



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

Name: DAPHNE TAN WAI TENG

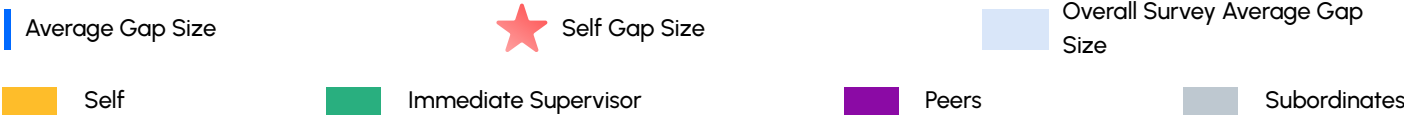
Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

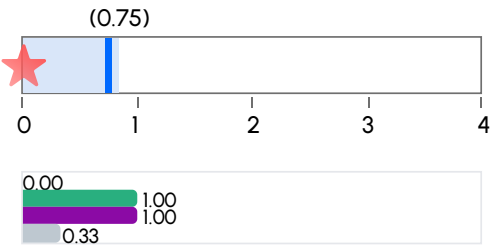
Strengths

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



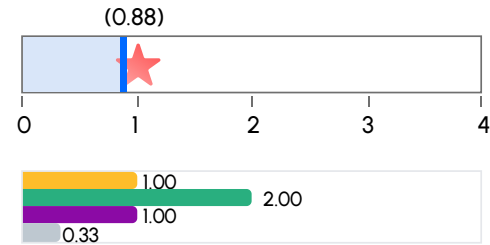
FOSTER TEAMWORK

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



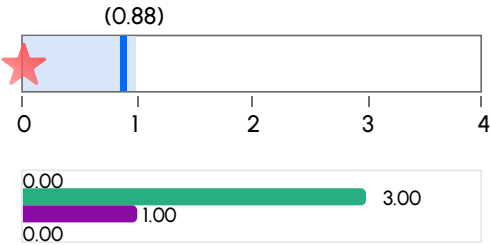
TECHNICAL CAPABILITIES

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



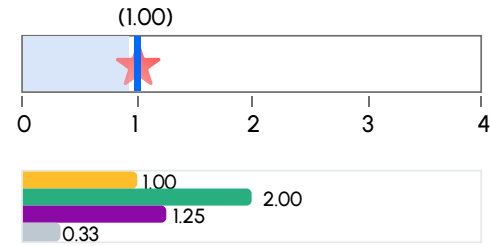
FOSTER TEAMWORK

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



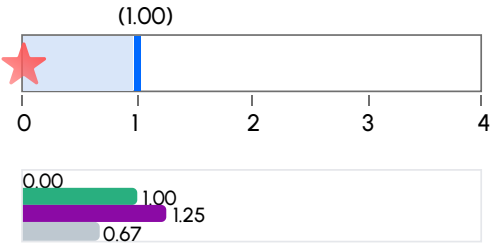
INNOVATIVE AND CRITICAL THINKING

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



FOSTER TEAMWORK

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



STRENGTHS AND DEVELOPMENT NEEDS

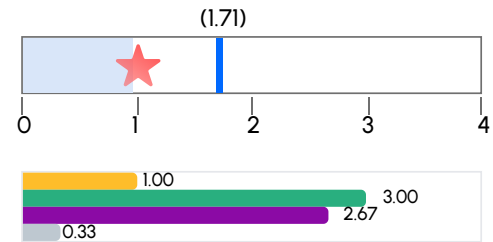
Development Needs

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



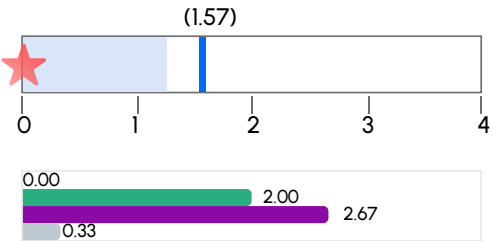
DEVELOP SELF AND OTHERS

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



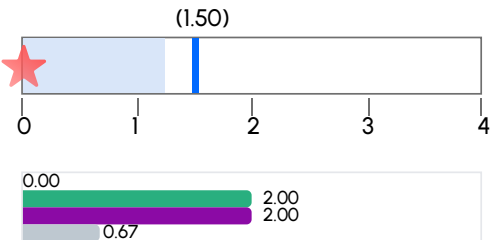
DRIVES FOR RESULT

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



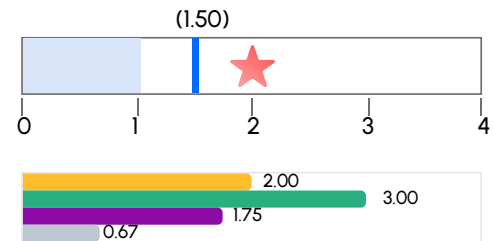
INNOVATIVE AND CRITICAL THINKING

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



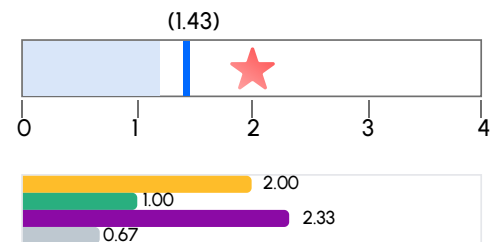
CLIENT-FOCUSED

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




SETS CLEAR DIRECTIONS

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



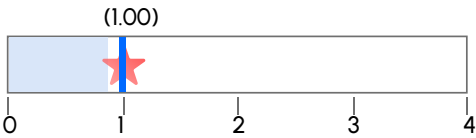
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

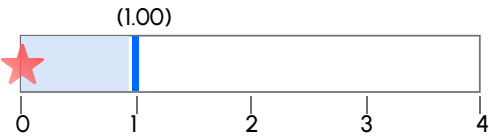
 Self Gap Size

Overall Survey Average Gap Size

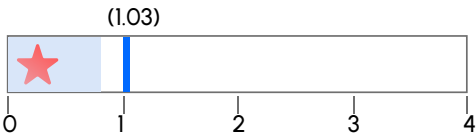
TECHNICAL CAPABILITIES



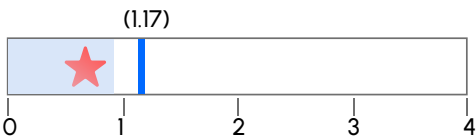
FOSTER TEAMWORK



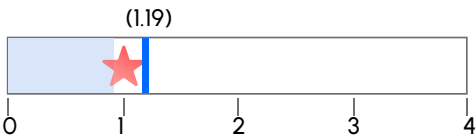
BUSINESS ACUMEN



COMMUNICATE WITH IMPACT



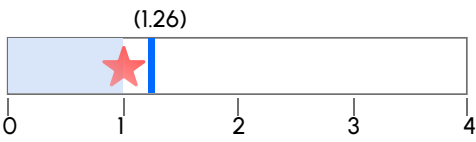
DEVELOP SELF AND OTHERS



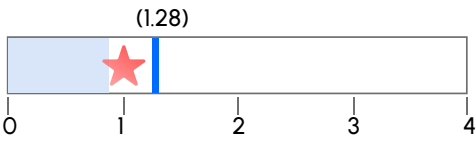
INNOVATIVE AND CRITICAL THINKING



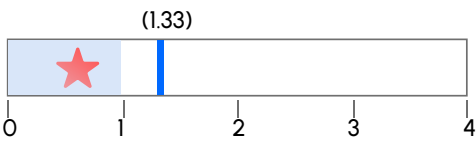
SETS CLEAR DIRECTIONS



CLIENT-FOCUSED



DRIVES FOR RESULT



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.67	-	1	2	-	-	-

Innovative and Critical Thinking

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

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

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

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

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

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

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

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

Foster Teamwork

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.67	-	1	2	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.67	-	1	2	-	-	-

Business Acumen

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	-	3	-	-
Subordinates	0.33	-	2	1	-	-	-

Client-Focused

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.67	-	1	2	-	-	-

Q16. Respond and Resolve client issues effectively?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.33	-	2	1	-	-	-

Q17. Demonstrate personal accountability to serve clients well?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.33	-	2	1	-	-	-

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.33	-	2	1	-	-	-

Sets Clear Directions

Q19. Take action despite ambiguity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	1	1	-	2	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	1	1	1	-	1
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	2.33	-	-	-	2	1	-
Subordinates	0.67	-	1	2	-	-	-

Drives For Result

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.67	-	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.75	-	1	1	-	2	-
Subordinates	0.33	-	2	1	-	-	-

Q26. Bring clarity and decisiveness during crisis management?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.75	-	1	-	2	1	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	2.67	-	-	-	2	-	1
Subordinates	0.33	-	2	1	-	-	-

Communicate With Impact

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.67	-	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.33	-	2	1	-	-	-

Develop Self And Others

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	2.67	-	-	-	1	2	-
Subordinates	0.33	-	2	1	-	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.33	-	2	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	1	1	1	1	-
Subordinates	0.67	-	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.67	-	-	1	2	-	-
Subordinates	0.33	-	2	1	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q7. Treat all team members in a respectful, courteous and professional manner?	0.75
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.88
Q9. Take accountability and ownership of his/her team's performance?	0.88
Q5. Challenge the status quo and push for positive change and impact?	1.00
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	1.00
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	1.00
Q13. Instill a business-oriented mindset that drives the business of YYC?	1.00
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	1.00
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.00
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.00
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	1.13
Q12. Keep up to date with business trends and industry development for potential business opportunities?	1.13
Q17. Demonstrate personal accountability to serve clients well?	1.13
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.13
Q26. Bring clarity and decisiveness during crisis management?	1.13

Q29. Convey persuasive thoughts and views with confidence and clarity?	1.13
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.13
Q34. Active listening, without making judgements, to help others explore solutions?	1.13
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	1.14
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.14
Q16. Respond and Resolve client issues effectively?	1.25
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	1.25
Q19. Take action despite ambiguity?	1.25
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	1.25
Q24. Deal in a clear, strong way with subordinates who are not performing?	1.25
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.25
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	1.29
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	1.38
Q23. Show initiative, energy and the feeling that the work must be done quickly?	1.38
Q25. Push himself/herself and others every day for results?	1.38
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.43
Q3. Develop well thought-out conclusions and solutioning plan?	1.50
Q15. Build cross functional team relationship that can effectively address the needs of clients?	1.50

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.57
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	1.71

QUALITATIVE FEEDBACK

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

- Commitment, Creative, Persistent, Perseverance
- Can execute on things she is clear with
- 1. Possess entrepreneurial mindset and ability to present big picture for clarity; Sporting and active in engaging with own team to build trust
- Can operate independently and responsible.
- Self initiated Independent Leading the com sec initiatives
- Resourceful and persuasive are her 2 top strengths She demonstrates her strengths through talks with confidence
- strong leadership skill and strong problem solving skill
- Positively impact and strong in execution

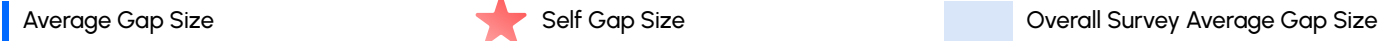
What are the 2 areas that the participant can develop to make him or her more effective in the organisation?

- Enhance Sales and Marketing skills
- To read more to improve business acumen and to meet more clients to get more intel
- 1. To keep communicating to cross departments on the changes happening among own team to better manage internal process flow and create positive client experience.
- Learn to be more resourceful when facing obstacles and gain business acumen
- Openness to feedback Honesty in giving feedback
- Clarity and decisiveness
- Time management in terms of email and message, Organize more activities that foster teamwork and strengthens the bonds within the team.
- Develop more mini Daphne

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

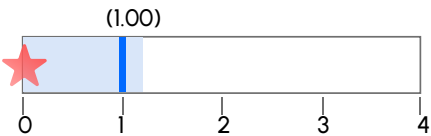
Strengths

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



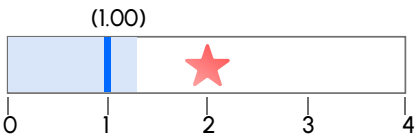
FOSTER TEAMWORK

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



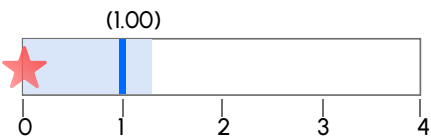
DEVELOP SELF AND OTHERS

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



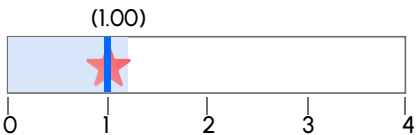
FOSTER TEAMWORK

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



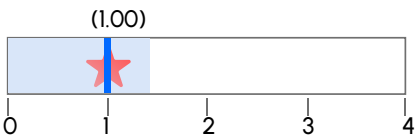
DEVELOP SELF AND OTHERS

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



SETS CLEAR DIRECTIONS

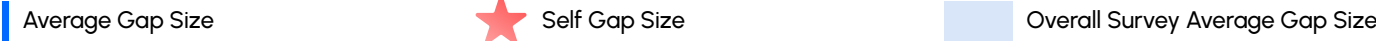
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

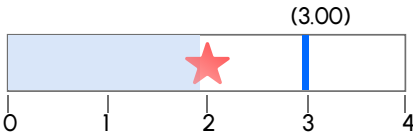
Development Needs

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



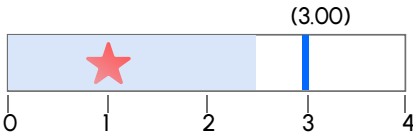
CLIENT-FOCUSED

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



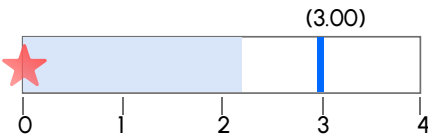
DEVELOP SELF AND OTHERS

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



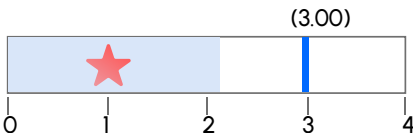
FOSTER TEAMWORK

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



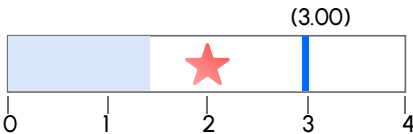
DRIVES FOR RESULT

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



CLIENT-FOCUSED

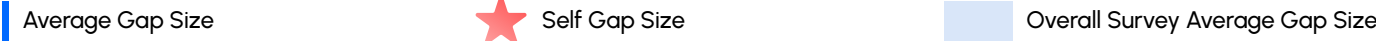
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

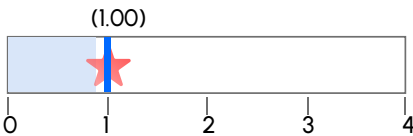
Strengths

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



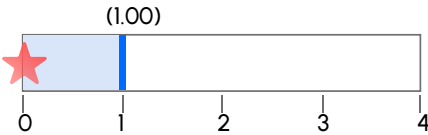
TECHNICAL CAPABILITIES

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



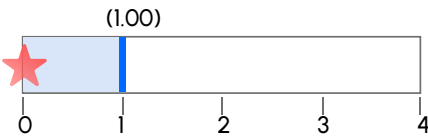
FOSTER TEAMWORK

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



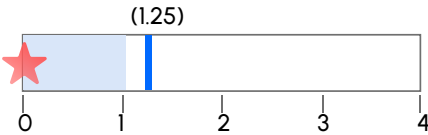
FOSTER TEAMWORK

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



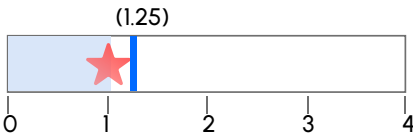
BUSINESS ACUMEN

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



TECHNICAL CAPABILITIES

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

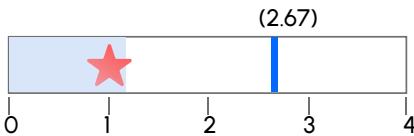
Development Needs

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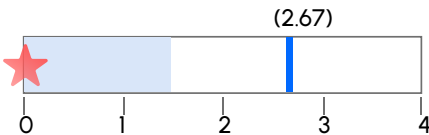
DEVELOP SELF AND OTHERS

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



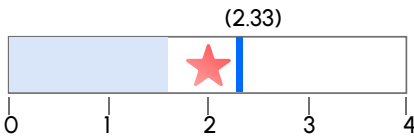
DRIVES FOR RESULT

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



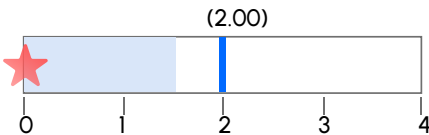
SETS CLEAR DIRECTIONS

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



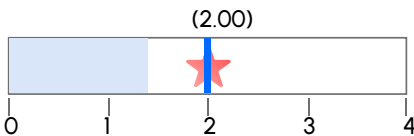
INNOVATIVE AND CRITICAL THINKING

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



DEVELOP SELF AND OTHERS

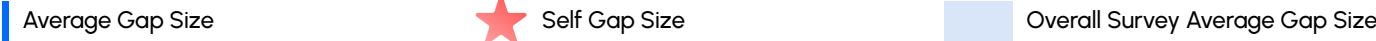
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

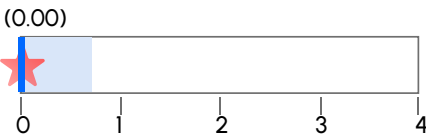
Strengths

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



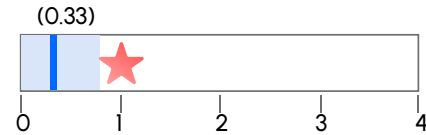
FOSTER TEAMWORK

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



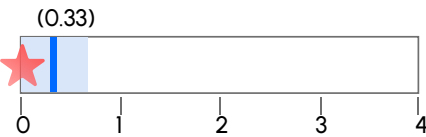
TECHNICAL CAPABILITIES

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



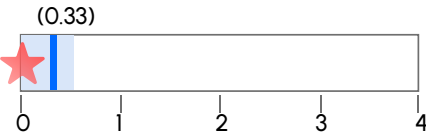
FOSTER TEAMWORK

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



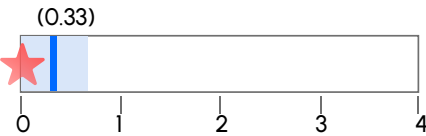
BUSINESS ACUMEN

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



SETS CLEAR DIRECTIONS

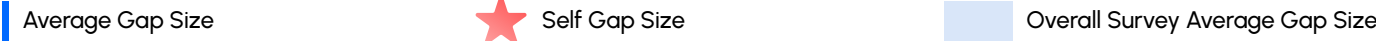
Q19. Take action despite ambiguity?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

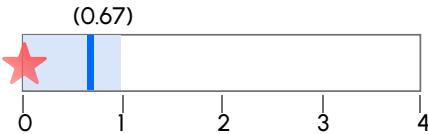
Development Needs

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



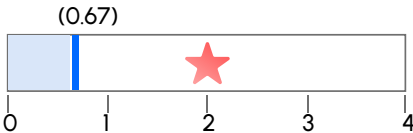
INNOVATIVE AND CRITICAL THINKING

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



CLIENT-FOCUSED

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



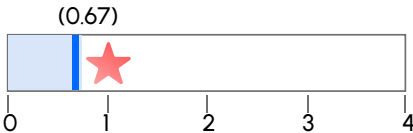
DRIVES FOR RESULT

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



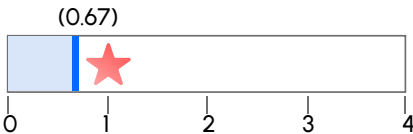
COMMUNICATE WITH IMPACT

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



TECHNICAL CAPABILITIES

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

TECHNICAL CAPABILITIES

Self Gap Size
 Average Gap Size

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



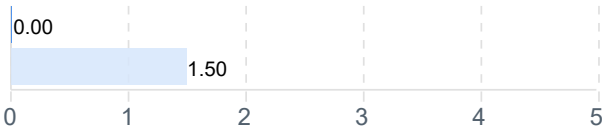
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



INNOVATIVE AND CRITICAL THINKING

Self Gap Size
 Average Gap Size

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



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



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



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



FOSTER TEAMWORK

Self Gap Size
 Average Gap Size

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



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



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



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



BUSINESS ACUMEN

Self Gap Size Average Gap Size

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



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



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



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



CLIENT-FOCUSED

Self Gap SizeAverage Gap Size

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



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



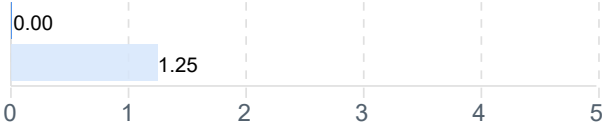
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



SETS CLEAR DIRECTIONS

Self Gap SizeAverage Gap Size

Q19. Take action despite ambiguity?



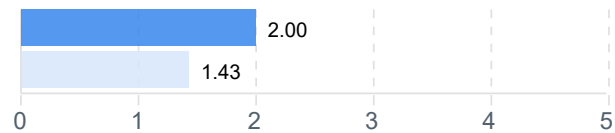
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



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



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



DRIVES FOR RESULT

Self Gap Size Average Gap Size

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



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



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



Q26. Bring clarity and decisiveness during crisis management?



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



COMMUNICATE WITH IMPACT

Self Gap Size Average Gap Size

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



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



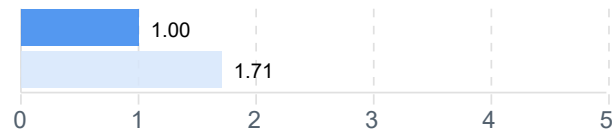
Q30. Express concept in writing, clearly, concisely and with positive impact?



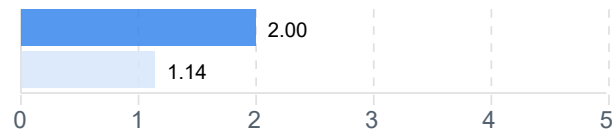
DEVELOP SELF AND OTHERS

Self Gap Size Average Gap Size

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



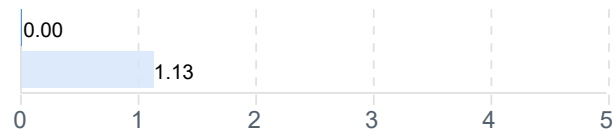
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



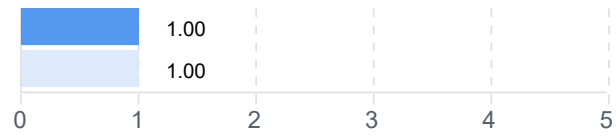
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

DRIVES FOR RESULT

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



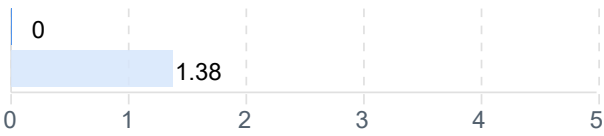
INNOVATIVE AND CRITICAL THINKING

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



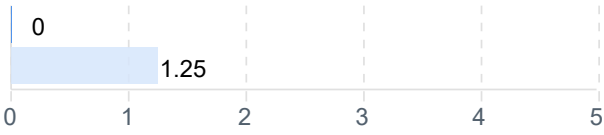
FOSTER TEAMWORK

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



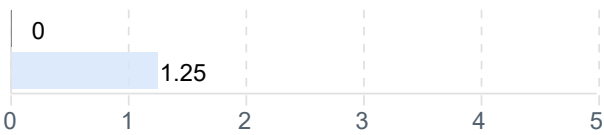
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

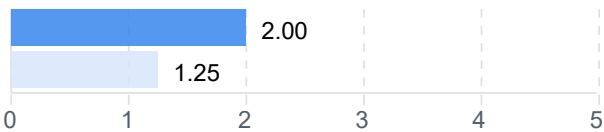
DEVELOP SELF AND OTHERS

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



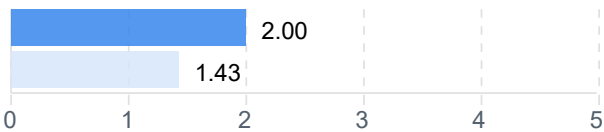
CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



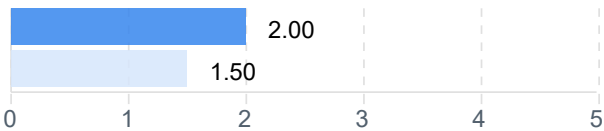
SETS CLEAR DIRECTIONS

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



CLIENT-FOCUSED

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

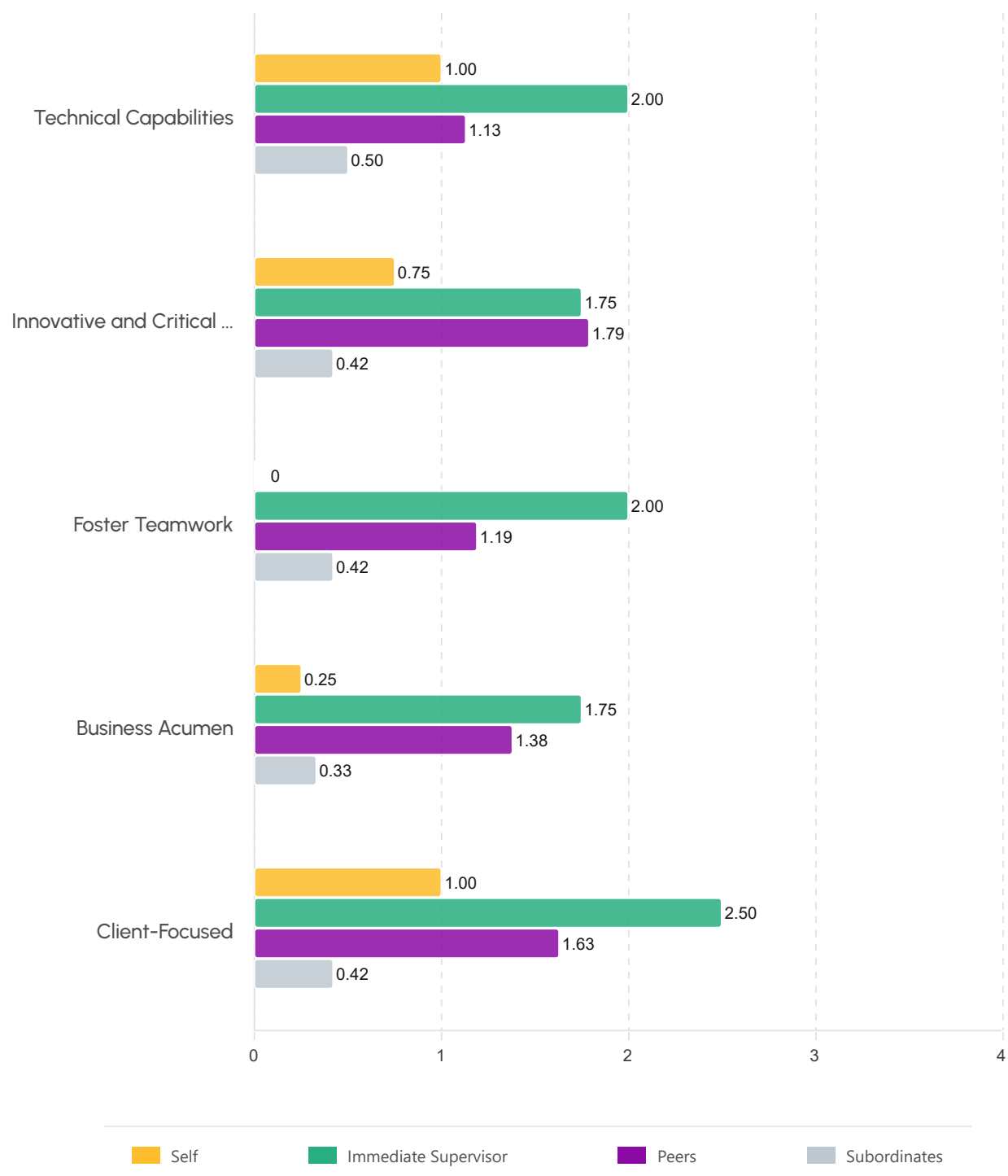


TECHNICAL CAPABILITIES

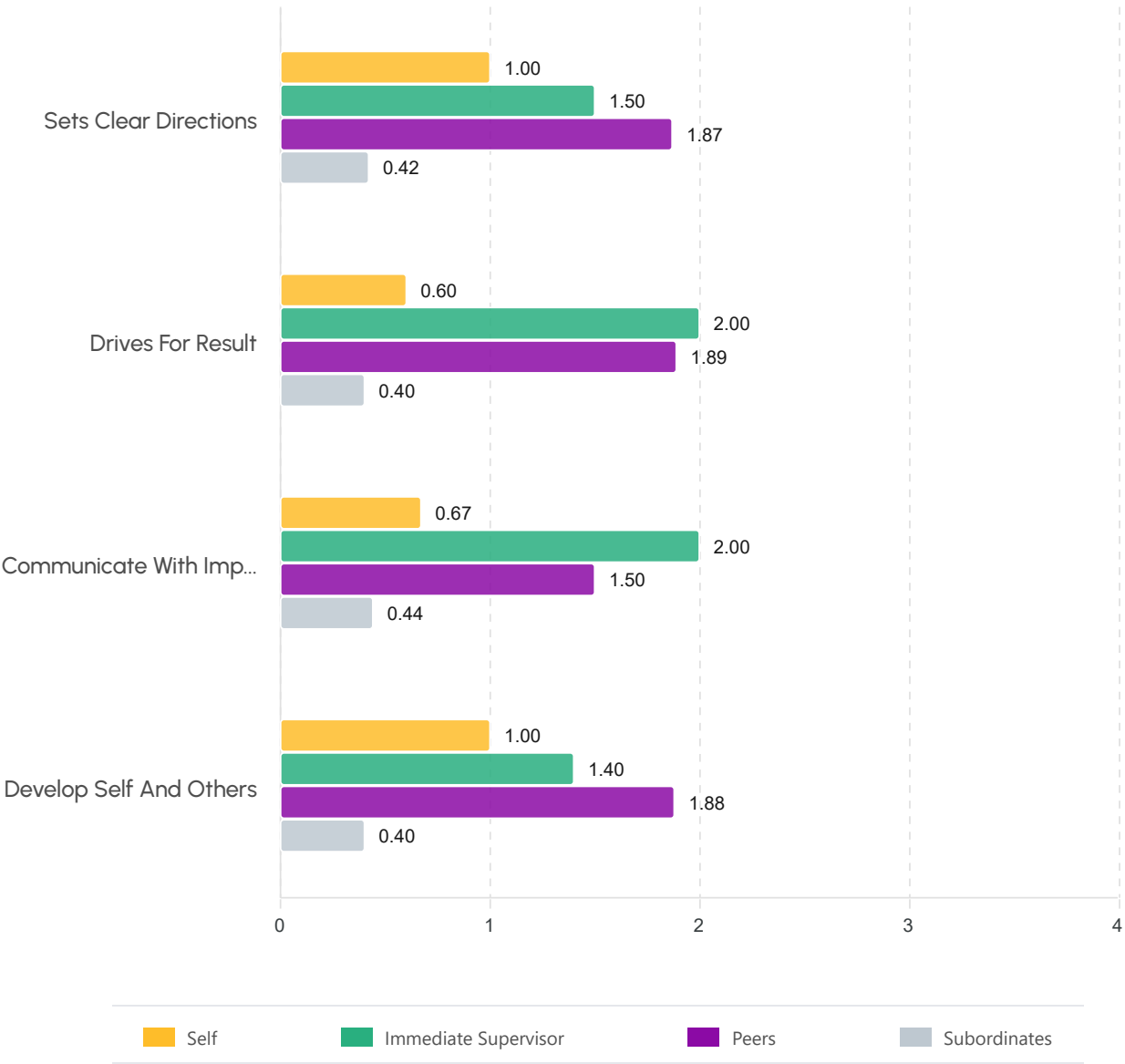
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



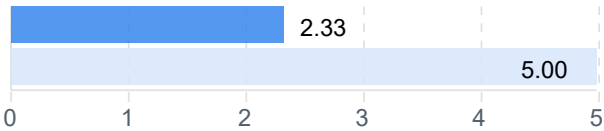
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

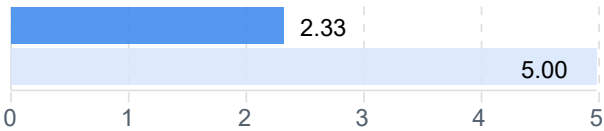
DEVELOP SELF AND OTHERS

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



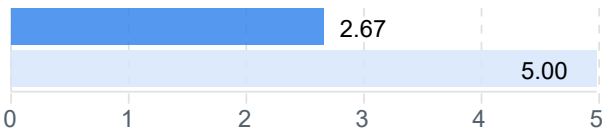
DRIVES FOR RESULT

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



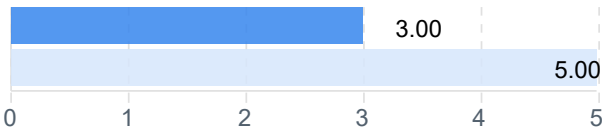
SETS CLEAR DIRECTIONS

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



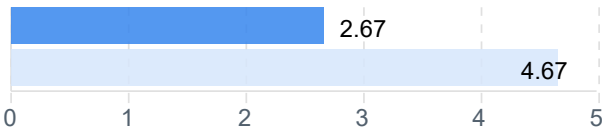
INNOVATIVE AND CRITICAL THINKING

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



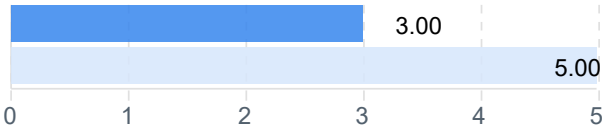
DEVELOP SELF AND OTHERS

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



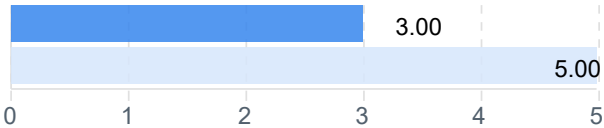
INNOVATIVE AND CRITICAL THINKING

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



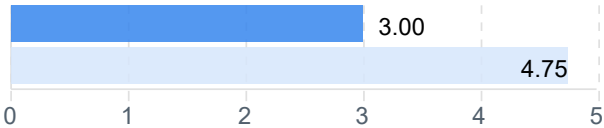
INNOVATIVE AND CRITICAL THINKING

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



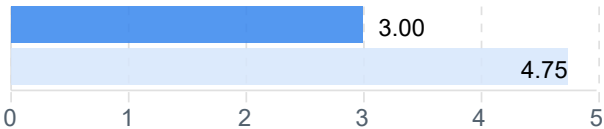
DRIVES FOR RESULT

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



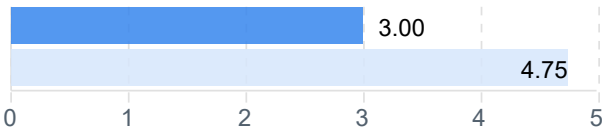
CLIENT-FOCUSED

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



CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



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

RATING FROM SUBORDINATES

Current Expected

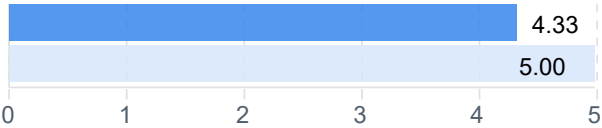
DRIVES FOR RESULT

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



COMMUNICATE WITH IMPACT

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



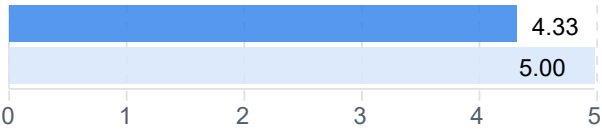
CLIENT-FOCUSED

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



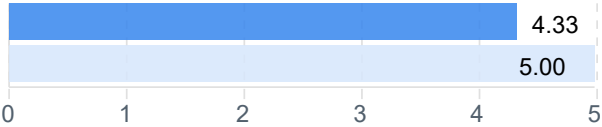
INNOVATIVE AND CRITICAL THINKING

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



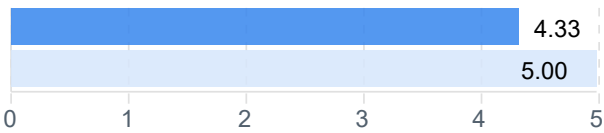
TECHNICAL CAPABILITIES

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



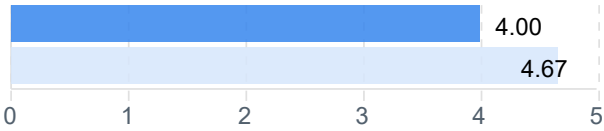
FOSTER TEAMWORK

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



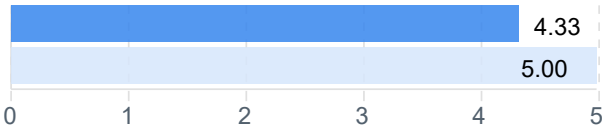
DEVELOP SELF AND OTHERS

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



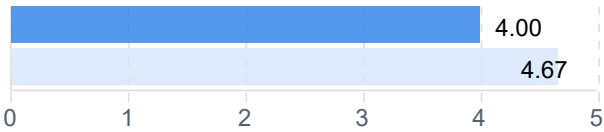
SETS CLEAR DIRECTIONS

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



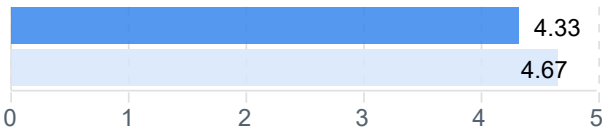
FOSTER TEAMWORK

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



FOSTER TEAMWORK

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



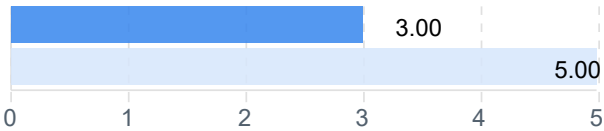
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

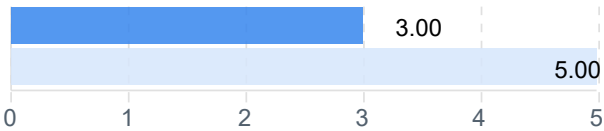
CLIENT-FOCUSED

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



DEVELOP SELF AND OTHERS

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



CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



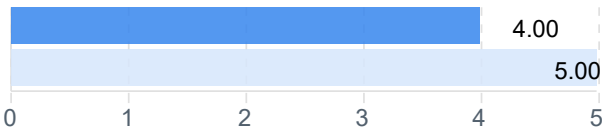
SETS CLEAR DIRECTIONS

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



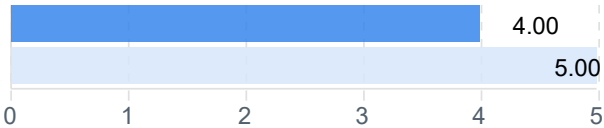
DRIVES FOR RESULT

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



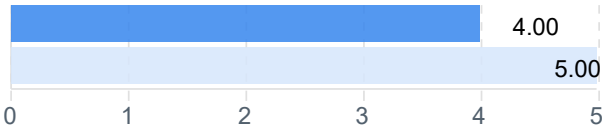
COMMUNICATE WITH IMPACT

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



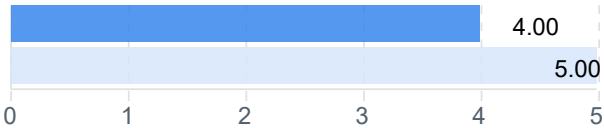
TECHNICAL CAPABILITIES

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



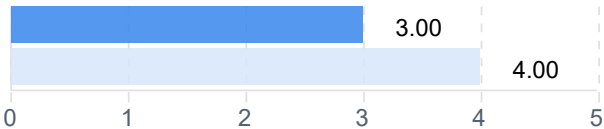
DEVELOP SELF AND OTHERS

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



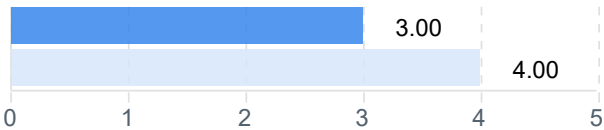
BUSINESS ACUMEN

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



SETS CLEAR DIRECTIONS

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



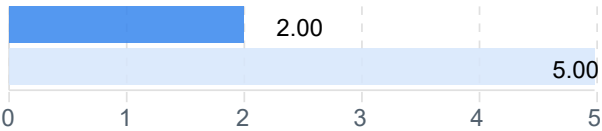
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

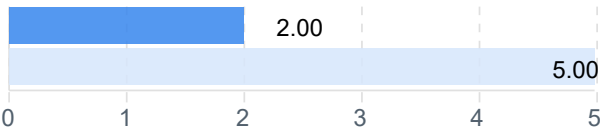
CLIENT-FOCUSED

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



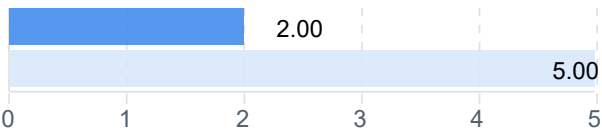
DEVELOP SELF AND OTHERS

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



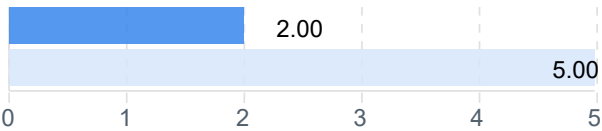
DRIVES FOR RESULT

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



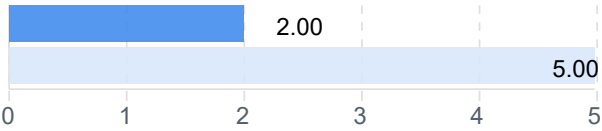
FOSTER TEAMWORK

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



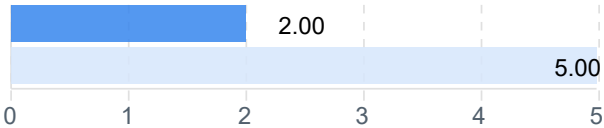
CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



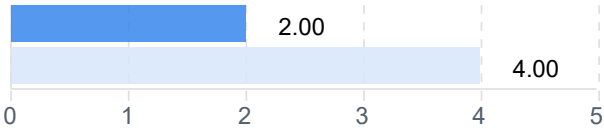
FOSTER TEAMWORK

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



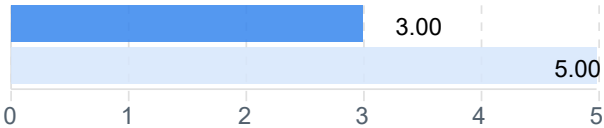
BUSINESS ACUMEN

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



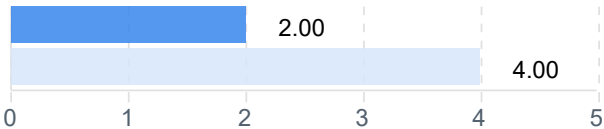
DRIVES FOR RESULT

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



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



COMMUNICATE WITH IMPACT

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

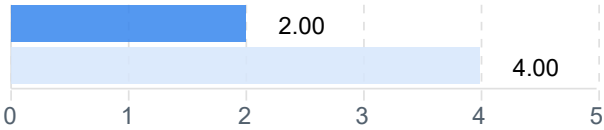


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	4.0	5.0	4.7	5.0	4.0	5.0	2.0	4.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	3.5	4.8	4.3	5.0	4.0	5.0	3.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	3.0	5.0	4.3	5.0	4.0	4.0	2.0	4.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	3.0	5.0	4.7	5.0	4.0	5.0	2.0	4.0
Q5. Challenge the status quo and push for positive change and impact?	3.8	5.0	4.7	5.0	3.0	4.0	2.0	4.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	3.0	5.0	4.7	5.0	3.0	4.0	3.0	4.0
Q7. Treat all team members in a respectful, courteous and professional manner?	3.8	4.8	4.3	4.7	4.0	4.0	3.0	4.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.5	4.8	4.3	5.0	4.0	4.0	3.0	4.0
Q9. Take accountability and ownership of his/her team's performance?	4.0	5.0	5.0	5.0	5.0	5.0	2.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	3.3	4.8	4.0	4.7	4.0	4.0	2.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	3.8	5.0	4.7	5.0	4.0	4.0	2.0	4.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	3.3	4.8	4.7	5.0	3.0	4.0	2.0	4.0
Q13. Instill a business-oriented mindset that drives the business of YYC?	3.8	5.0	4.7	5.0	4.0	4.0	2.0	4.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.5	5.0	4.7	5.0	4.0	4.0	3.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Build cross functional team relationship that can effectively address the needs of clients?	3.0	4.8	4.3	5.0	3.0	5.0	2.0	5.0
Q16. Respond and Resolve client issues effectively?	3.0	4.8	4.7	5.0	4.0	4.0	3.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	3.3	4.8	4.7	5.0	5.0	5.0	3.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	3.5	5.0	4.7	5.0	3.0	5.0	2.0	5.0
Q19. Take action despite ambiguity?	2.8	4.5	3.7	4.0	4.0	4.0	2.0	4.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.0	4.8	4.7	5.0	3.0	4.0	3.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	3.0	4.8	4.7	5.0	4.0	5.0	3.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	2.7	5.0	4.3	5.0	3.0	5.0	3.0	4.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.0	4.8	4.3	5.0	4.0	5.0	3.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.3	5.0	4.7	5.0	5.0	5.0	3.0	5.0
Q25. Push himself/herself and others every day for results?	2.8	4.5	4.7	5.0	3.0	4.0	2.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	3.0	4.8	4.7	5.0	4.0	5.0	3.0	4.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	2.3	5.0	4.7	5.0	5.0	5.0	3.0	5.0
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	3.3	4.8	4.3	5.0	4.0	5.0	2.0	4.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	3.5	5.0	4.7	5.0	4.0	4.0	2.0	4.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	3.0	4.5	4.7	5.0	4.0	5.0	2.0	4.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	2.3	5.0	4.7	5.0	4.0	5.0	2.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	2.7	4.7	4.7	5.0	3.0	5.0	3.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.0	4.7	4.7	5.0	4.0	5.0	3.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	3.0	4.5	4.0	4.7	4.0	4.0	3.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	3.0	4.7	4.7	5.0	4.0	5.0	3.0	4.0

* Responses based on Rating scale of 1-5