



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Mohd Zamri bin Tasiman

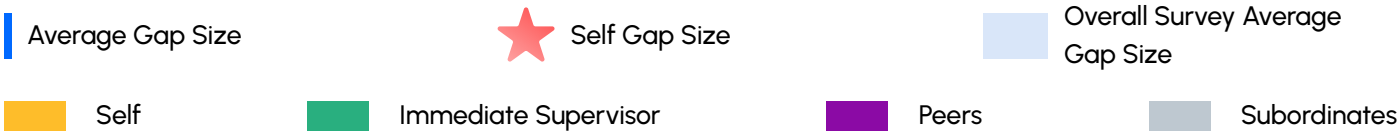
Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

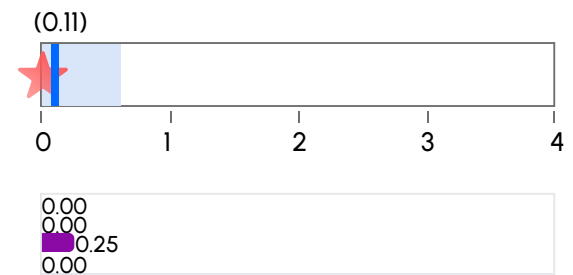
Strengths

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



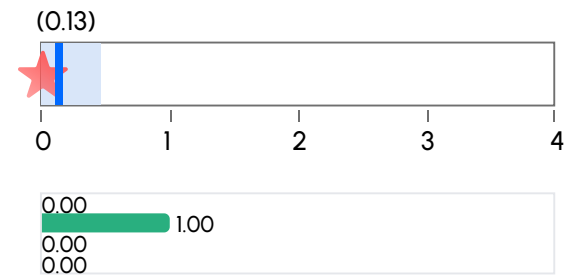
SPEAK UP

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



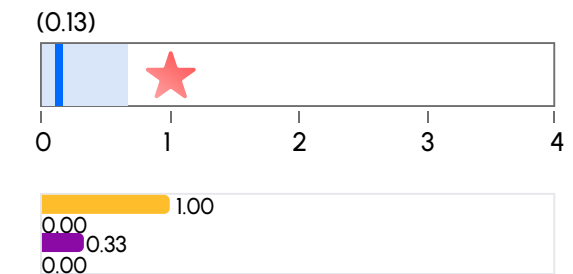
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



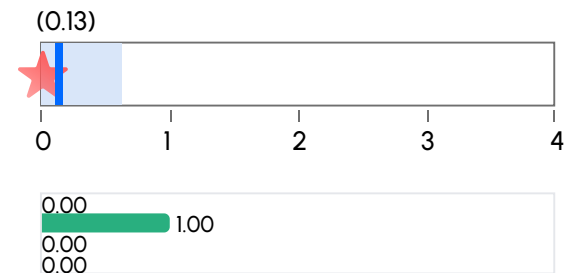
COURAGE TO ACT

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



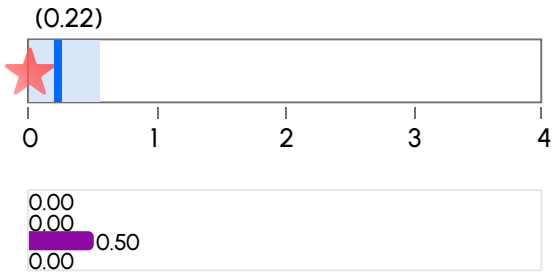
KEEP UP-TO-DATE

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



ENGAGE WITH EMPATHY

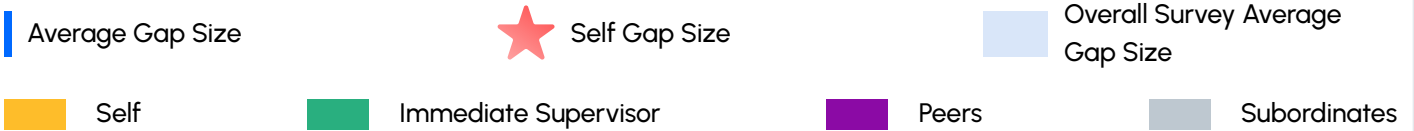
Q15. Share similar experiences that may be adapted to their work circumstances.



STRENGTHS AND DEVELOPMENT NEEDS

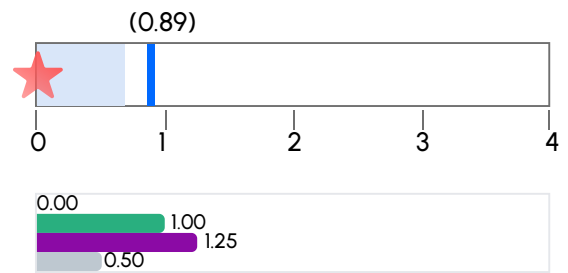
Development Needs

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



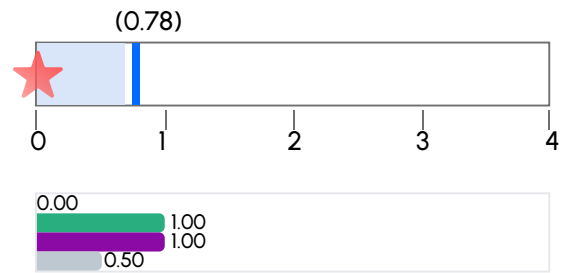
AGILE MINDSET

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



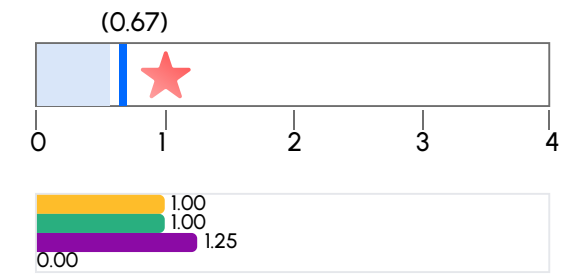
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



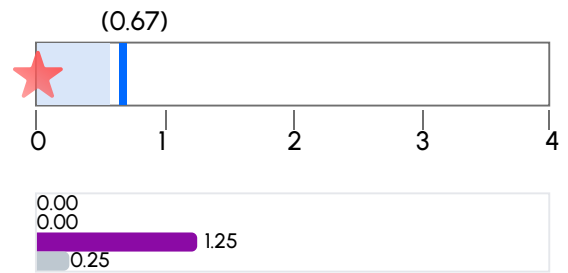
HOLISTIC THINKING

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



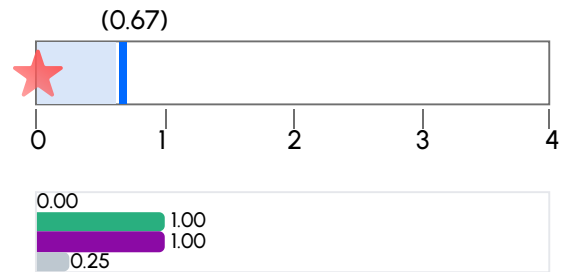
HOLISTIC THINKING

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




AGILE MINDSET

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

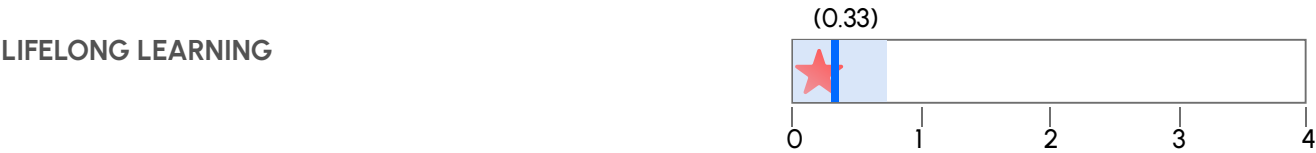


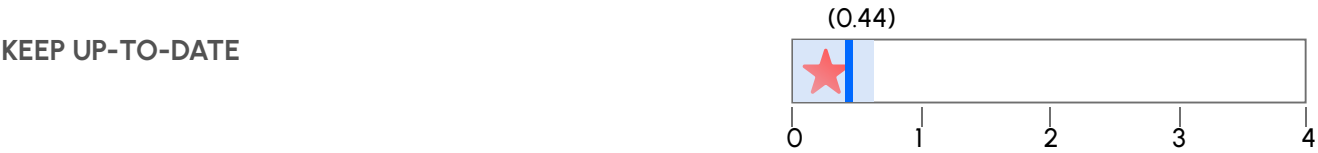
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

 Self Gap Size

Overall Survey Average Gap Size





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	1.00	-	-	1	-	-	-
Peers	1.25	-	1	2	-	1	-
Subordinates	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Q3. Identify new possibilities to address current business issues.

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	0.50	-	2	2	-	-	-

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

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

Agile Mindset

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	2	1	-	1	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.50	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	3	-	1	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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	0.25	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	1	1	2	-	-	-

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

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

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

Purposeful Partnership

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
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	0.50	-	2	2	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

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

Speak Up

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

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

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

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

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	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

Courage To Act

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

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

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

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

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.50	-	1	1	-	-	-

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

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

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

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

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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.00	-	4	-	-	-	-

Lifelong Learning

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.50	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.50	-	2	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	0.00	-	3	-	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.11
Q29. Maintain focus to deliver the chosen strategy.	0.13
Q30. Give space for self and team members to take risks and learn from mistakes.	0.13
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.13
Q15. Share similar experiences that may be adapted to their work circumstances.	0.22
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.22
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.22
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.22
Q18. Leverage one's network and connection to gather market data.	0.25
Q38. Make effort to teach / coach/ mentor team members.	0.25
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.29
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.29
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.29

Q4. Manage teams' resources to collate information from multiple sources.	0.33
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.33
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.33
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.33
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.33
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.38
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.43
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.44
Q16. Empathise whilst balancing the need of individuals and the business.	0.44
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.44
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.44
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.44
Q28. Encourage and value innovative ideas and suggestions from others.	0.44
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.50
Q36. Purposefully manage career development and professional growth of team members.	0.50

Q12. Promote a Customer-centric culture by role modeling the behavior.	0.56
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.56
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.56
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.63
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.67
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.67
Q6. Ensure change plans are executed effectively and in a timely manner.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.67
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.67
Q3. Identify new possibilities to address current business issues.	0.78
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.89

QUALITATIVE FEEDBACK

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

- High confident level Firm with decision
- strong character, knowledgeable
- Very Focus on end-result Very Social
- 1.Many give impetus in problem solvers with a simple shortwill. 2. Have experience in the field of work in accordance with the scope of work at the EPF
- He is quite vocal, and able to express his opinions with wisdom. He is also persistent with his views and not easily influenced by others.
- Competence & Commitment the works
- 1) Creative and persuasive in handle situation or challenging situations. 2) Encouraging team and acknowledge individual achievement
- 1. Negotiation skills 2. Excellent team leader

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

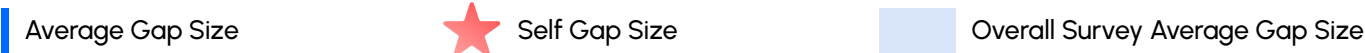
- be more open minded, see things thru others perspective
- tidak pasti
- Need to listen more to suggestions More empathy
- improve relationships with stakeholders
- Have an agile mindset and more open to other differing opinions,giving time to the other person to expalinand articulate it. Coaching his subordinate more often than he normally does.

- Effective Communication Skill & Public Relation Entire Level in Organization
- Could be effective in the organization if he more approachable and tolerance (sometimes)
- Not sure at the moment

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

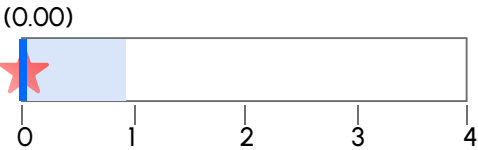
Strengths

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



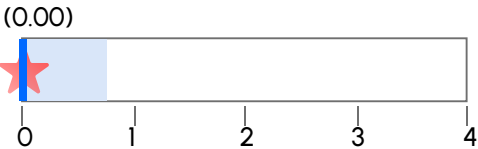
KNOW YOUR CUSTOMER

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



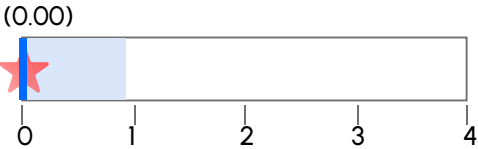
SPEAK UP

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



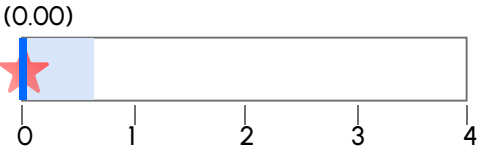
LIFELONG LEARNING

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



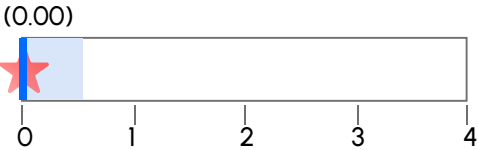
HOLISTIC THINKING

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



COURAGE TO ACT

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

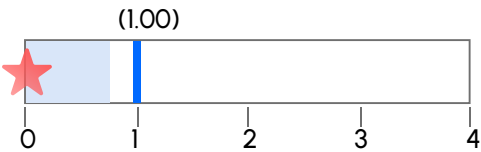
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

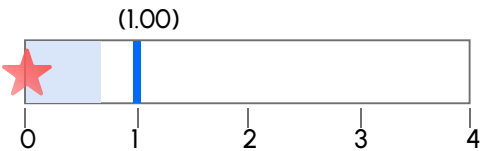
ENGAGE WITH EMPATHY

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



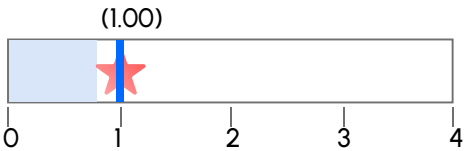
KEEP UP-TO-DATE

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



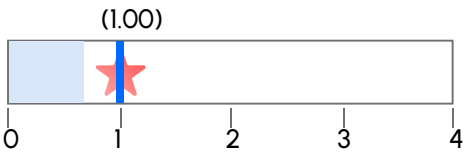
HOLISTIC THINKING

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



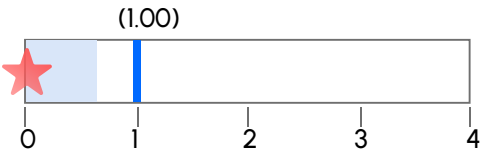
PURPOSEFUL PARTNERSHIP

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 PEERS

Strengths

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

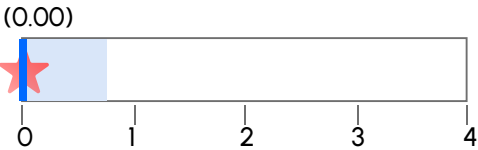
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

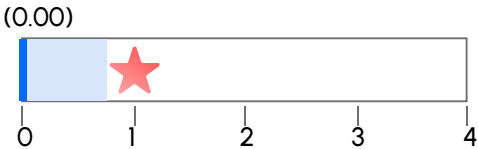
LIFELONG LEARNING

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



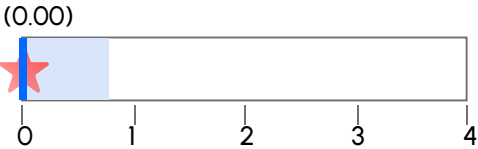
COURAGE TO ACT

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



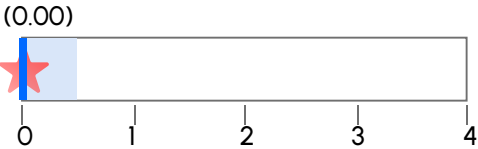
LIFELONG LEARNING

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



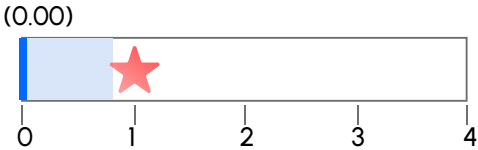
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



LIFELONG LEARNING

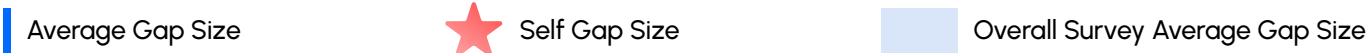
Q38. Make effort to teach / coach/ mentor team members.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

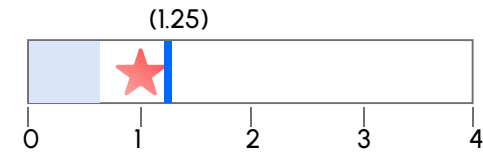
Development Needs

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



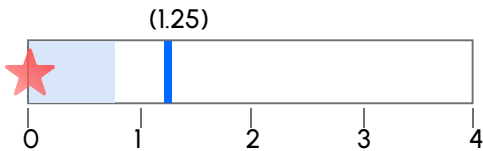
HOLISTIC THINKING

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



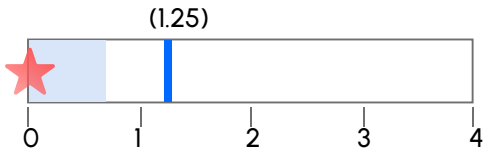
AGILE MINDSET

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



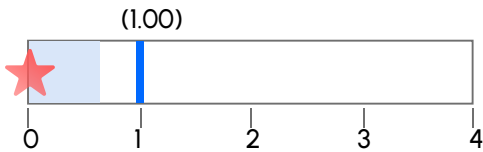
HOLISTIC THINKING

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



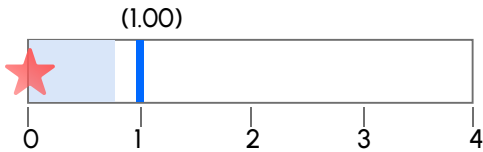
AGILE MINDSET

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



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.

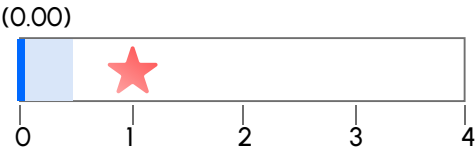
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

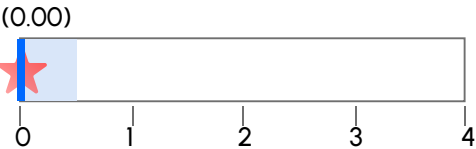
HOLISTIC THINKING

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



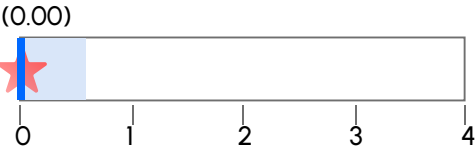
ENGAGE WITH EMPATHY

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



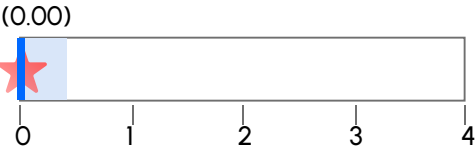
KNOW YOUR CUSTOMER

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



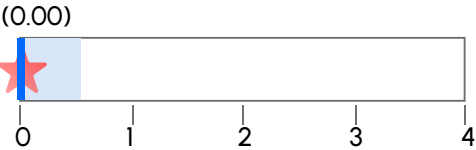
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



KEEP UP-TO-DATE

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



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.

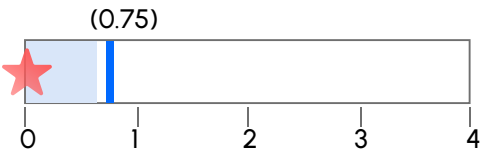
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

KEEP UP-TO-DATE

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



SPEAK UP

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



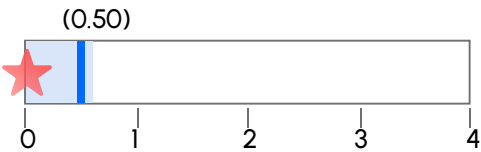
LIFELONG LEARNING

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



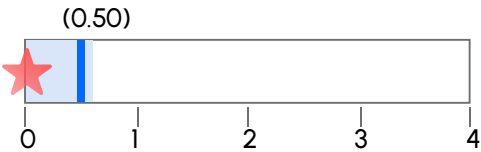
ENGAGE WITH EMPATHY

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



KEEP UP-TO-DATE

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap SizeAverage 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 SizeAverage 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 SizeAverage 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

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



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

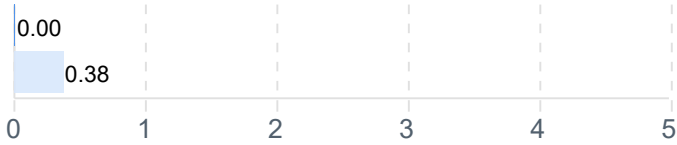
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.



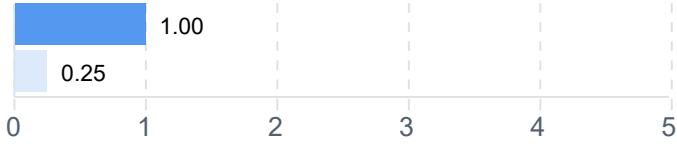
Q36. Purposefully manage career development and professional growth of team members.



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

AGILE MINDSET

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



HOLISTIC THINKING

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating

Average Gap Rating

COURAGE TO ACT

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



PURPOSEFUL PARTNERSHIP

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



LIFELONG LEARNING

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



COURAGE TO ACT

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

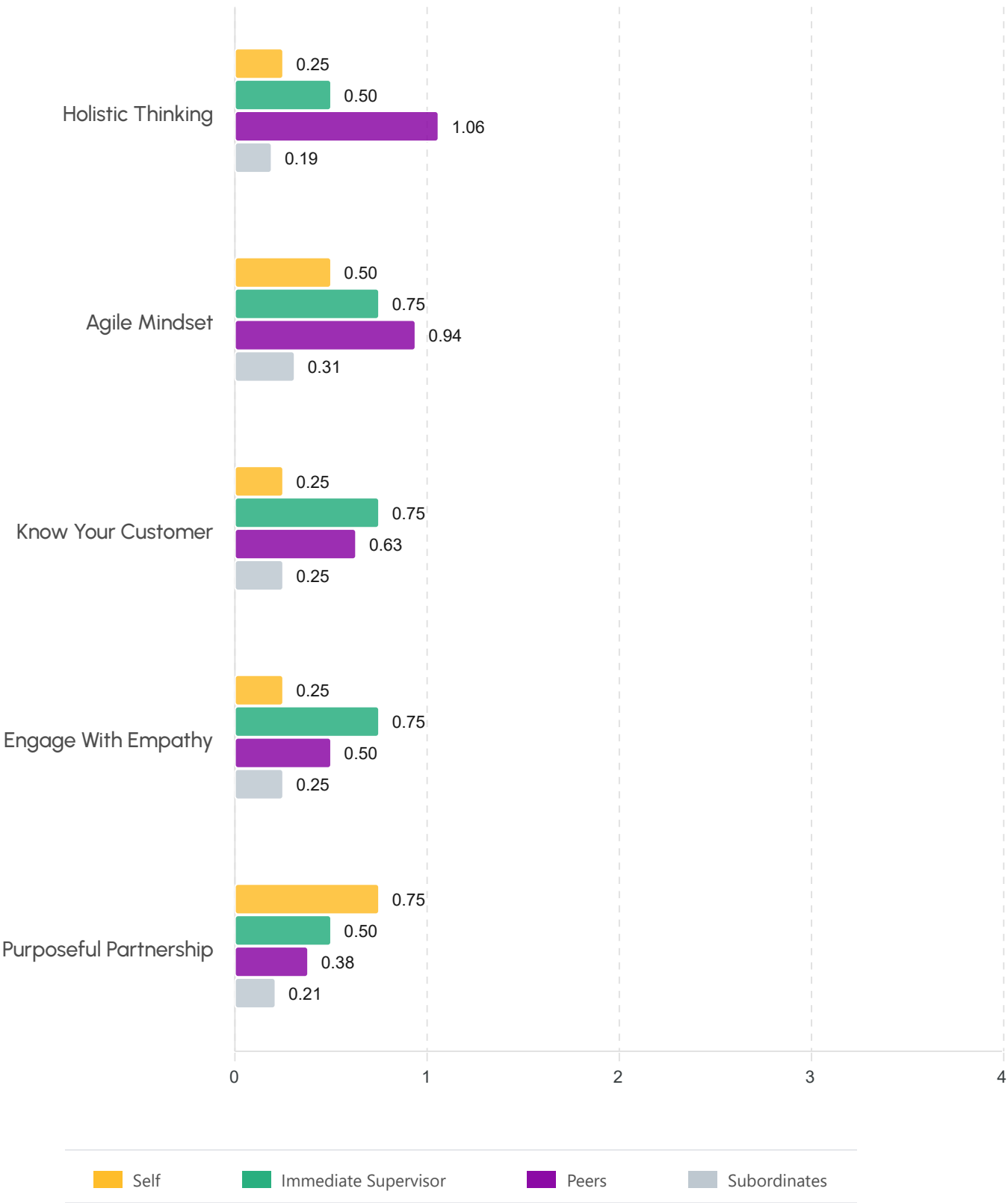


PURPOSEFUL PARTNERSHIP

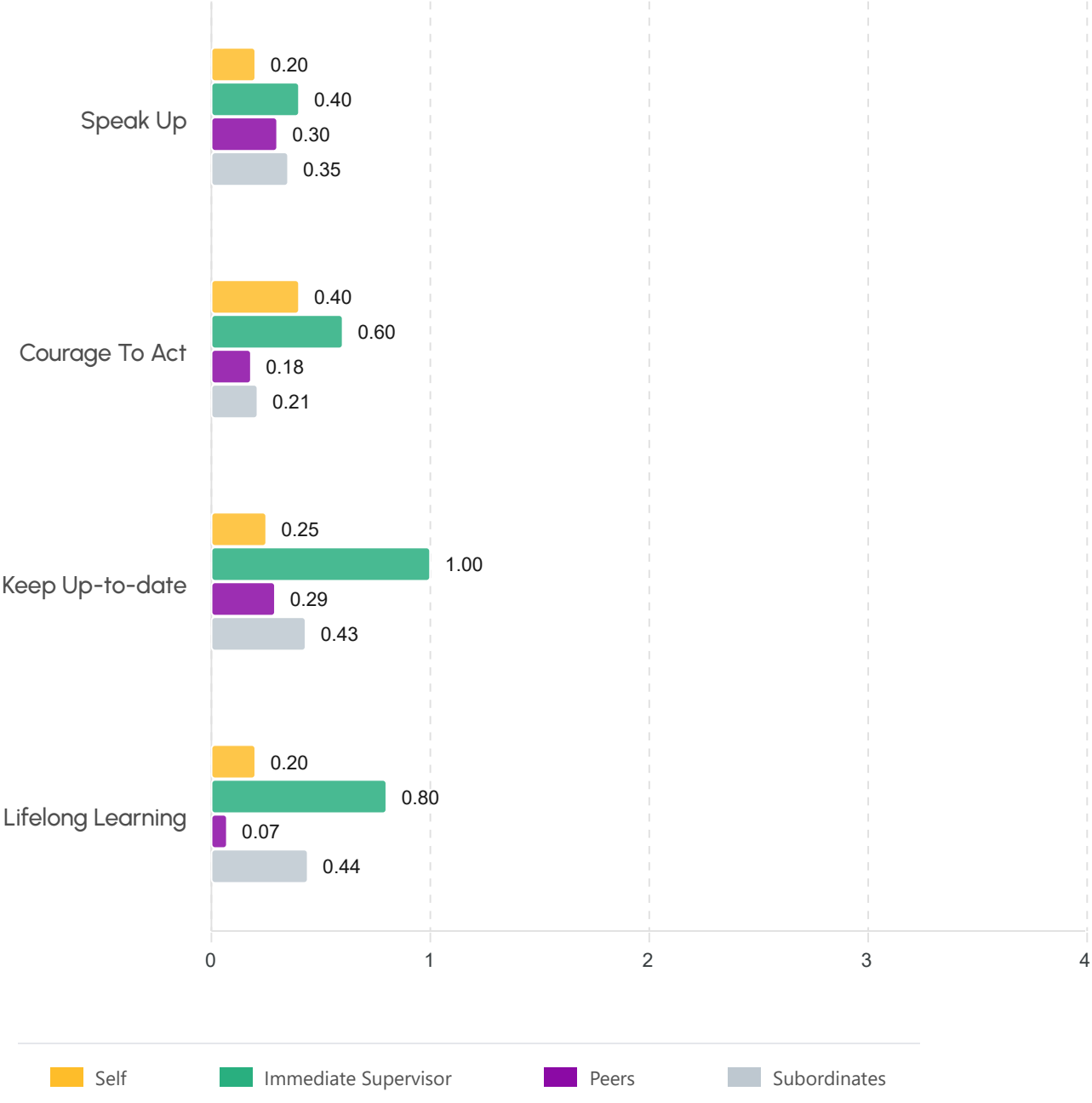
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



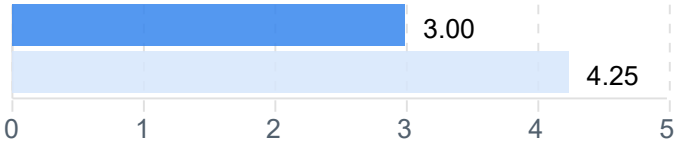
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

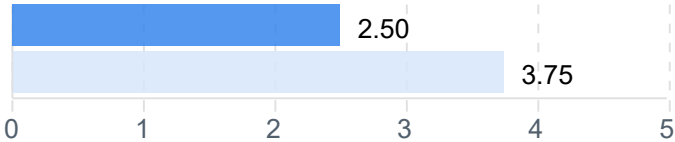
HOLISTIC THINKING

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



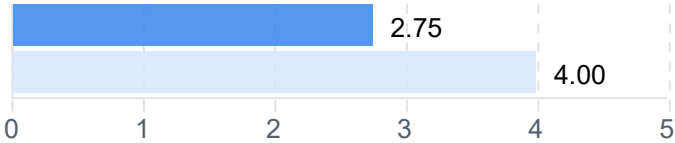
HOLISTIC THINKING

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



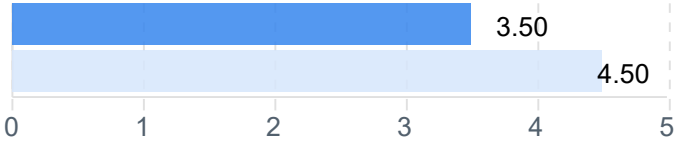
AGILE MINDSET

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



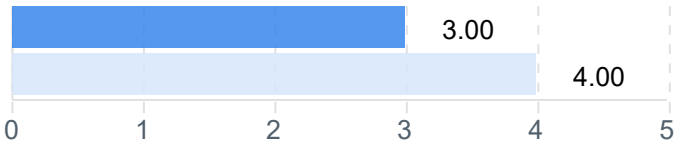
AGILE MINDSET

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



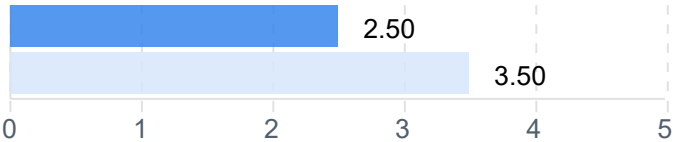
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



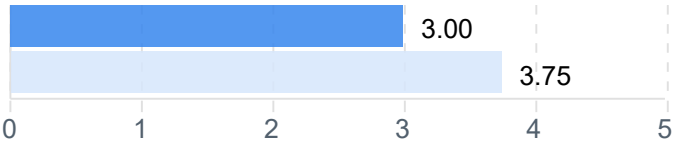
AGILE MINDSET

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



HOLISTIC THINKING

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



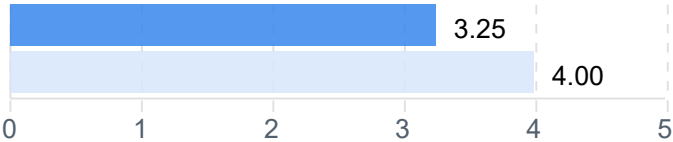
KNOW YOUR CUSTOMER

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



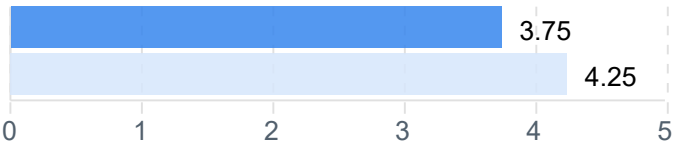
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



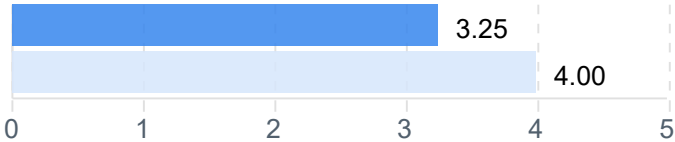
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

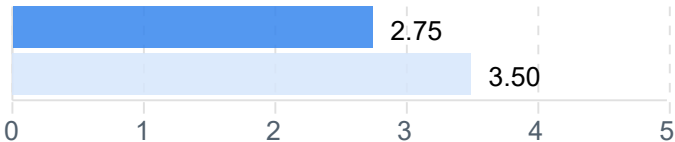
SPEAK UP

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



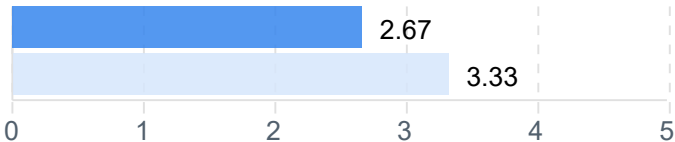
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



AGILE MINDSET

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



KEEP UP-TO-DATE

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



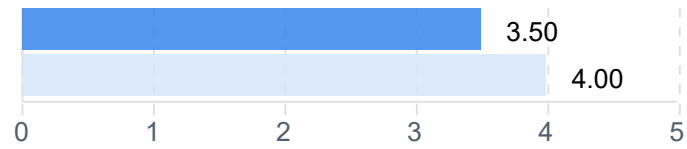
SPEAK UP

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



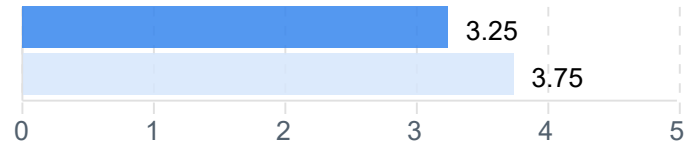
LIFELONG LEARNING

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



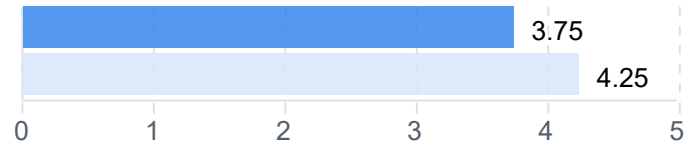
KEEP UP-TO-DATE

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



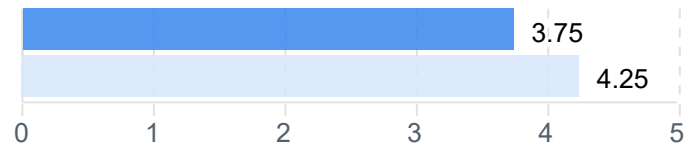
KNOW YOUR CUSTOMER

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



COURAGE TO ACT

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



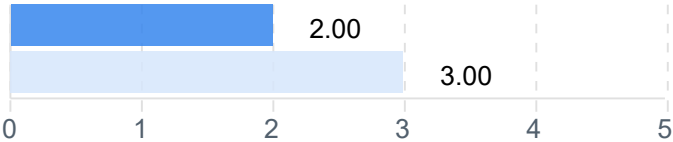
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

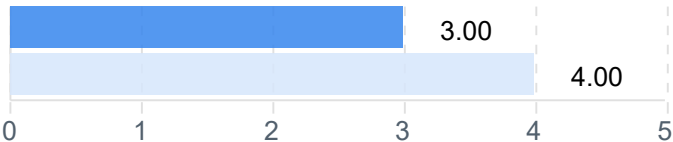
COURAGE TO ACT

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



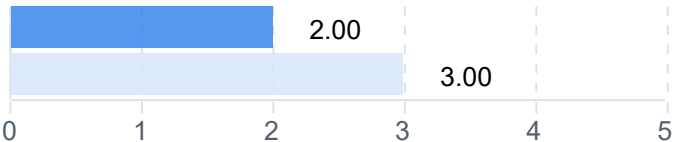
HOLISTIC THINKING

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



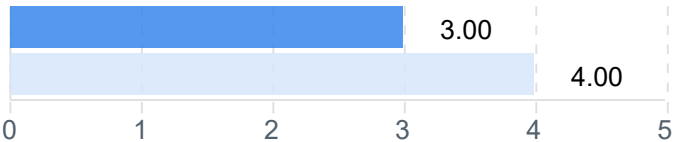
PURPOSEFUL PARTNERSHIP

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



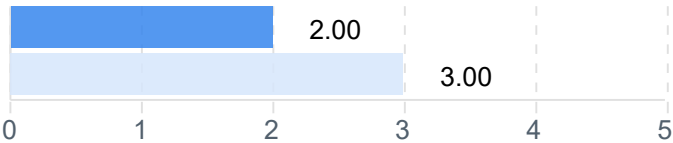
KEEP UP-TO-DATE

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



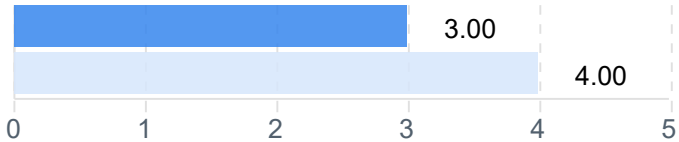
PURPOSEFUL PARTNERSHIP

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



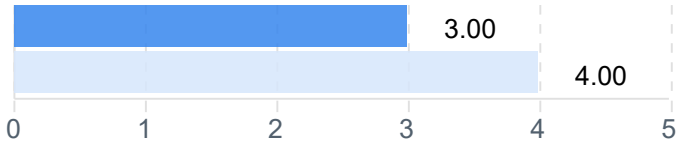
PURPOSEFUL PARTNERSHIP

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



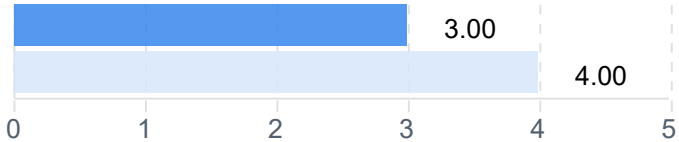
SPEAK UP

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



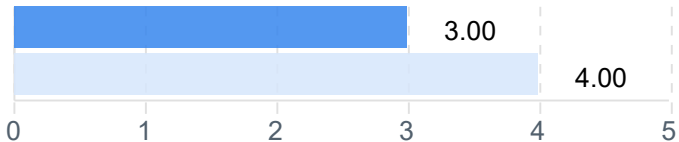
AGILE MINDSET

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



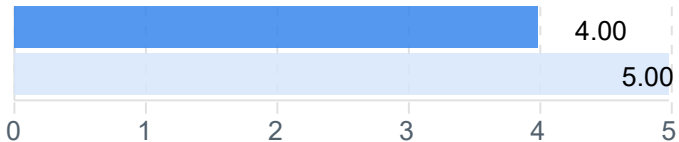
KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



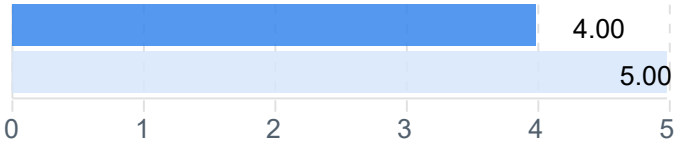
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

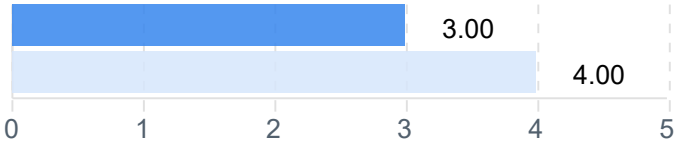
AGILE MINDSET

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



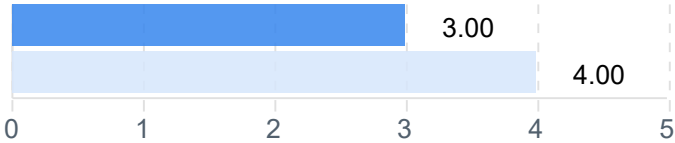
COURAGE TO ACT

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



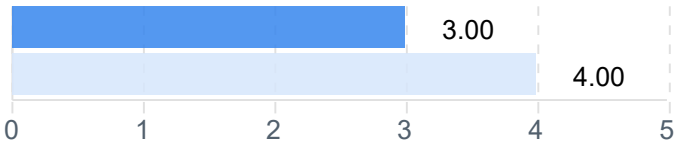
ENGAGE WITH EMPATHY

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



HOLISTIC THINKING

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



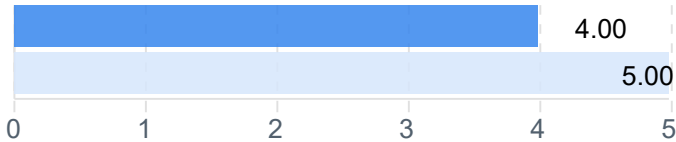
KEEP UP-TO-DATE

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



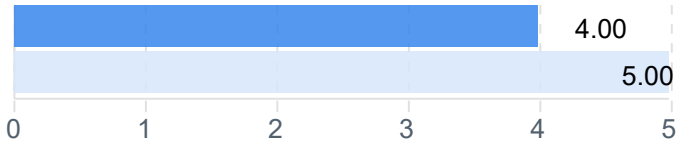
PURPOSEFUL PARTNERSHIP

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



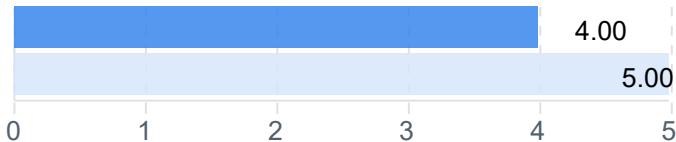
SPEAK UP

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



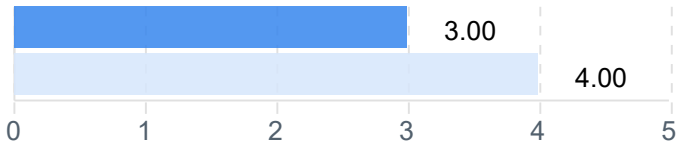
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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

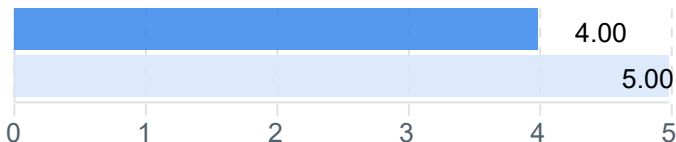


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always
 Sometimes
 Generally
 Almost
 Always

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.0	4.3	4.5	4.5	3.0	4.0	3.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	2.5	3.8	4.5	4.8	4.0	4.0	4.0	4.0
Q3. Identify new possibilities to address current business issues.	3.0	4.0	3.8	4.3	4.0	4.0	3.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	3.0	3.8	4.5	4.5	4.0	4.0	4.0	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	2.8	4.0	4.0	4.5	4.0	4.0	4.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	3.5	4.5	4.0	4.0	3.0	3.0	4.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.8	4.3	4.5	4.8	3.0	4.0	4.0	4.0
Q8. Provide coaching to help others adapt and be more versatile.	2.5	3.5	4.3	4.5	4.0	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.	3.8	4.3	4.0	4.3	3.0	3.0	4.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.3	4.0	3.8	4.3	3.0	3.0	4.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	3.5	3.5	3.5	3.0	3.0	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
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.3	4.0	4.0	4.0	3.0	4.0	3.0	4.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	3.0	3.5	3.3	3.5	3.0	3.0	3.0	4.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	2.8	3.3	3.5	3.8	3.0	3.0	4.0	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	3.0	3.5	4.5	4.5	4.0	4.0	4.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	2.5	3.0	3.3	3.5	3.0	4.0	3.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.0	3.3	3.5	3.5	2.0	3.0	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	2.8	3.0	4.0	4.3	2.0	3.0	4.0	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	3.5	4.0	4.3	3.0	4.0	3.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	2.8	3.3	4.0	3.8	4.0	4.0	5.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.8	4.0	4.0	4.3	3.0	3.0	4.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	3.0	3.5	4.0	3.0	3.0	4.0	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	3.3	3.3	4.0	3.0	4.0	4.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.3	3.8	4.0	4.3	3.0	3.0	4.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.0	3.3	4.3	4.3	3.0	3.0	4.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.7	3.7	4.0	4.3	2.0	3.0	3.0	4.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.8	4.0	3.8	4.0	3.0	3.0	4.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.3	3.5	3.8	4.3	3.0	3.0	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	4.0	4.5	4.5	3.0	3.0	3.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	2.7	3.0	3.5	3.5	2.0	3.0	4.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.3	3.5	3.5	4.0	3.0	3.0	3.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.3	3.8	3.3	3.8	3.0	4.0	3.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.3	3.7	2.8	3.5	3.0	3.0	3.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.7	3.7	4.0	4.0	2.0	2.0	4.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.3	3.3	2.7	3.3	2.0	2.0	4.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	3.0	3.3	3.5	4.0	2.0	2.0	4.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.7	3.7	3.5	4.0	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
Q38. Make effort to teach / coach/ mentor team members.	3.0	3.0	4.0	4.3	3.0	4.0	3.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	3.0	3.7	4.0	3.0	3.0	3.0	4.0

* Responses based on Rating scale of 1-5