



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Kalpana G a/p Gnanachandran

Date: 19/07/2023

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

STRENGTHS AND DEVELOPMENT NEEDS

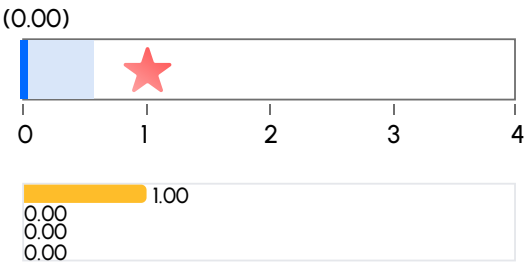
Strengths

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



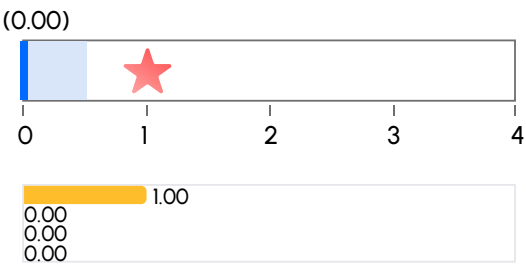
HOLISTIC THINKING

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



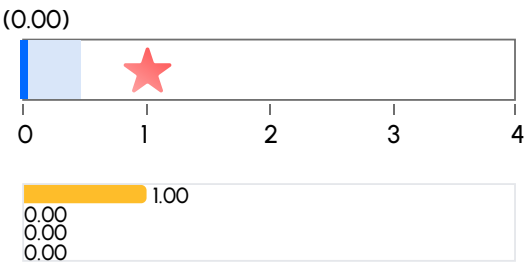
SPEAK UP

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



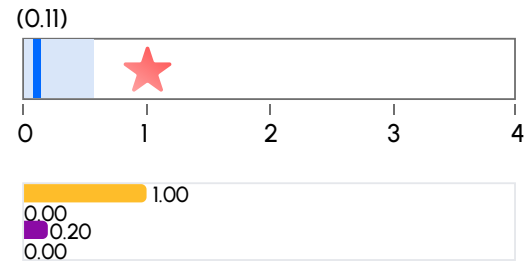
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



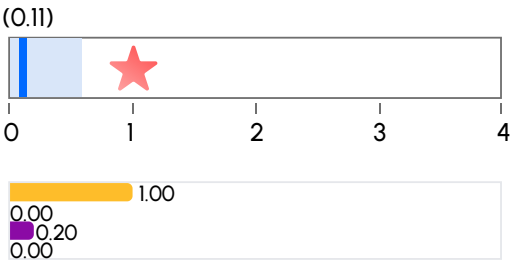
HOLISTIC THINKING

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



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS

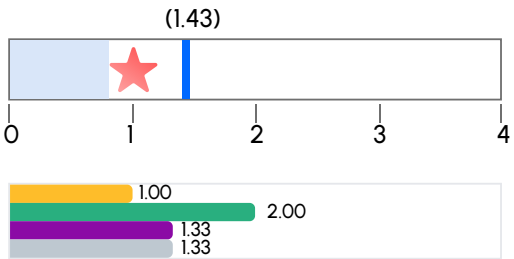
Development Needs

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



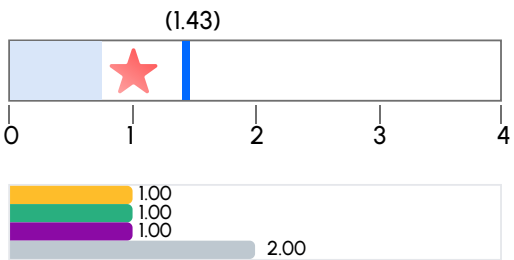
COURAGE TO ACT

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



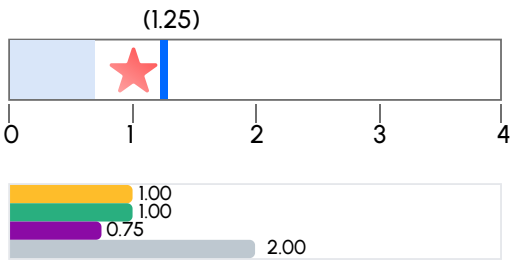
LIFELONG LEARNING

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



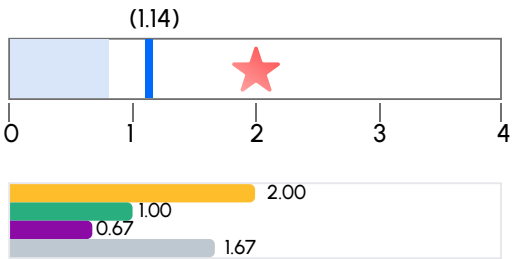
LIFELONG LEARNING

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



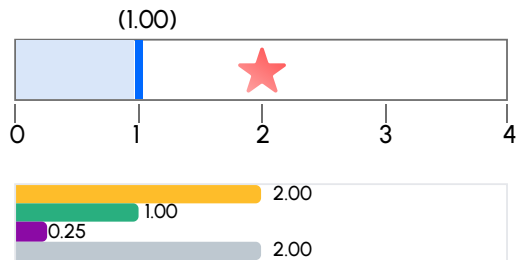
LIFELONG LEARNING

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

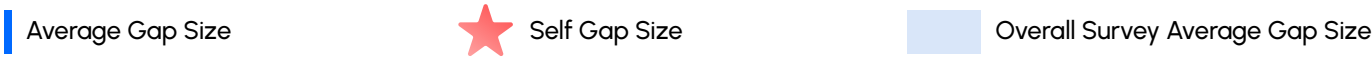


LIFELONG LEARNING

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



COMPETENCIES REPORT IN ASCENDING ORDER



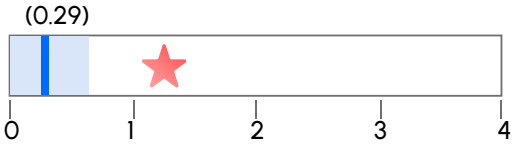
HOLISTIC THINKING



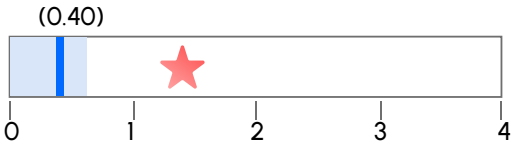
PURPOSEFUL PARTNERSHIP



AGILE MINDSET



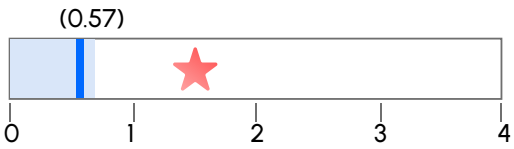
SPEAK UP



ENGAGE WITH EMPATHY



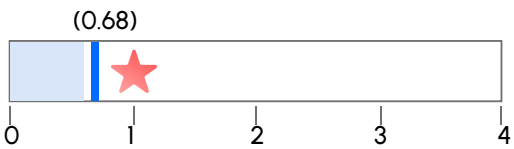
KNOW YOUR CUSTOMER



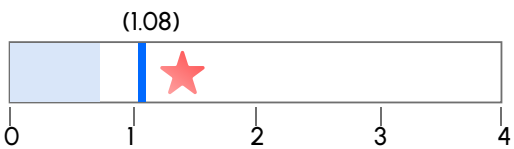
KEEP UP-TO-DATE



COURAGE TO ACT



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	0.20	-	4	1	-	-	-
Subordinates	0.00	-	3	-	-	-	-

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

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

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	0.75	-	2	1	1	-	-
Subordinates	0.33	-	2	1	-	-	-

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	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

Agile Mindset

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

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

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	1.00	-	-	1	-	-	-
Peers	0.00	-	5	-	-	-	-
Subordinates	0.67	-	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	3	-	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.33	-	2	1	-	-	-

Know Your Customer

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.33	-	2	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	0.60	-	2	3	-	-	-
Subordinates	1.67	-	-	1	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	1.00	-	-	1	-	-	-
Peers	0.40	-	3	2	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.40	-	3	2	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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	0.25	-	3	1	-	-	-
Subordinates	1.00	-	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	2	-	-	1	-

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

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

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	0.40	-	3	2	-	-	-
Subordinates	1.33	-	1	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	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	3	-	-	-	-

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

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

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

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

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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	5	-	-	-	-
Subordinates	1.33	-	1	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	0.00	-	5	-	-	-	-
Subordinates	0.67	-	2	-	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.40	-	3	2	-	-	-
Subordinates	0.67	-	2	-	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	0.00	-	1	-	-	-	-
Peers	0.00	-	5	-	-	-	-
Subordinates	0.00	-	3	-	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.67	-	1	2	-	-	-

Courage To Act

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

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

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

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

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

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

Keep Up-to-date

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	2.00	-	-	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.67	-	2	-	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	0.75	-	2	1	1	-	-
Subordinates	2.00	-	-	1	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	2.00	-	-	1	1	1	-

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.67	-	-	2	-	1	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.00
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.00
Q29. Maintain focus to deliver the chosen strategy.	0.00
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.11
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.11
Q15. Share similar experiences that may be adapted to their work circumstances.	0.11
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.11
Q18. Leverage one's network and connection to gather market data.	0.11
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.22
Q6. Ensure change plans are executed effectively and in a timely manner.	0.33
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.33
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.33
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.33
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.33

Q4. Manage teams' resources to collate information from multiple sources.	0.38
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.44
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.44
Q8. Provide coaching to help others adapt and be more versatile.	0.50
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.50
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.50
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.50
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.56
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.56
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.56
Q3. Identify new possibilities to address current business issues.	0.63
Q16. Empathise whilst balancing the need of individuals and the business.	0.67
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.67
Q38. Make effort to teach / coach/ mentor team members.	0.67
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.75
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.78

Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.78
Q28. Encourage and value innovative ideas and suggestions from others.	0.88
Q30. Give space for self and team members to take risks and learn from mistakes.	0.88
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.89
Q36. Purposefully manage career development and professional growth of team members.	1.00
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.14
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.25
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.43
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.43

QUALITATIVE FEEDBACK

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

- Kalpana has had the experience of covering all 3 private markets asset classes (Real Estate, Private Equity and Infrastructure). Kalpana has decided to focus on Real Estate as her specialisation. Kalpana is one of the very rare persons within EPF Investments that has shown a fine balance between great technical skills and excellent soft skills (50%-50%)
- High level of empathy towards colleagues and teammates. Confident in presenting and conveying messages across.
- 1) Accountability - Her ability to take accountability for every success and failures occur within the team. She is not afraid to be upfront and own up to the mistakes and deal with the issues promptly. She is someone who demonstrate a strong work ethic and motivates the team to get things done. 2) Communication skills - She is a strong communicator which is essential to be an effective leader. Her ability to choose words and expressions which suit the situation and always conscious about others' body language has
- This person has a very deep market knowledge and experience. This person is flexible in changing her strategy when the situation calls for it.
- Approachable - constantly interact with the team and I am open to hearing views. The team often approaches me for guidance. Experienced - I am open to sharing my experiences either in IB or on a one-to-one basis.
- 1. Good knowledge in Real Estate Investments and able to provide guidance to her team members 2. Good communicator, maintain excellent relationship with Management and team members
- 1) Deep passion for work: Proven not in just quantitative results but also in terms of accountability 2) Emotional intelligence: Guides rather than direct and not just her team members but others as well.
- 1. Resilient / Leading by Example - High perseverance and patience in work projects and with people. Always staying strong for the team and bouncing back despite challenges in order to achieve objectives. Demonstrated in day-to-day challenges (including people matters), where some projects need a long time to complete. 2. Hands-on Problem-Solver / Coach / Insightful - Very hands-on in work matters, provides solutions when challenges arise, always there for the team. At the same time, coaches and provides insights in an honest manner to the team on how to overcome problems on their own.
- - Transparent and honest communication : Being transparent with the team when it comes to conveying message/feedback from management. - Integrity: Never compromise her integrity and is always choosing to be ethical and morally grounded.

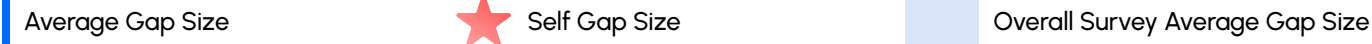
What are the 2 areas that the participant can develop to make him or her more effective in the organisation?

- I would like to see Kalpana strengthen her 1. Coaching skills 2. Negotiation skills
- To be less risk averse and learn to take risks to improve and innovate. To challenge status quo in order to change for the better.
- Overcautious when it comes to people's perception and comments made which resulted to a confined/stringent rule to be applied to the team which may cause emotional distress. Approachable - Sometimes may come across as too strong which making it less likely for the team members feeling comfortable to present their perspectives
- This person needs to improve her succession planning. She needs to nurture younger team members to be as effective as her as well as provide exposure to younger team members to her market.
- To be less emotional in managing the team and my work, at times I let my emotions drive my decisions. To be able to guide the team on how to path their careers better.
- 1. To maintain a healthy work-life balance, prioritize self-care and engage more in activities out of work 2. To gain comprehensive understanding of a situation to avoid biases
- 1) Empowers team members more through building their capabilities and encouraging accountabilities 2) Strategic thinking around internal processes and technological advancement to external factors
- Holds self and others to very high standards for all matters - which sometimes means less flexibility across the board. Perhaps can have more time on leadership grooming for team - although it does happen on ad-hoc basis already.
- - Encouraging the career development and professional growth for the team. Creating opportunities for the team that would allow the team to grow, learn and develop more skills like by providing more exposure to on the ground job training. - Fostering empowerment amongst team members by giving them equal decision-making opportunities and guiding the team members to use their judgment and expertise to develop solutions.

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

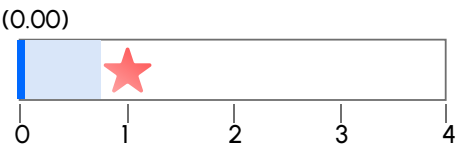
Strengths

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



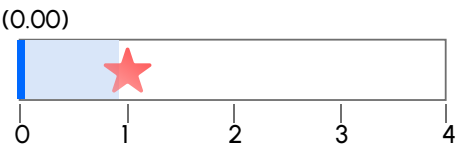
ENGAGE WITH EMPATHY

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



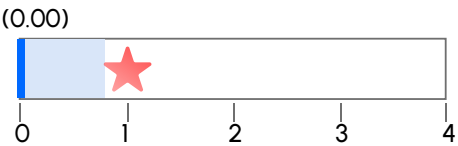
KNOW YOUR CUSTOMER

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



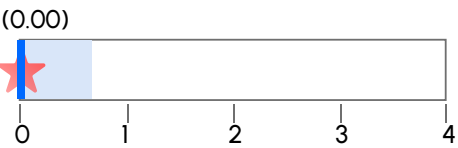
HOLISTIC THINKING

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



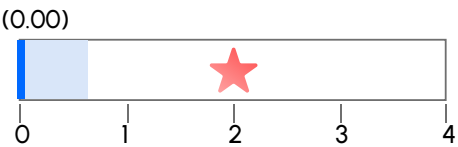
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



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.

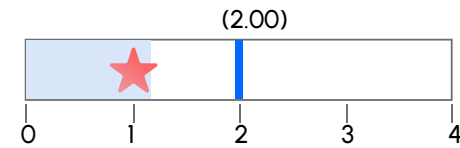
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

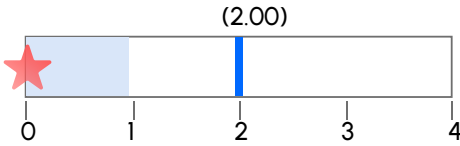
COURAGE TO ACT

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



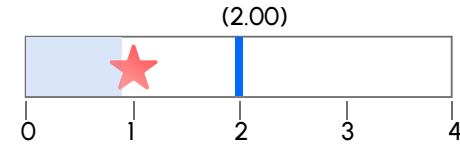
KEEP UP-TO-DATE

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



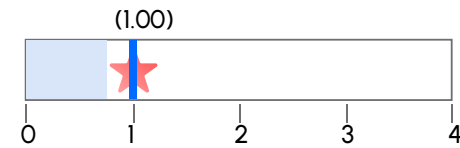
COURAGE TO ACT

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



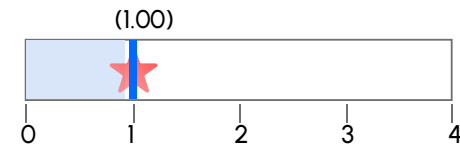
SPEAK UP

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



LIFELONG LEARNING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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

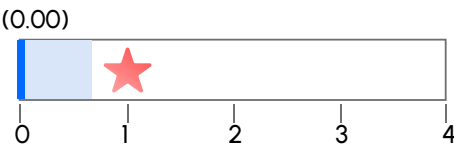
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

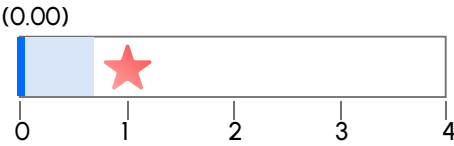
SPEAK UP

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



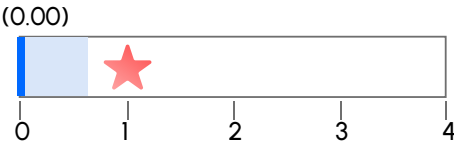
HOLISTIC THINKING

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



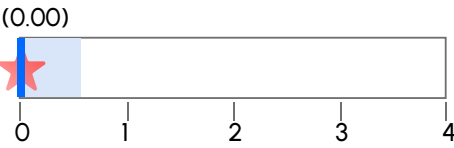
AGILE MINDSET

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



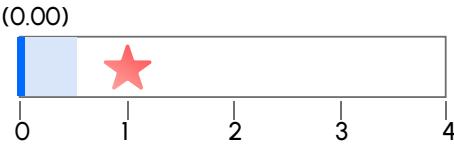
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



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.

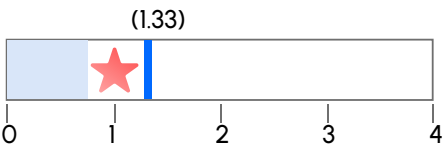
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

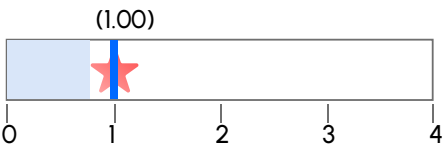
COURAGE TO ACT

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



LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



LIFELONG LEARNING

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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

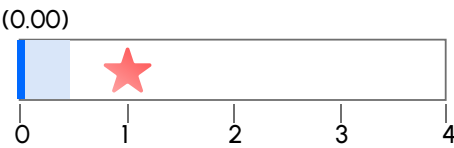
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

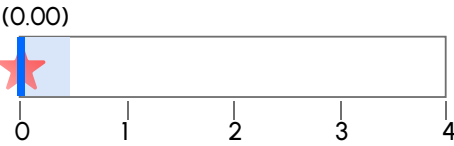
HOLISTIC THINKING

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



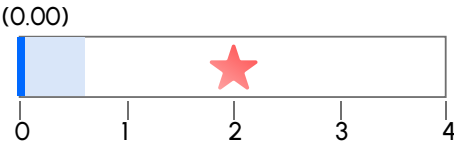
PURPOSEFUL PARTNERSHIP

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



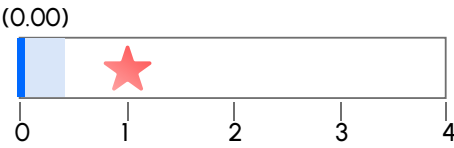
AGILE MINDSET

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



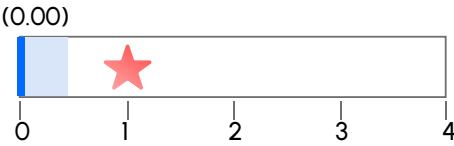
HOLISTIC THINKING

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



COURAGE TO ACT

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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

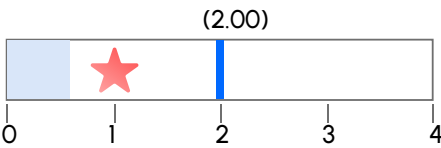
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

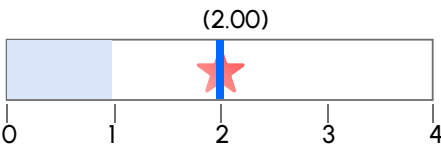
LIFELONG LEARNING

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



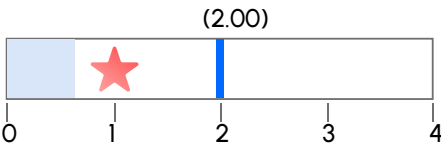
LIFELONG LEARNING

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



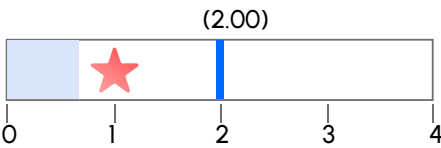
KEEP UP-TO-DATE

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



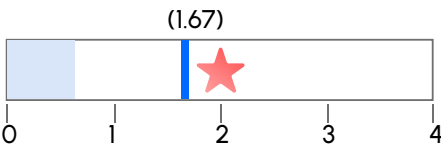
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



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.



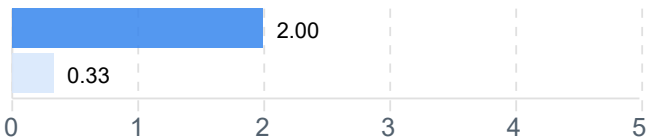
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.



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.



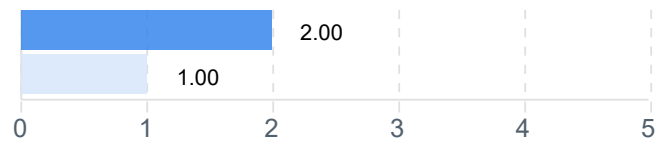
LIFELONG LEARNING

■ 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.



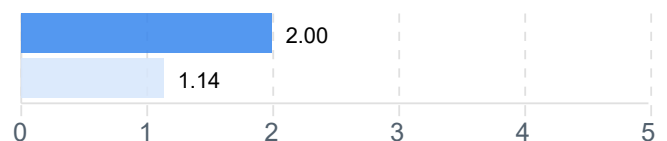
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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

KEEP UP-TO-DATE

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



HOLISTIC THINKING

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



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.



ENGAGE WITH EMPATHY

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



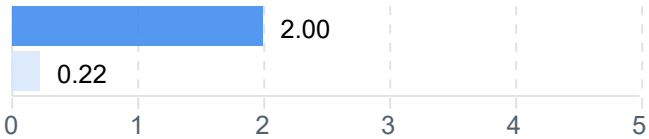
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

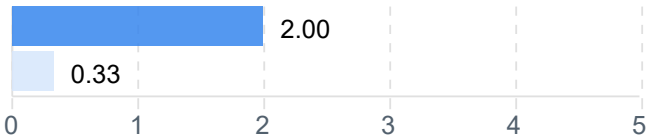
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



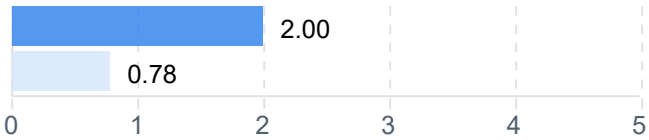
SPEAK UP

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



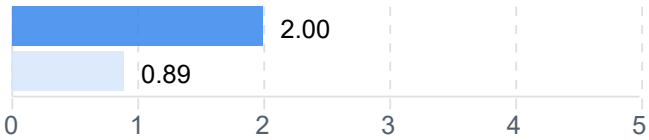
SPEAK UP

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

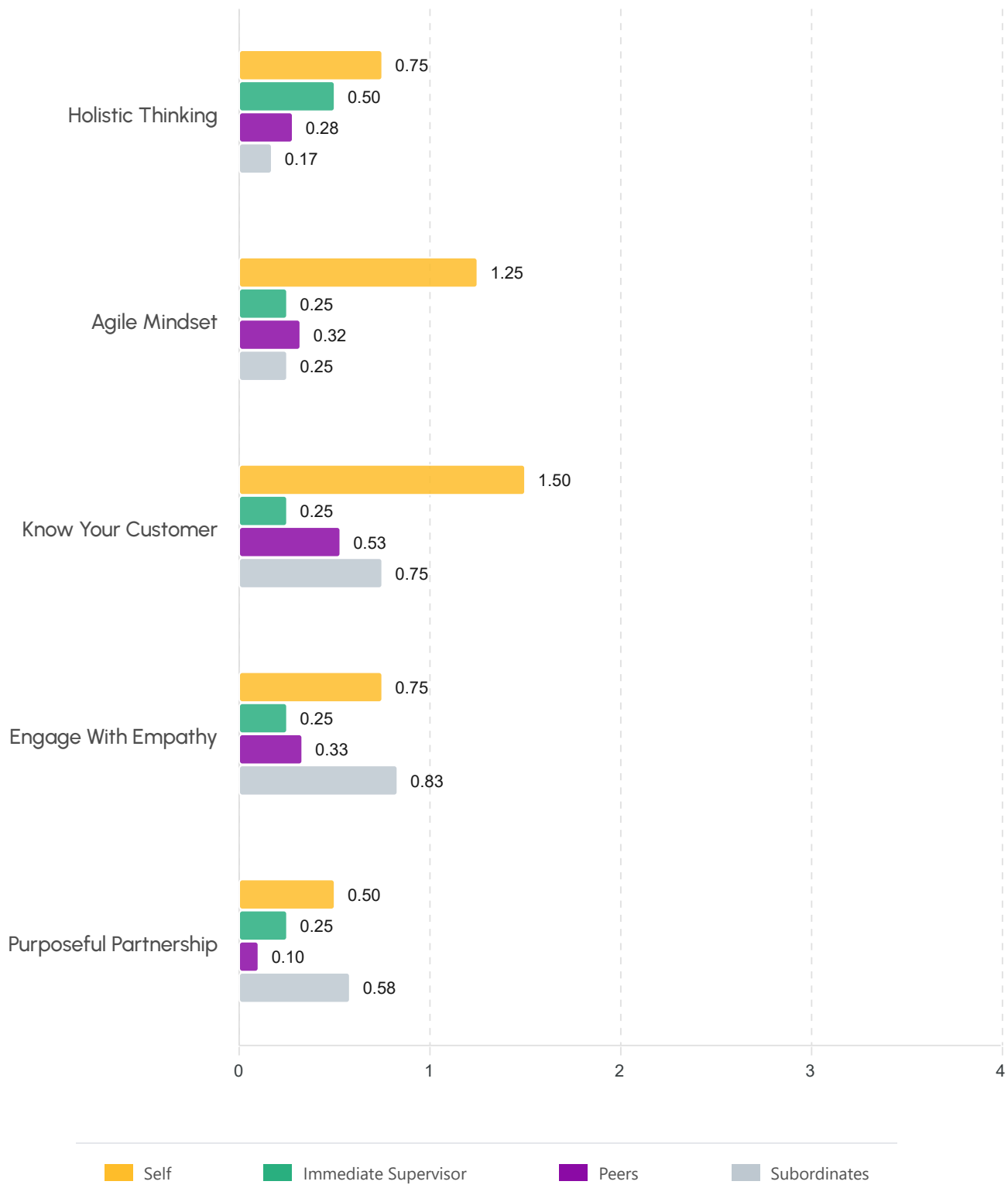


KNOW YOUR CUSTOMER

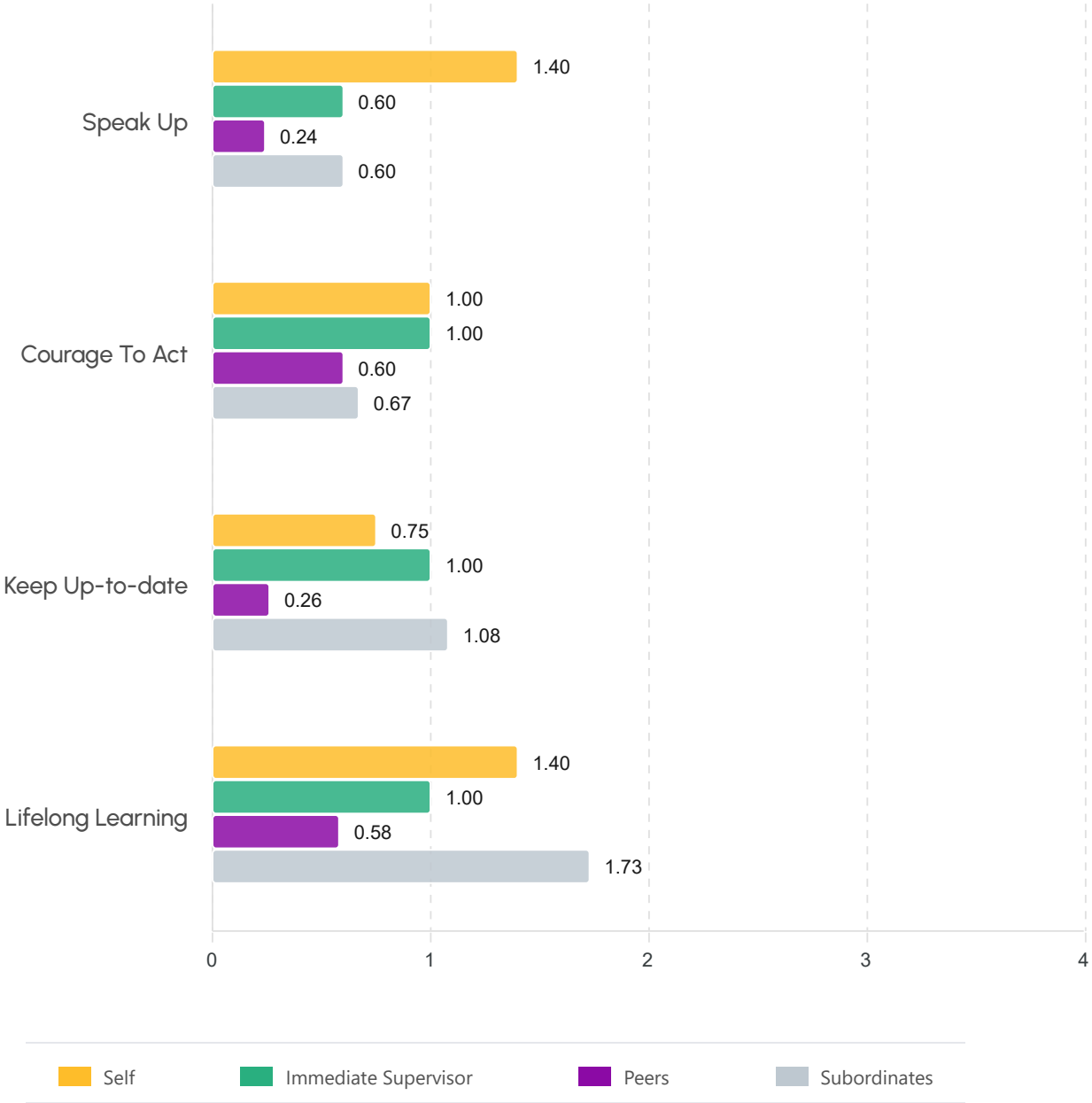
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



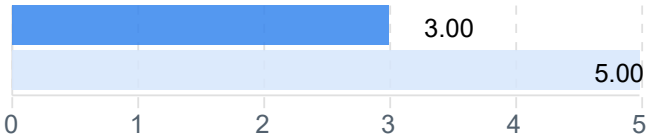
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

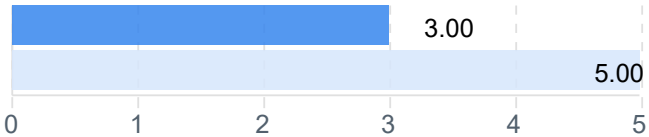
LIFELONG LEARNING

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



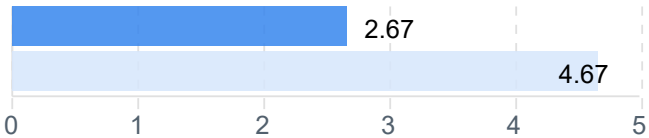
LIFELONG LEARNING

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



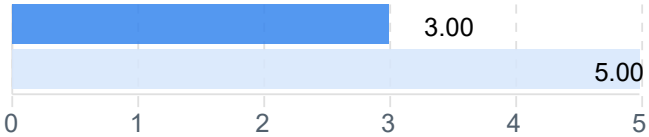
KEEP UP-TO-DATE

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



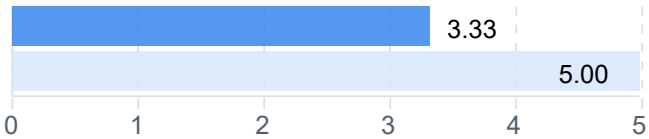
LIFELONG LEARNING

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



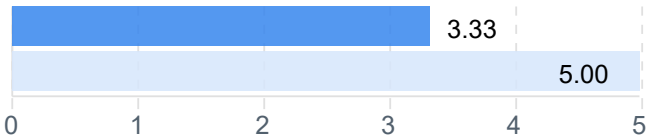
KNOW YOUR CUSTOMER

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



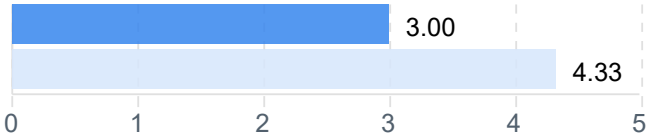
LIFELONG LEARNING

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



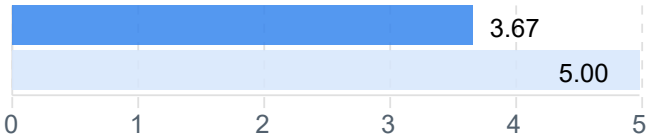
COURAGE TO ACT

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



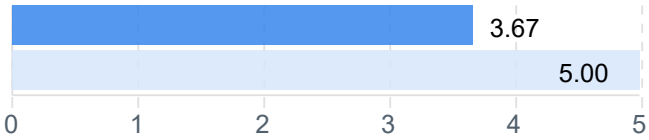
ENGAGE WITH EMPATHY

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



PURPOSEFUL PARTNERSHIP

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



ENGAGE WITH EMPATHY

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



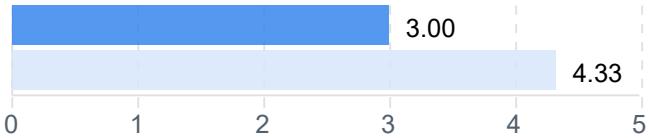
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

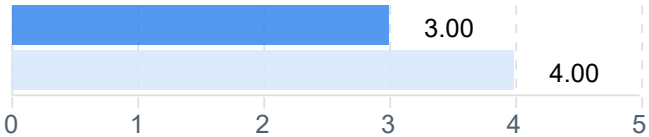
COURAGE TO ACT

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



LIFELONG LEARNING

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



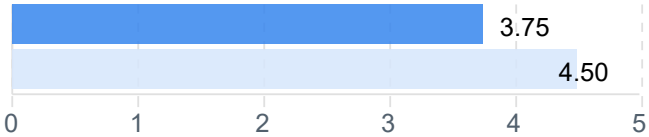
LIFELONG LEARNING

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



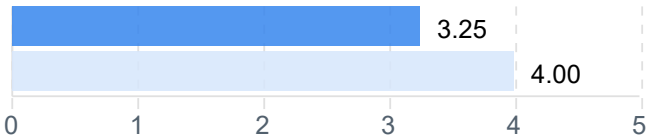
KNOW YOUR CUSTOMER

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



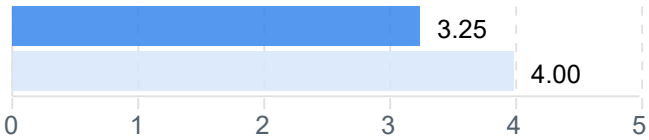
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



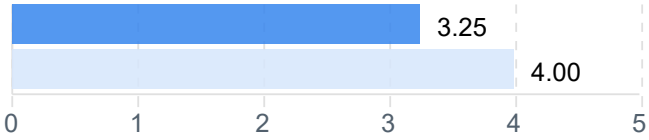
AGILE MINDSET

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



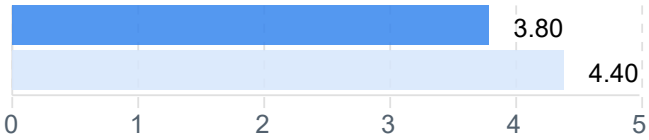
COURAGE TO ACT

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



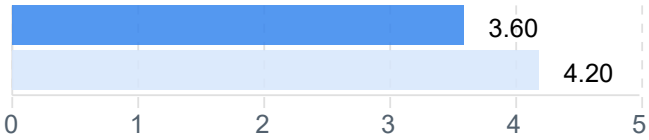
COURAGE TO ACT

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



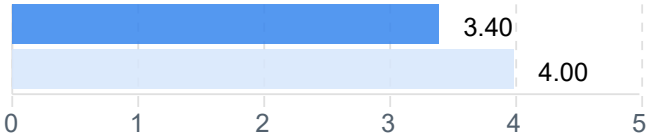
KNOW YOUR CUSTOMER

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



SPEAK UP

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



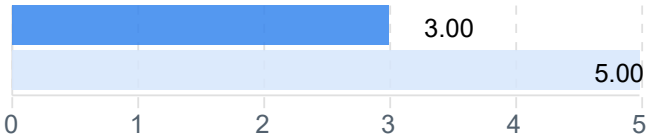
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

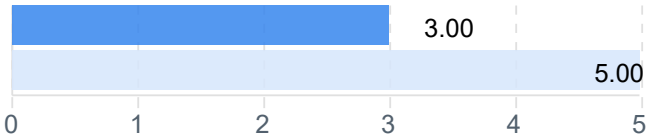
COURAGE TO ACT

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



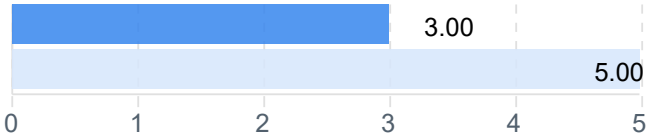
KEEP UP-TO-DATE

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



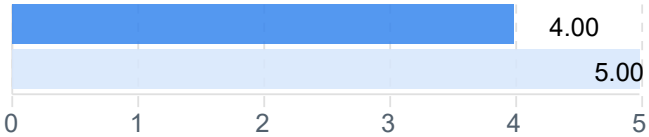
COURAGE TO ACT

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



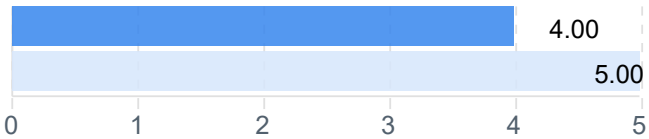
LIFELONG LEARNING

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



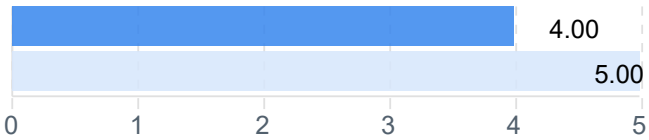
KEEP UP-TO-DATE

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



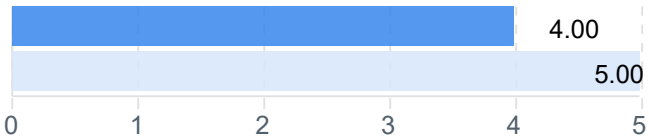
SPEAK UP

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



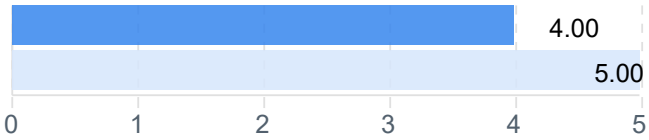
ENGAGE WITH EMPATHY

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



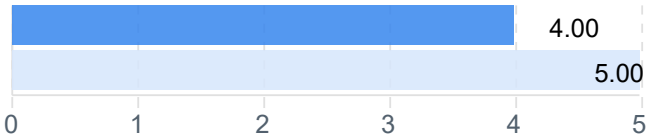
LIFELONG LEARNING

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



AGILE MINDSET

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



SPEAK UP

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



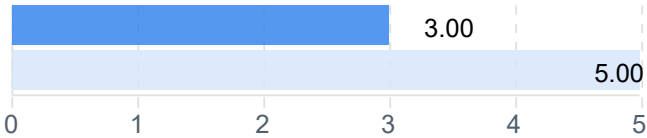
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

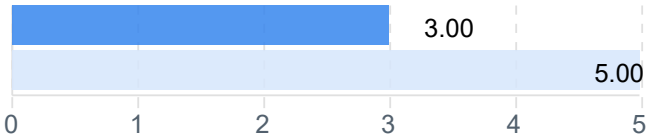
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



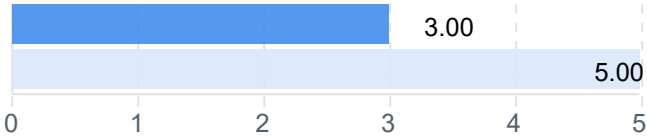
LIFELONG LEARNING

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



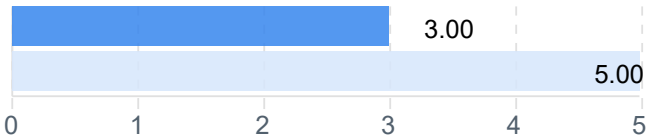
SPEAK UP

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



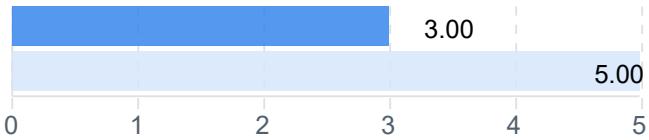
KNOW YOUR CUSTOMER

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



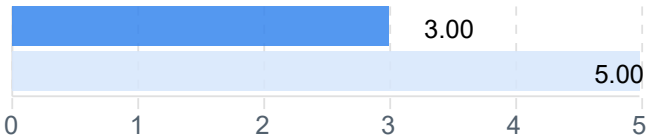
SPEAK UP

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



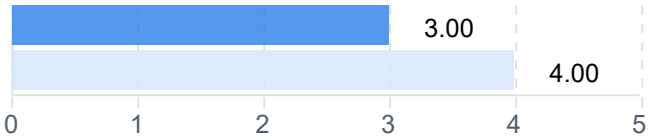
LIFELONG LEARNING

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



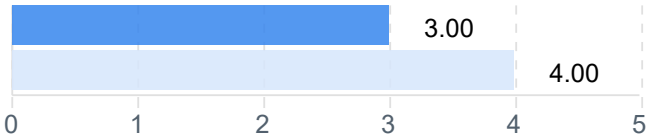
COURAGE TO ACT

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.



KEEP UP-TO-DATE

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

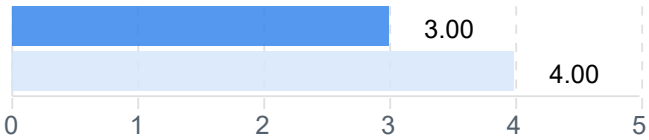


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

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

How often does this person demonstrate the following -	Subordinates		Peers		Immediate Supervisor		Self	
	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.	4.0	5.0	4.0	4.3	5.0	5.0	4.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	5.0	3.8	4.3	4.0	5.0	4.0	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	5.0	5.0	4.4	4.6	5.0	5.0	5.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.7	5.0	4.0	4.4	4.0	4.0	4.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.7	4.7	4.4	4.6	5.0	5.0	4.0	4.0
Q18. Leverage one's network and connection to gather market data.	4.7	5.0	4.4	4.4	5.0	5.0	5.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.3	5.0	4.2	4.4	4.0	5.0	4.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.7	5.0	4.4	4.4	5.0	5.0	4.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.3	5.0	4.4	4.4	4.0	5.0	4.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	5.0	3.4	4.0	4.0	5.0	3.0	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.3	5.0	4.0	4.4	4.0	5.0	4.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	5.0	5.0	4.8	4.8	4.0	4.0	4.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.7	4.3	4.2	4.4	4.0	4.0	3.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.0	4.3	3.0	4.3	3.0	5.0	3.0	4.0

How often does this person demonstrate the following -	Subordinates		Peers		Immediate Supervisor		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	5.0	5.0	3.8	4.4	5.0	5.0	3.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	3.8	4.3	3.0	5.0	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.7	4.7	4.8	4.8	5.0	5.0	4.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	3.3	4.0	4.0	5.0	2.0	3.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	4.7	4.2	4.6	4.0	5.0	3.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.0	5.0	4.2	4.4	3.0	5.0	4.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	2.7	4.7	4.0	4.2	5.0	5.0	4.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.3	5.0	4.0	4.3	4.0	5.0	4.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	5.0	3.5	4.3	4.0	5.0	3.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	3.0	5.0	4.0	4.3	4.0	5.0	3.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	5.0	3.0	4.0	4.0	5.0	3.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	4.0	5.0	4.2	4.6	4.0	5.0	4.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.3	5.0	3.7	4.3	4.0	5.0	3.0	5.0

* Responses based on Rating scale of 1-5