. 2. Accountability - always can be relied upon in executing/ completing tasks
- Commitment and discipline - firm on the decision and stick to the plan Strong teamwork - empower team member to make the decision while guiding them and make sure all members participation in any events

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

- - To give more room for the other parties to ask questions in a group meeting/discussion with external parties

- Can take on more junior members to coach and share experience
- The participant should be more understanding of issues that may effect team and also confident in decision making situations to showcase her leadership qualities.
- No comment as I have not been working or cooperating with the participant yet.
- 1. As a senior person, she should stay objective in expressing her views and feedback 2. Effective listener and communicator

Maria needs to build greater relationship upwards which is currently a continuous effort through enhanced visibility. She

- needs to carry herself with even higher confidence and presence to consistently have control/influence of the room involving a wider forum ie across departments/strangers.
- 1. build wider network with people from other department and from 2. have better relationship with other people from other section in the department
- 1. Mixing with more people outside own group of works 2. Be a bit more friendly towards others not in own group
- 1. To communicate the directions/ goals with more clarity to ensure that the message is clear to the target audience 2. To appreciate the power of emotional intelligence in building a strong relationship and to handle conflicts in a constructive manner
- Moderate networking especially internally. Improve negotiation skill

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.

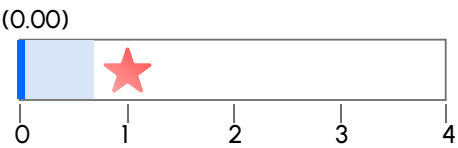
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

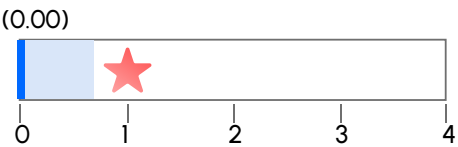
KNOW YOUR CUSTOMER

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



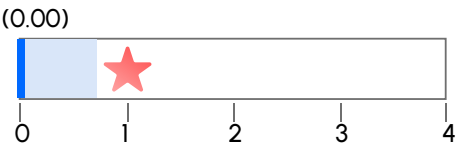
ENGAGE WITH EMPATHY

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



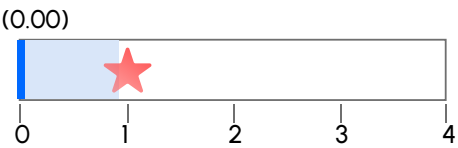
HOLISTIC THINKING

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



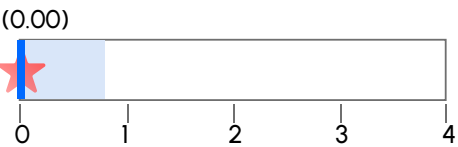
AGILE MINDSET

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



HOLISTIC THINKING

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



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.

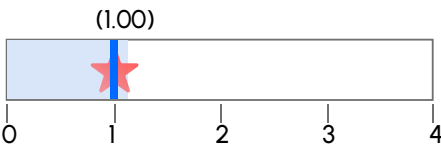
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

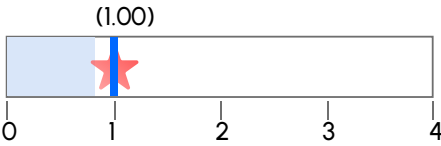
KEEP UP-TO-DATE

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



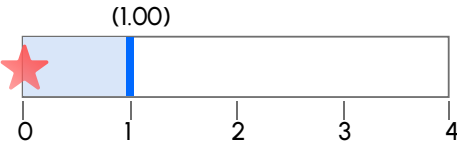
LIFELONG LEARNING

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



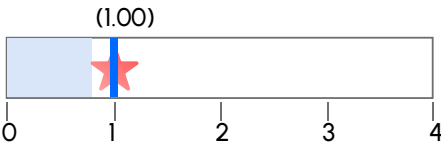
COURAGE TO ACT

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



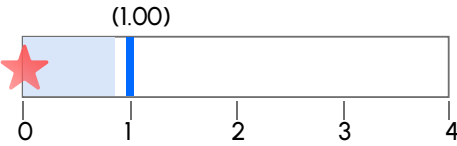
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

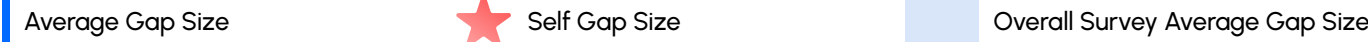
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

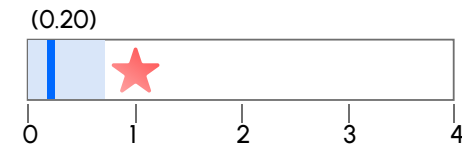
Strengths

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



KEEP UP-TO-DATE

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



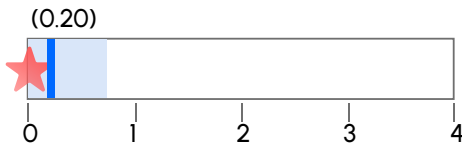
HOLISTIC THINKING

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



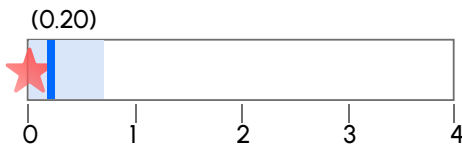
COURAGE TO ACT

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



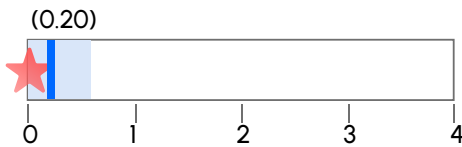
KEEP UP-TO-DATE

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



ENGAGE WITH EMPATHY

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



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.

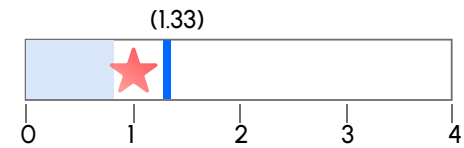
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

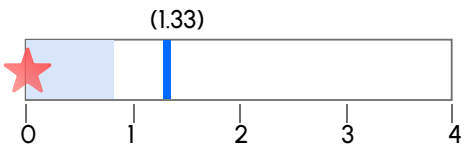
LIFELONG LEARNING

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



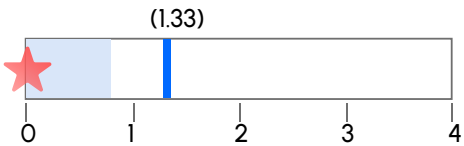
LIFELONG LEARNING

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



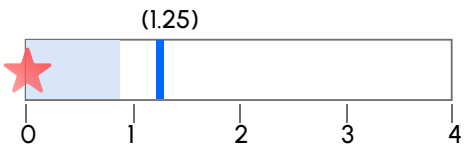
LIFELONG LEARNING

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



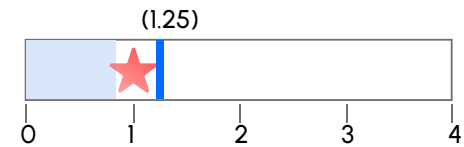
COURAGE TO ACT

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



SPEAK UP

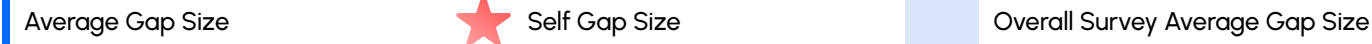
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

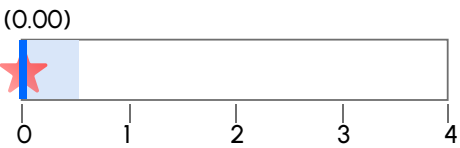
Strengths

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



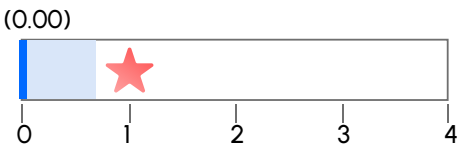
COURAGE TO ACT

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



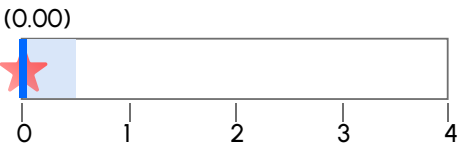
SPEAK UP

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



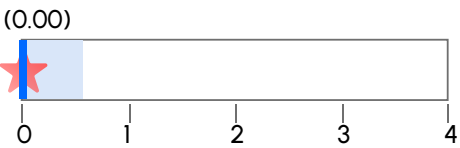
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



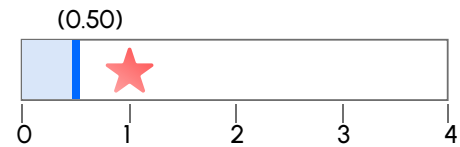
COURAGE TO ACT

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



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.

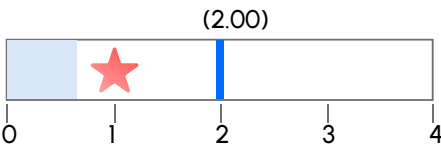
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

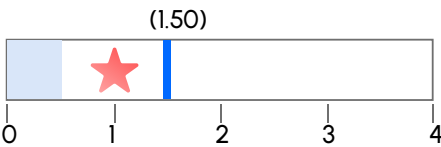
PURPOSEFUL PARTNERSHIP

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



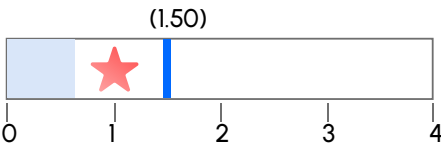
KNOW YOUR CUSTOMER

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



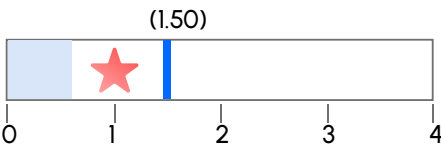
ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

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



SPEAK UP

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap Size Average Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



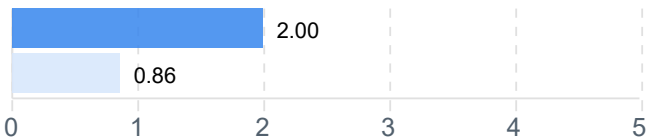
PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

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



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



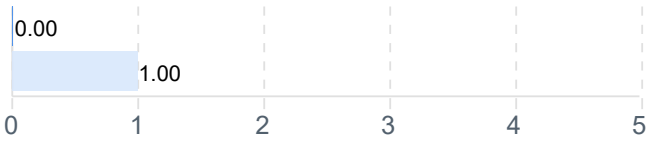
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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



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



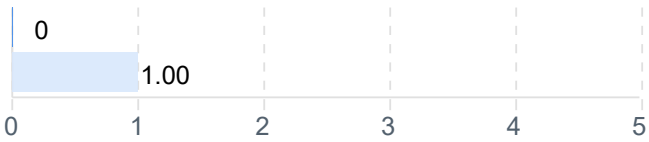
TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

COURAGE TO ACT

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



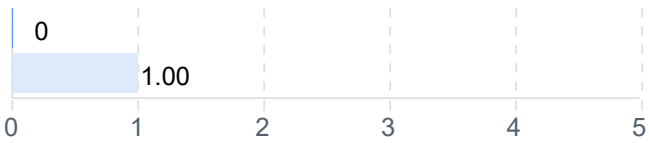
LIFELONG LEARNING

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



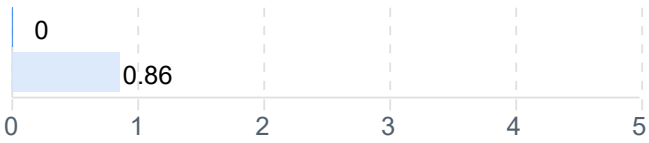
LIFELONG LEARNING

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



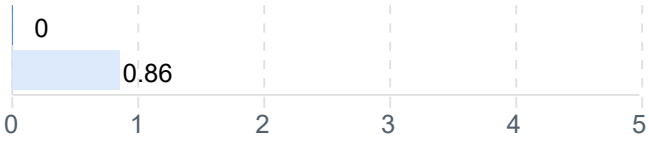
PURPOSEFUL PARTNERSHIP

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



KNOW YOUR CUSTOMER

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

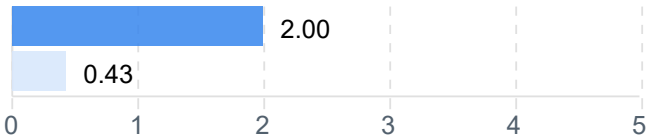
KEEP UP-TO-DATE

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



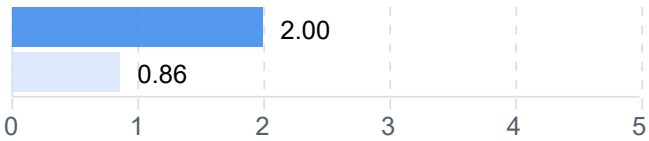
KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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

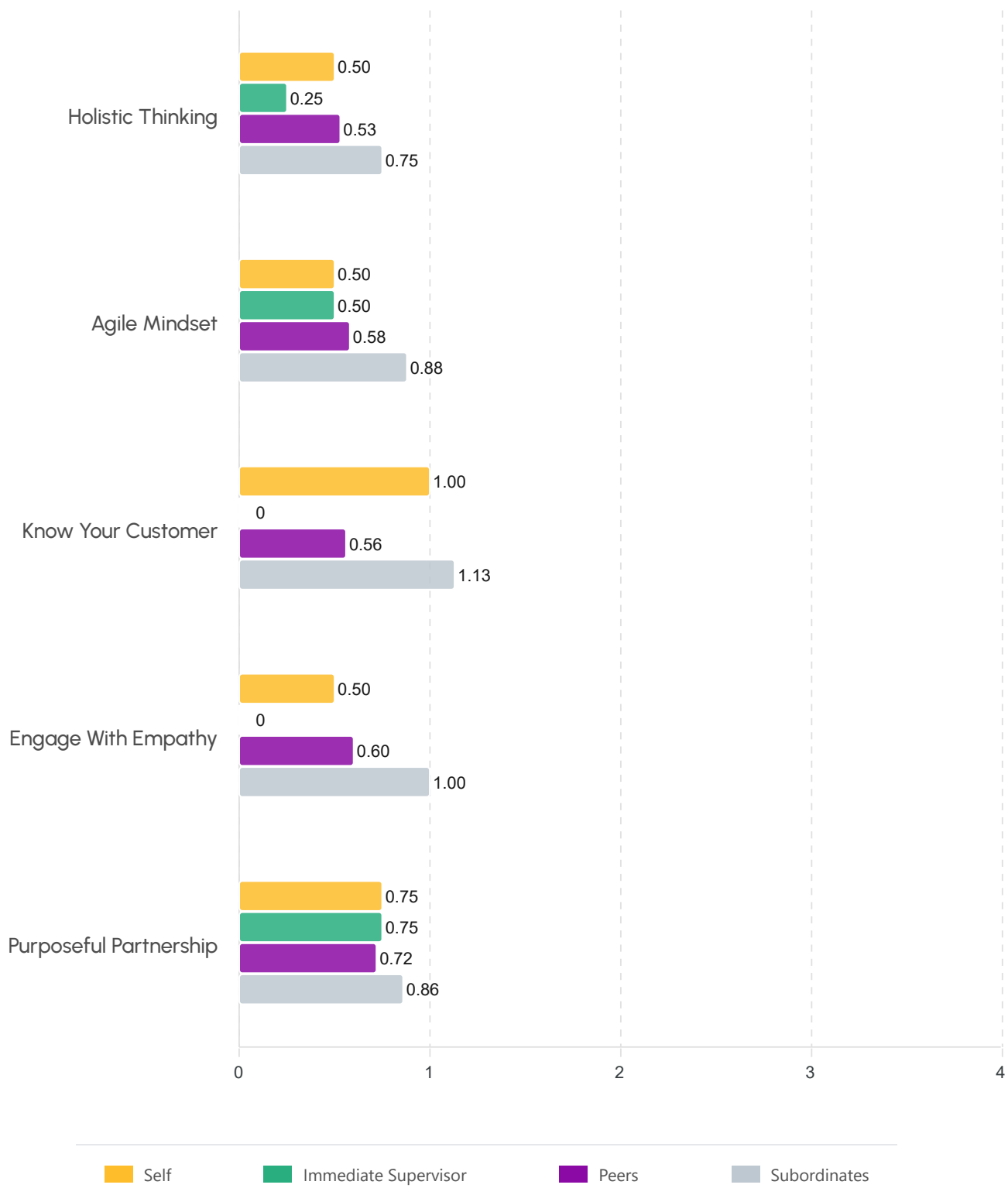


SPEAK UP

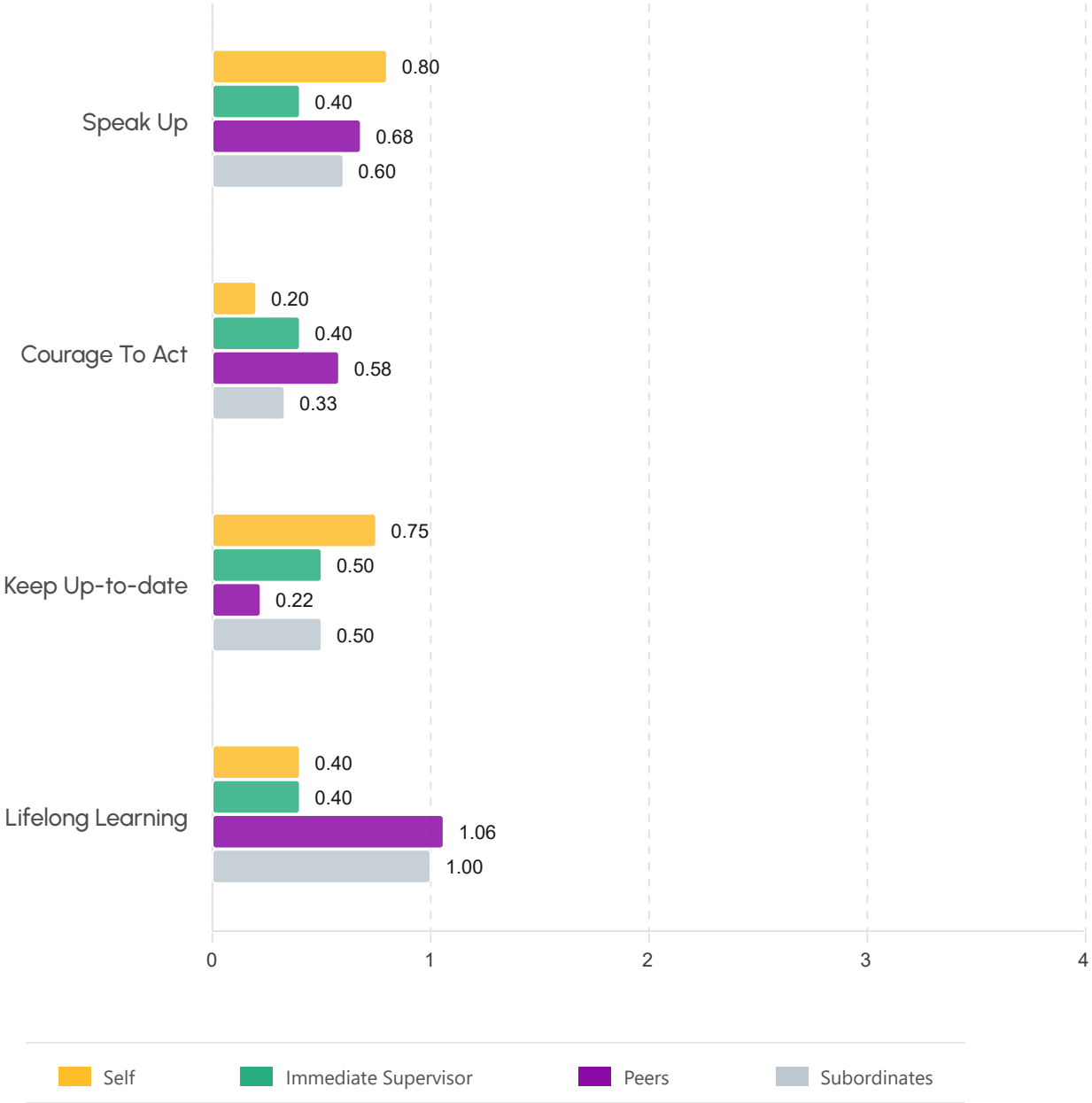
Q25. Facilitate discussions with various views to converge and achieve a common objective.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



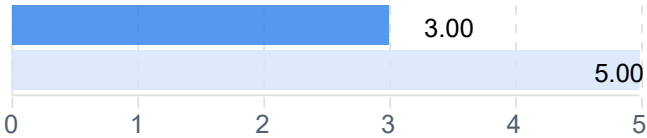
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

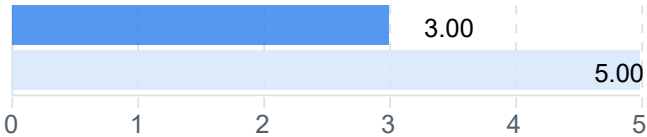
KNOW YOUR CUSTOMER

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



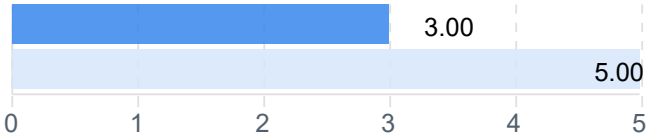
PURPOSEFUL PARTNERSHIP

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



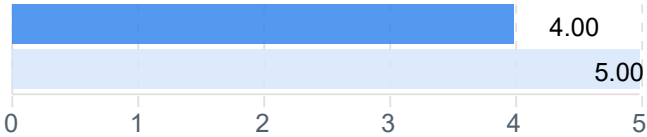
KEEP UP-TO-DATE

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



KEEP UP-TO-DATE

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



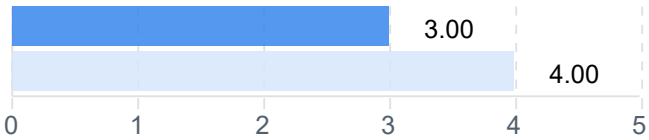
KNOW YOUR CUSTOMER

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



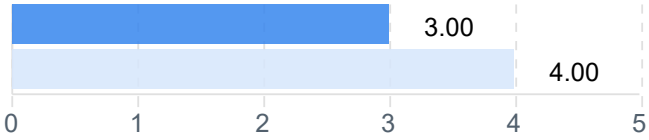
ENGAGE WITH EMPATHY

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



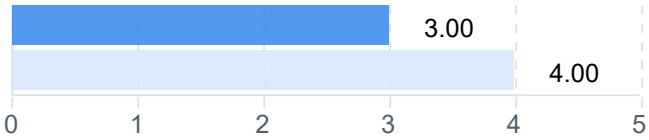
SPEAK UP

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



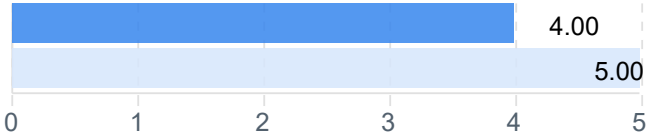
LIFELONG LEARNING

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



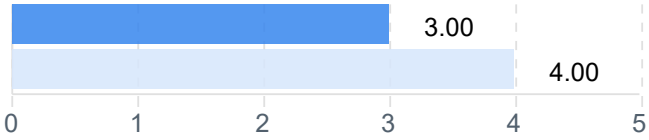
HOLISTIC THINKING

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



SPEAK UP

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



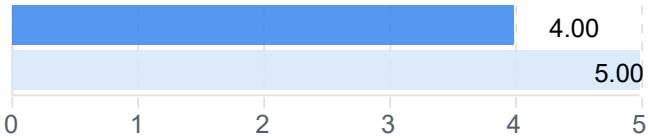
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

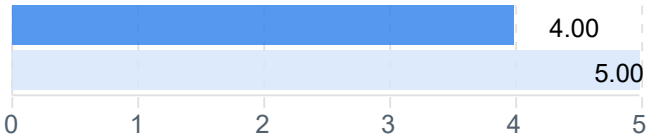
KEEP UP-TO-DATE

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.



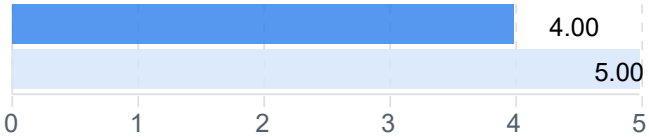
COURAGE TO ACT

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



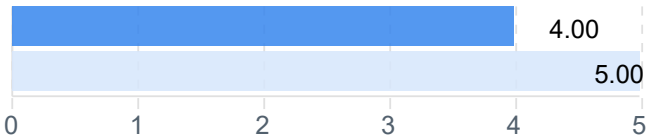
SPEAK UP

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



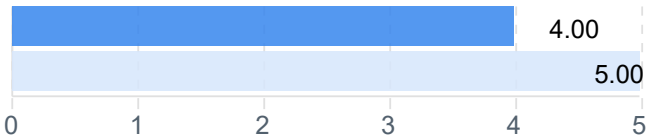
LIFELONG LEARNING

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



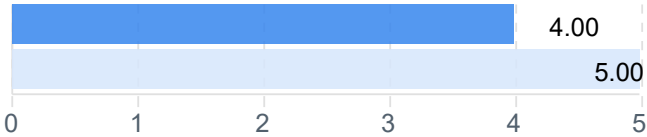
PURPOSEFUL PARTNERSHIP

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



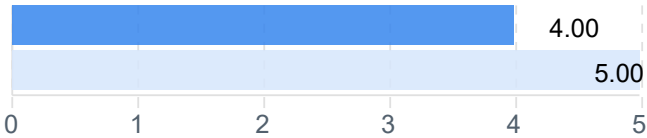
PURPOSEFUL PARTNERSHIP

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



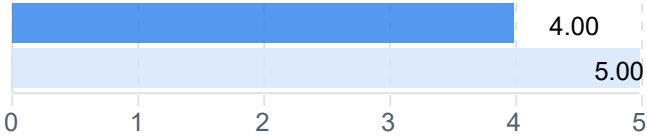
PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



COURAGE TO ACT

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



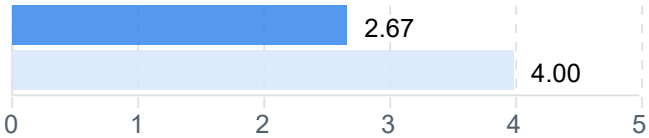
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

LIFELONG LEARNING

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



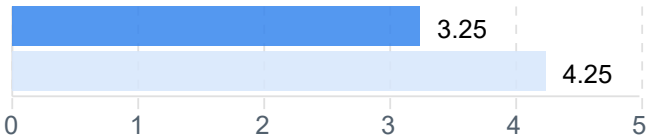
SPEAK UP

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



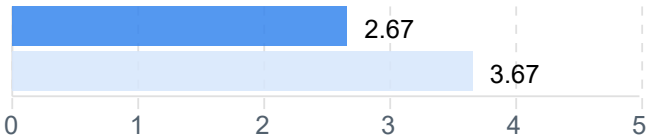
COURAGE TO ACT

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



LIFELONG LEARNING

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



PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



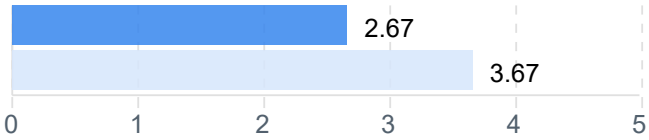
KNOW YOUR CUSTOMER

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



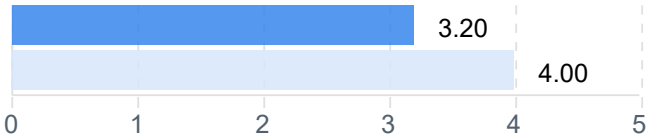
LIFELONG LEARNING

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



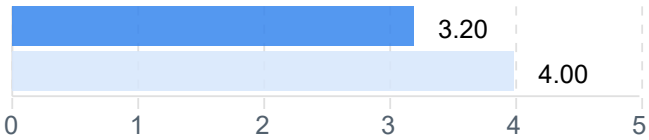
SPEAK UP

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



COURAGE TO ACT

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



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

RATING FROM SUBORDINATES

Current Expected

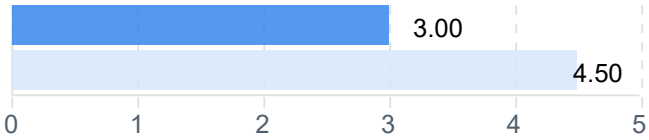
PURPOSEFUL PARTNERSHIP

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



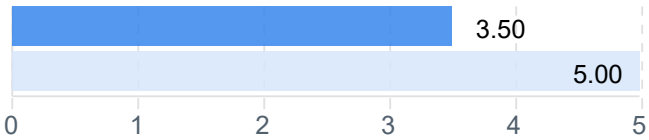
KNOW YOUR CUSTOMER

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



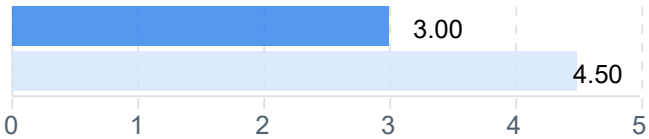
ENGAGE WITH EMPATHY

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



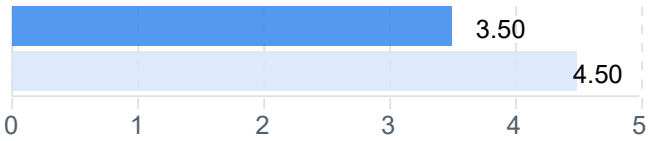
LIFELONG LEARNING

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



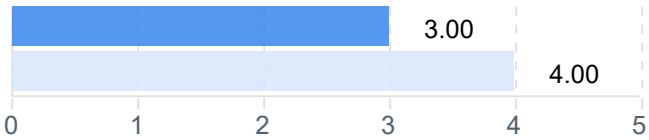
AGILE MINDSET

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



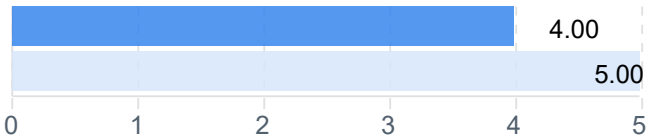
SPEAK UP

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



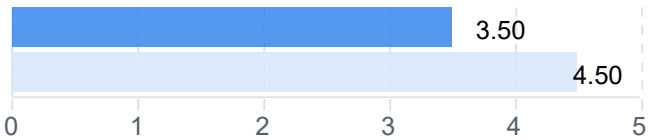
PURPOSEFUL PARTNERSHIP

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



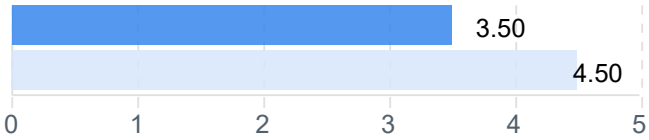
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

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

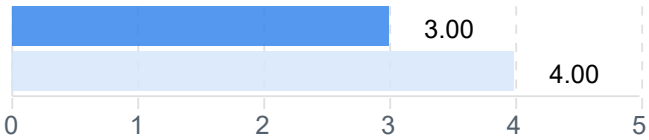


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 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	5.0	5.0	4.0	4.6	4.5	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	5.0	5.0	5.0	5.0	4.6	4.6	4.0	4.5
Q3. Identify new possibilities to address current business issues.	4.0	5.0	4.0	5.0	3.8	4.4	3.5	4.5
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	5.0	5.0	3.8	4.0	4.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	5.0	5.0	4.0	5.0	4.2	4.4	3.5	4.5
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	5.0	5.0	5.0	4.2	4.4	3.5	4.5
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	5.0	5.0	5.0	5.0	3.8	4.0	4.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.0	5.0	4.0	5.0	3.3	4.3	4.5	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	4.0	4.0	4.0	3.8	4.0	3.0	4.5
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.0	5.0	4.0	4.0	4.0	4.0	3.5	4.5
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	4.0	4.0	4.0	3.3	4.0	3.0	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	5.0	5.0	5.0	5.0	3.0	4.0	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
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.0	4.0	4.0	4.0	3.2	3.6	3.5	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	5.0	5.0	3.6	4.0	3.5	4.5
Q15. Share similar experiences that may be adapted to their work circumstances.	3.0	3.0	5.0	5.0	4.4	4.4	3.5	4.5
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	4.0	4.0	4.0	3.6	4.0	4.0	4.5
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	4.0	4.0	5.0	3.8	4.3	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	3.0	5.0	4.0	5.0	3.5	4.5	4.0	4.5
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	4.0	4.0	5.0	3.2	3.8	3.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	5.0	5.0	3.8	3.8	4.5	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.0	4.0	4.0	5.0	3.6	4.2	3.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	5.0	5.0	3.3	4.5	5.0	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	5.0	5.0	5.0	5.0	3.2	4.0	4.5	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	4.0	5.0	4.0	4.3	4.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	5.0	5.0	5.0	3.5	3.8	4.0	4.5
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	3.3	4.3	3.5	4.0

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.	5.0	5.0	5.0	5.0	4.0	4.0	5.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	4.0	5.0	3.2	4.0	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	5.0	5.0	5.0	5.0	4.4	4.4	5.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	4.0	5.0	5.0	3.6	3.6	4.5	4.5
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	4.4	4.4	4.5	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	5.0	5.0	5.0	5.0	4.4	4.4	4.0	4.5
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	4.0	4.0	4.0	4.5
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	4.4	4.0	4.0	4.5
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	4.0	4.0	5.0	2.7	3.7	3.0	4.5
Q36. Purposefully manage career development and professional growth of team members.	4.0	4.0	4.0	4.0	2.7	4.0	3.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.0	5.0	4.0	4.0	3.5	3.5	3.5	4.5
Q38. Make effort to teach / coach/ mentor team members.	5.0	5.0	4.0	5.0	3.0	3.7	4.0	4.5
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	4.0	5.0	5.0	2.7	3.7	4.0	5.0

* Responses based on Rating scale of 1-5