



---

## INSIGHT 360 FEEDBACK FOR LEADERS

**Company Name:** EPF

**Date:** 02/08/2023

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

## STRENGTHS AND DEVELOPMENT NEEDS

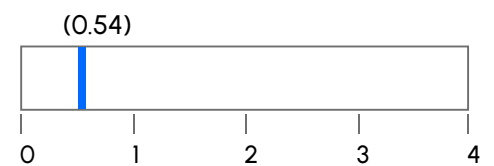
### Group Strengths

These practices were identified by all raters as the Group's Strengths. They have the smallest Average Gap Size.

Average Gap Size

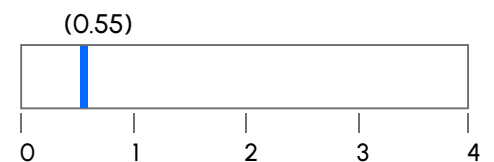
#### COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



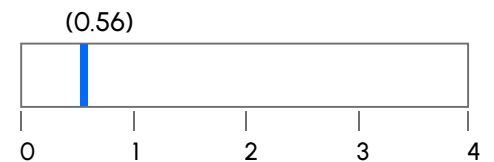
#### ENGAGE WITH EMPATHY

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



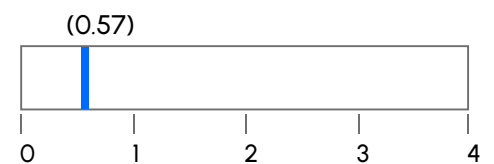
#### AGILE MINDSET

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



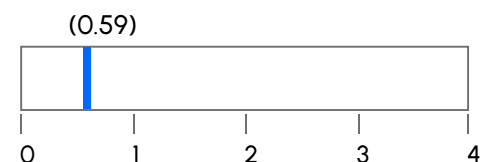
#### HOLISTIC THINKING

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



#### HOLISTIC THINKING

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



## STRENGTHS AND DEVELOPMENT NEEDS

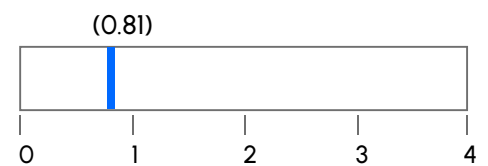
### Group Development Needs

These practices were identified by all raters as the Group's Development Needs. They have the Largest Average Gap Size.

Average Gap Size

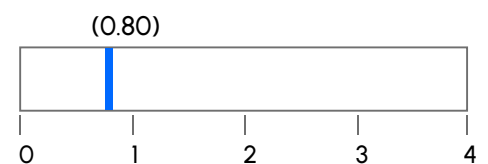
#### AGILE MINDSET

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



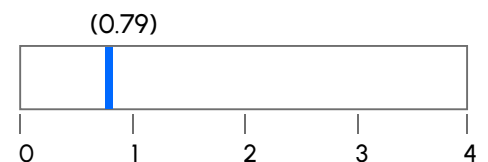
#### LIFELONG LEARNING

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



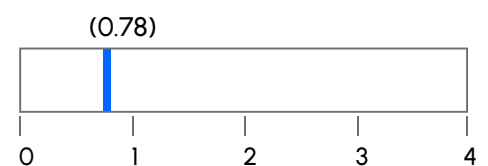
#### ENGAGE WITH EMPATHY

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



#### PURPOSEFUL PARTNERSHIP

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



#### SPEAK UP

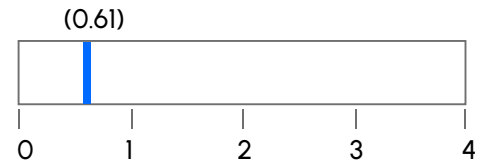
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



## COMPETENCIES REPORT IN SURVEY SEQUENCE

Average Gap Size

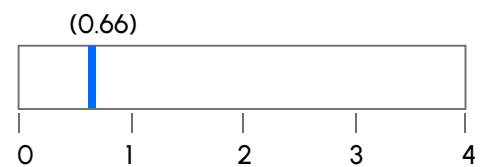
HOLISTIC THINKING



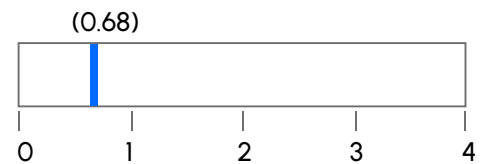
AGILE MINDSET



KNOW YOUR CUSTOMER



ENGAGE WITH EMPATHY



PURPOSEFUL PARTNERSHIP



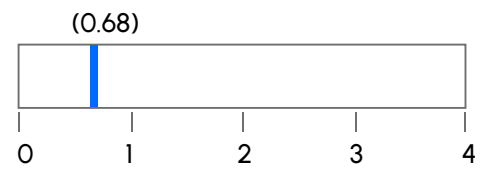
SPEAK UP



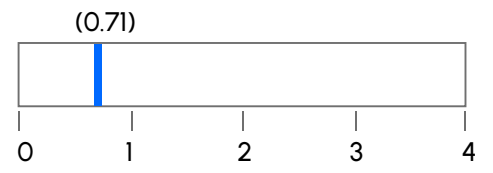
COURAGE TO ACT



KEEP UP-TO-DATE



LIFELONG LEARNING



## COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

HOLISTIC THINKING



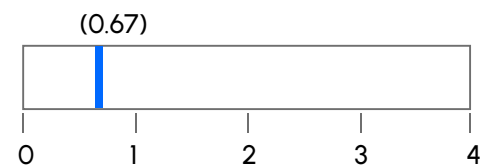
COURAGE TO ACT



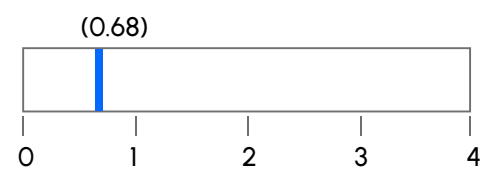
KNOW YOUR CUSTOMER



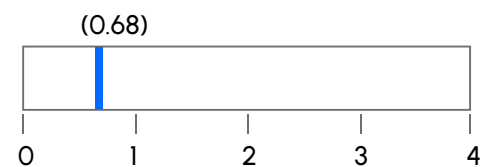
PURPOSEFUL PARTNERSHIP



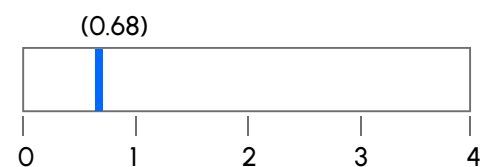
ENGAGE WITH EMPATHY



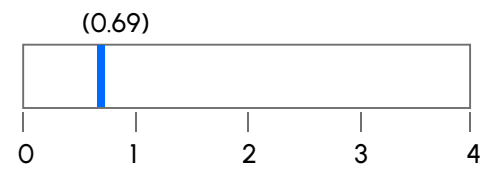
SPEAK UP



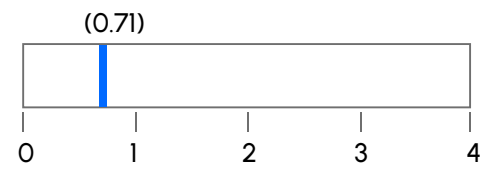
KEEP UP-TO-DATE



AGILE MINDSET



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	0.62	0%	41%	55%	3%	0%	0%
Immediate Supervisor	0.72	3%	38%	48%	7%	3%	0%
Peers	0.65	0%	44%	48%	7%	0%	1%
Subordinates	0.45	3%	64%	26%	3%	4%	0%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.48	0%	52%	48%	0%	0%	0%
Immediate Supervisor	0.79	0%	34%	55%	7%	3%	0%
Peers	0.67	2%	44%	44%	8%	1%	1%
Subordinates	0.47	4%	58%	30%	6%	2%	0%

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.93	0%	17%	72%	10%	0%	0%
Immediate Supervisor	0.86	0%	31%	52%	17%	0%	0%
Peers	0.75	2%	37%	50%	8%	2%	1%
Subordinates	0.52	2%	59%	32%	3%	3%	2%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.59	0%	45%	52%	3%	0%	0%
Immediate Supervisor	0.66	3%	38%	52%	7%	0%	0%
Peers	0.70	1%	47%	39%	11%	2%	1%
Subordinates	0.58	1%	54%	39%	3%	1%	2%



## Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.76	0%	28%	69%	3%	0%	0%
Immediate Supervisor	0.90	0%	28%	55%	17%	0%	0%
Peers	0.71	1%	39%	51%	8%	0%	1%
Subordinates	0.58	3%	50%	38%	8%	2%	0%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.66	0%	38%	59%	3%	0%	0%
Immediate Supervisor	0.93	3%	14%	72%	10%	0%	0%
Peers	0.80	2%	35%	48%	12%	1%	1%
Subordinates	0.61	1%	52%	35%	10%	1%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.69	0%	34%	62%	3%	0%	0%
Immediate Supervisor	0.76	3%	31%	59%	3%	3%	0%
Peers	0.62	2%	45%	46%	6%	0%	1%
Subordinates	0.46	1%	65%	27%	4%	3%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.76	0%	28%	69%	3%	0%	0%
Immediate Supervisor	0.93	0%	28%	52%	21%	0%	0%
Peers	0.93	1%	30%	50%	16%	1%	2%
Subordinates	0.69	2%	51%	34%	8%	3%	3%

## 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	0.90	0%	28%	55%	17%	0%	0%
Immediate Supervisor	0.69	3%	34%	59%	0%	3%	0%
Peers	0.66	2%	45%	43%	6%	2%	1%
Subordinates	0.52	2%	59%	29%	9%	1%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.97	0%	31%	41%	28%	0%	0%
Immediate Supervisor	0.86	0%	41%	34%	21%	3%	0%
Peers	0.68	2%	38%	53%	6%	1%	0%
Subordinates	0.51	3%	59%	30%	5%	3%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.90	0%	24%	62%	14%	0%	0%
Immediate Supervisor	0.97	3%	14%	72%	7%	3%	0%
Peers	0.82	0%	40%	41%	17%	1%	1%
Subordinates	0.52	2%	57%	36%	3%	3%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.76	0%	38%	48%	14%	0%	0%
Immediate Supervisor	0.86	0%	28%	59%	14%	0%	0%
Peers	0.86	1%	34%	45%	19%	0%	1%
Subordinates	0.57	2%	56%	31%	8%	3%	0%

## Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.66	0%	41%	52%	7%	0%	0%
Immediate Supervisor	0.69	7%	24%	69%	0%	0%	0%
Peers	0.82	3%	36%	43%	15%	2%	1%
Subordinates	0.64	1%	55%	30%	8%	5%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.62	0%	45%	48%	7%	0%	0%
Immediate Supervisor	0.86	0%	24%	66%	10%	0%	0%
Peers	0.84	4%	35%	43%	15%	2%	1%
Subordinates	0.73	3%	51%	28%	13%	4%	2%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.62	0%	41%	55%	3%	0%	0%
Immediate Supervisor	0.72	7%	28%	59%	7%	0%	0%
Peers	0.58	2%	50%	40%	6%	1%	1%
Subordinates	0.47	2%	62%	29%	4%	3%	0%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.72	0%	31%	66%	3%	0%	0%
Immediate Supervisor	0.90	0%	24%	62%	14%	0%	0%
Peers	0.69	3%	44%	40%	11%	1%	1%
Subordinates	0.62	2%	56%	30%	7%	5%	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	0.72	0%	41%	48%	7%	3%	0%
Immediate Supervisor	0.86	0%	21%	72%	7%	0%	0%
Peers	0.76	2%	39%	43%	14%	0%	1%
Subordinates	0.49	1%	61%	31%	3%	3%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.90	0%	28%	59%	10%	3%	0%
Immediate Supervisor	0.72	3%	38%	45%	14%	0%	0%
Peers	0.77	1%	38%	47%	13%	1%	0%
Subordinates	0.46	3%	61%	31%	4%	3%	0%

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	0.72	0%	34%	59%	7%	0%	0%
Immediate Supervisor	0.83	3%	24%	66%	3%	3%	0%
Peers	0.90	2%	35%	43%	14%	5%	1%
Subordinates	0.66	1%	55%	30%	9%	3%	3%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.59	0%	45%	52%	3%	0%	0%
Immediate Supervisor	0.55	7%	45%	41%	7%	0%	0%
Peers	0.78	1%	39%	46%	13%	1%	1%
Subordinates	0.55	3%	58%	29%	8%	2%	2%

## Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.72	0%	31%	66%	3%	0%	0%
Immediate Supervisor	0.79	3%	34%	45%	17%	0%	0%
Peers	0.72	1%	41%	46%	11%	0%	1%
Subordinates	0.50	3%	60%	29%	6%	3%	0%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.76	0%	31%	62%	7%	0%	0%
Immediate Supervisor	0.72	0%	41%	48%	7%	3%	0%
Peers	0.85	2%	38%	39%	19%	1%	1%
Subordinates	0.69	2%	53%	28%	12%	5%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.76	0%	38%	48%	14%	0%	0%
Immediate Supervisor	0.86	0%	34%	48%	14%	3%	0%
Peers	0.79	2%	44%	35%	14%	4%	1%
Subordinates	0.70	1%	49%	37%	9%	3%	2%

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	0.96	0%	18%	68%	14%	0%	0%
Immediate Supervisor	0.89	4%	21%	64%	7%	4%	0%
Peers	0.78	1%	41%	41%	14%	2%	1%
Subordinates	0.48	2%	58%	34%	4%	1%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.76	3%	38%	45%	10%	3%	0%
Immediate Supervisor	0.66	7%	41%	41%	7%	3%	0%
Peers	0.73	1%	46%	36%	15%	1%	1%
Subordinates	0.53	1%	59%	31%	5%	2%	2%

### Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.79	3%	31%	52%	14%	0%	0%
Immediate Supervisor	1.03	0%	28%	45%	24%	3%	0%
Peers	0.88	3%	31%	47%	16%	1%	1%
Subordinates	0.58	2%	55%	32%	8%	3%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.62	0%	41%	55%	3%	0%	0%
Immediate Supervisor	0.52	7%	55%	28%	7%	3%	0%
Peers	0.74	1%	38%	50%	9%	2%	0%
Subordinates	0.53	3%	57%	32%	6%	2%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.55	0%	45%	55%	0%	0%	0%
Immediate Supervisor	0.59	3%	45%	45%	7%	0%	0%
Peers	0.67	2%	43%	44%	9%	0%	1%
Subordinates	0.53	2%	62%	23%	10%	3%	0%

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.66	0%	41%	52%	7%	0%	0%
Immediate Supervisor	0.62	7%	38%	48%	7%	0%	0%
Peers	0.56	2%	49%	44%	5%	1%	0%
Subordinates	0.50	3%	62%	25%	8%	1%	2%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.69	0%	38%	55%	7%	0%	0%
Immediate Supervisor	0.55	7%	41%	48%	3%	0%	0%
Peers	0.77	3%	38%	42%	16%	1%	0%
Subordinates	0.57	3%	57%	28%	7%	5%	0%

### 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	0.93	0%	17%	72%	10%	0%	0%
Immediate Supervisor	1.14	0%	24%	45%	24%	7%	0%
Peers	0.73	1%	39%	46%	14%	0%	0%
Subordinates	0.51	2%	59%	29%	9%	2%	0%

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	0.69	0%	38%	55%	7%	0%	0%
Immediate Supervisor	0.79	3%	38%	45%	7%	7%	0%
Peers	0.71	1%	42%	44%	12%	1%	0%
Subordinates	0.65	3%	53%	31%	9%	4%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.62	0%	45%	48%	7%	0%	0%
Immediate Supervisor	0.79	3%	34%	45%	17%	0%	0%
Peers	0.75	1%	36%	51%	12%	0%	0%
Subordinates	0.56	2%	57%	30%	9%	2%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.97	0%	17%	69%	14%	0%	0%
Immediate Supervisor	1.14	3%	3%	79%	7%	7%	0%
Peers	0.73	2%	35%	53%	8%	1%	0%
Subordinates	0.56	2%	56%	31%	10%	2%	0%

### Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.86	0%	31%	55%	10%	3%	0%
Immediate Supervisor	0.83	0%	34%	48%	17%	0%	0%
Peers	0.82	2%	37%	44%	15%	1%	1%
Subordinates	0.61	1%	52%	38%	5%	2%	2%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.83	0%	34%	48%	17%	0%	0%
Immediate Supervisor	0.79	7%	31%	48%	10%	3%	0%
Peers	0.83	0%	38%	46%	13%	1%	2%
Subordinates	0.77	2%	47%	33%	10%	7%	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	0.97	0%	24%	55%	21%	0%	0%
Immediate Supervisor	0.93	3%	24%	55%	14%	3%	0%
Peers	0.77	2%	41%	38%	18%	1%	0%
Subordinates	0.48	3%	62%	25%	8%	2%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.72	0%	38%	52%	10%	0%	0%
Immediate Supervisor	0.76	7%	38%	38%	14%	3%	0%
Peers	0.74	1%	40%	45%	13%	1%	0%
Subordinates	0.66	2%	56%	25%	10%	6%	1%

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.72	0%	38%	52%	10%	0%	0%
Immediate Supervisor	0.79	3%	24%	69%	0%	3%	0%
Peers	0.80	2%	40%	39%	16%	1%	1%
Subordinates	0.62	2%	54%	32%	8%	3%	2%

## INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q29. Maintain focus to deliver the chosen strategy.	0.54
Q15. Share similar experiences that may be adapted to their work circumstances.	0.55
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.56
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.57
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.59
Q28. Encourage and value innovative ideas and suggestions from others.	0.59
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.60
Q18. Leverage one's network and connection to gather market data.	0.61
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.61
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.62
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.62
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.63
Q4. Manage teams' resources to collate information from multiple sources.	0.64

Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.64
Q3. Identify new possibilities to address current business issues.	0.65
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.65
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.65
Q30. Give space for self and team members to take risks and learn from mistakes.	0.65
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.65
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.66
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.67
Q16. Empathise whilst balancing the need of individuals and the business.	0.68
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.68
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.69
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.69
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.70
Q38. Make effort to teach / coach/ mentor team members.	0.70
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.71

---

Q39. Nurture an environment that supports coaching and honest performance feedback.	0.71
Q6. Ensure change plans are executed effectively and in a timely manner.	0.72
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.72
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.72
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.75
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.75
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.76
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.78
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.79
Q36. Purposefully manage career development and professional growth of team members.	0.80
Q8. Provide coaching to help others adapt and be more versatile.	0.81

## AVERAGE GAP SIZE BY COMPETENCY

### HOLISTIC THINKING

■ 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

■ Average Gap Size

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



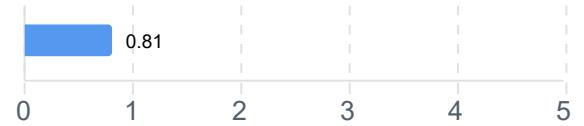
Q6. Ensure change plans are executed effectively and in a timely manner.



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

■ 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

■ Average Gap Size

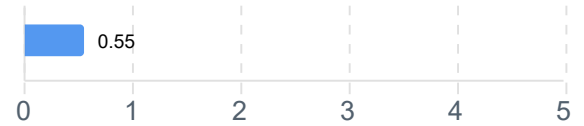
Q13. Empathise in a way that motivates one to take action to help others in the work environment.



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

■ 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.



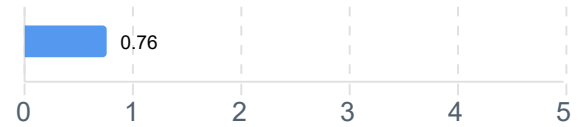
## SPEAK UP

■ 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

■ 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.

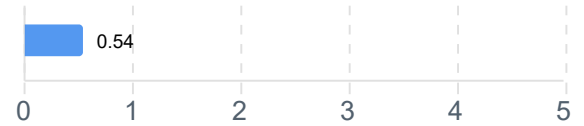




Q28. Encourage and value innovative ideas and suggestions from others.



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

■ 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

■ Average Gap Size

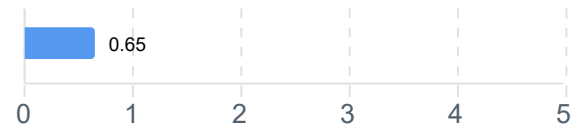
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



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



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



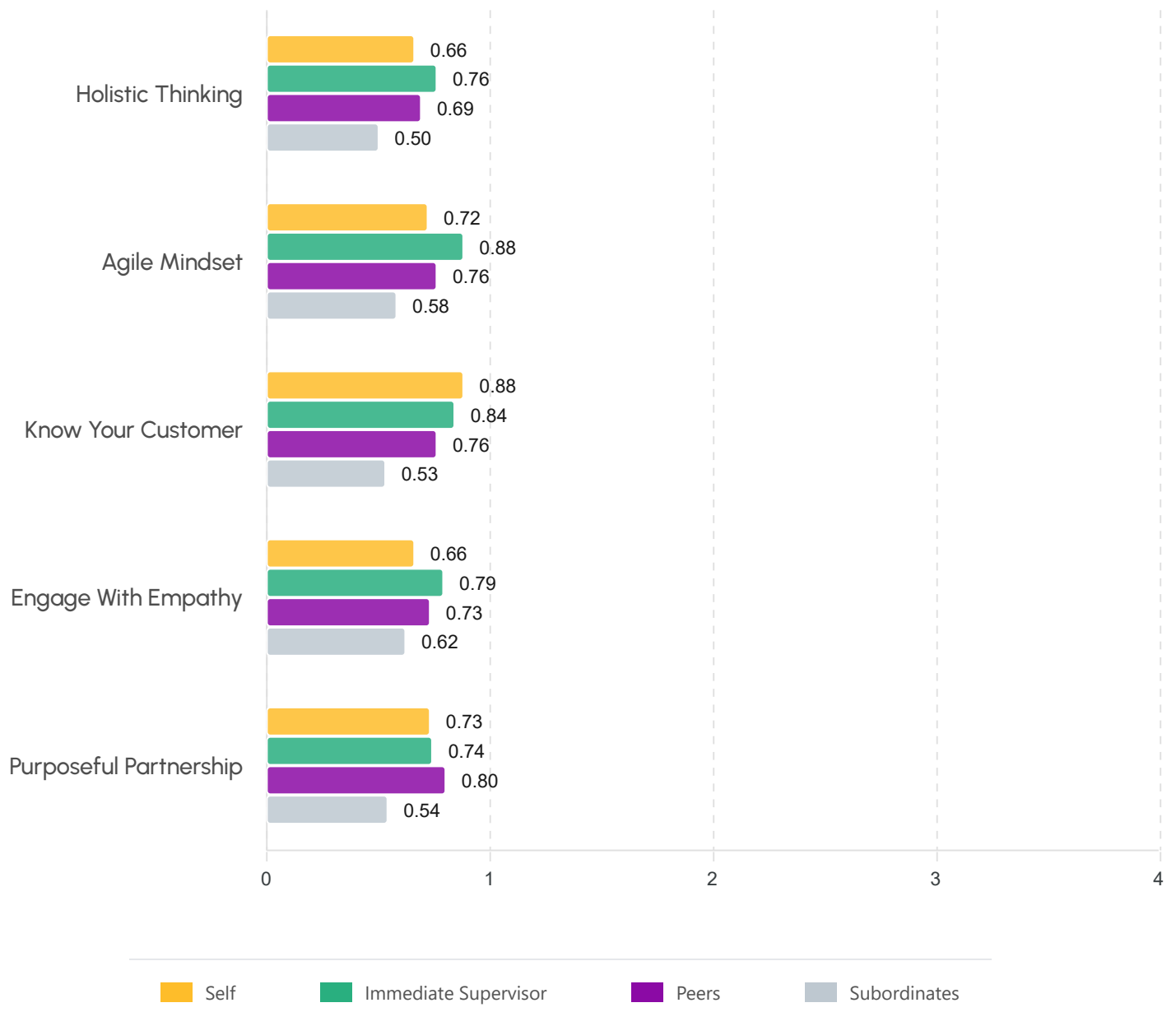
Q38. Make effort to teach / coach/ mentor team members.



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



## AVG GAP SIZE PER ROLE GROUP BY COMPETENCY



(Please Turn Over)

