INSIGHT 360 FEEDBACK FOR LEADERS

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Date: 02/08/2023

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STRENGTHS AND DEVELOPMENT NEEDS

Strengths

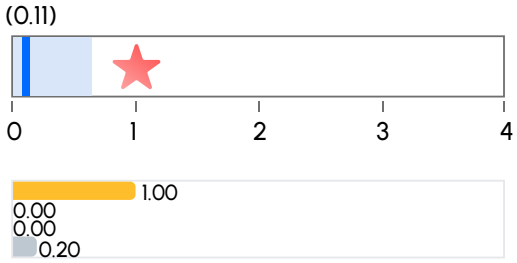
These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

Self | Immediate Supervisor | Peers | Subordinates

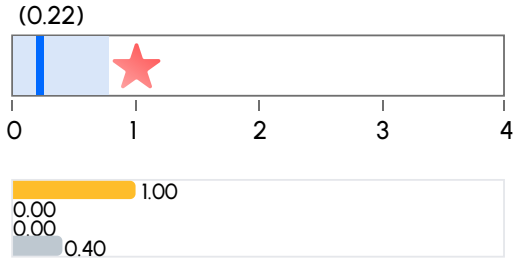
HOLISTIC THINKING

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



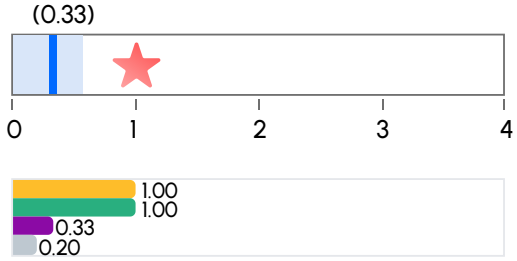
PURPOSEFUL PARTNERSHIP

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



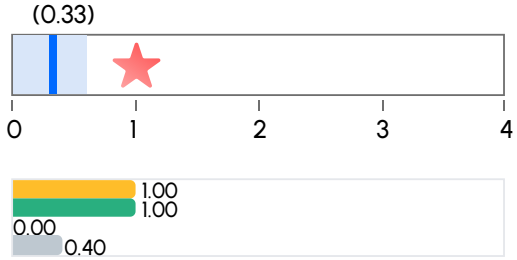
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



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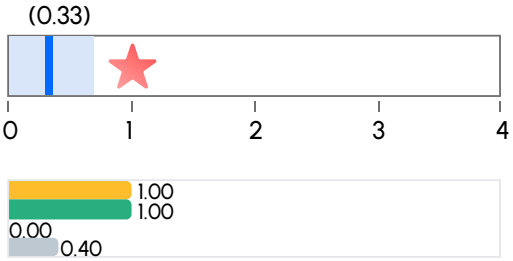
KNOW YOUR CUSTOMER

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



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STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

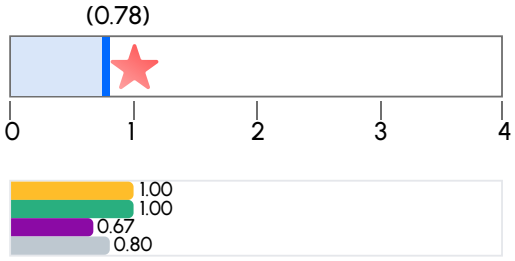
These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

Self | Immediate Supervisor | Peers | Subordinates

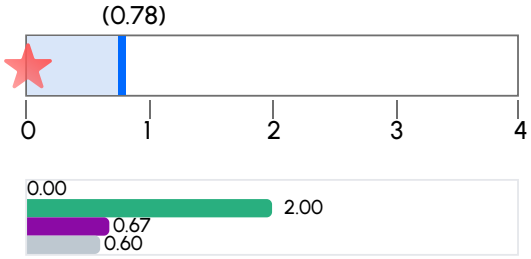
AGILE MINDSET

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



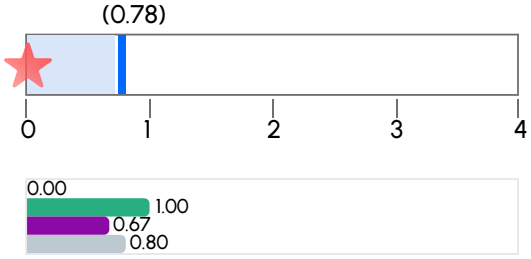
COURAGE TO ACT

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



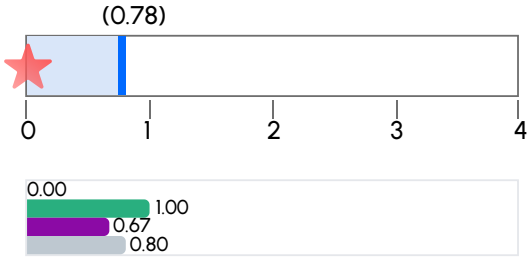
LIFELONG LEARNING

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



LIFELONG LEARNING

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



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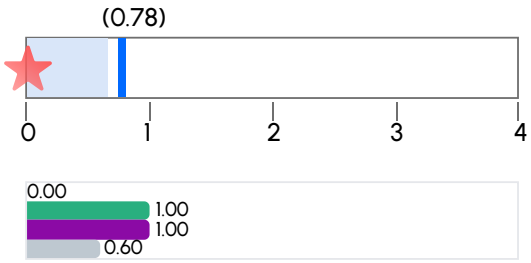
LIFELONG LEARNING

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



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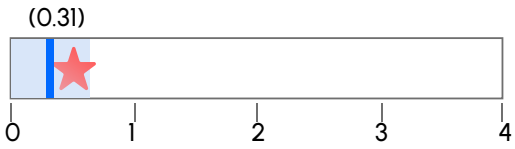
COMPETENCIES REPORT IN ASCENDING ORDER

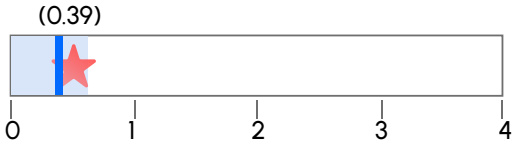
Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

PURPOSEFUL PARTNERSHIP

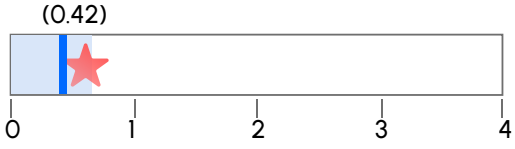


HOLISTIC THINKING

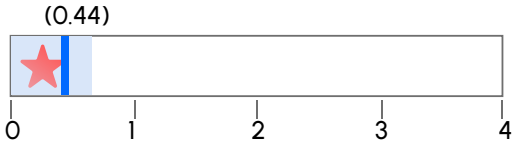
KNOW YOUR CUSTOMER



SPEAK UP



ENGAGE WITH EMPATHY



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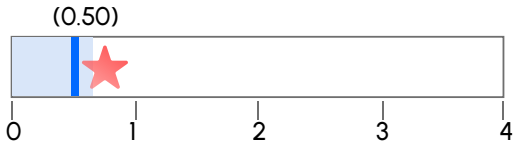
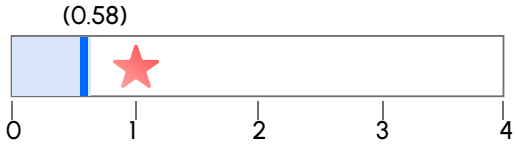
COURAGE TO ACT

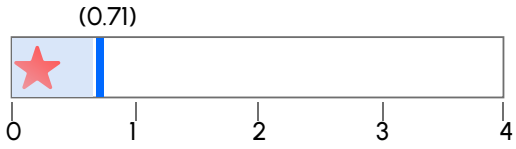
AGILE MINDSET



KEEP UP-TO-DATE



LIFELONG LEARNING



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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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	2	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	0.00	-	3	-	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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

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

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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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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	0.00	-	3	-	-	-	-
Subordinates	0.60	-	3	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.20	-	4	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	0.67	-	1	2	-	-	-
Subordinates	0.80	-	2	2	1	-	-

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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	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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	0.33	-	2	1	-	-	-
Subordinates	0.40	-	3	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	0.00	-	3	-	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

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

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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	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	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	0.00	-	3	-	-	-	-
Subordinates	0.60	-	3	1	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	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.20	-	4	1	-	-	-

Q16. Empathise whilst balancing the need of individuals and the 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	0.40	-	3	2	-	-	-

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Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.20	-	4	1	-	-	-

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

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

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	0.00	-	1	-	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.40	-	3	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	0.33	-	2	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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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	0.33	-	2	1	-	-	-
Subordinates	0.40	-	3	2	-	-	-

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

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

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

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

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

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

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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	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.40	-	3	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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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

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

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	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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Q29. Maintain focus to deliver the chosen strategy.

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

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.60	-	3	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	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	1	1	-	-

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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	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.80	-	3	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	0.67	-	1	2	-	-	-
Subordinates	0.60	-	3	1	1	-	-

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.80	-	3	1	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.80	-	3	1	-	1	-

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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	1.00	-	1	1	1	-	-
Subordinates	0.60	-	3	1	1	-	-

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	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.80	-	3	1	-	1	-

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

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

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INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q4. Manage teams' resources to collate information from multiple sources.	0.11
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.22
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
Q15. Share similar experiences that may be adapted to their work circumstances.	0.33
Q16. Empathise whilst balancing the need of individuals and the business.	0.33
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.33
Q18. Leverage one's network and connection to gather market data.	0.33
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.33
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	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

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Q29. Maintain focus to deliver the chosen strategy.	0.33
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.44
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.44
Q3. Identify new possibilities to address current business issues.	0.44
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.44
Q6. Ensure change plans are executed effectively and in a timely manner.	0.44
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.44
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.44
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.44
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.44
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.44
Q28. Encourage and value innovative ideas and suggestions from others.	0.44
Q30. Give space for self and team members to take risks and learn from mistakes.	0.44
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
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.56

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Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.56
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.56
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.67
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.67
Q38. Make effort to teach / coach/ mentor team members.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.78
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.78
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.78
Q36. Purposefully manage career development and professional growth of team members.	0.78
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.78

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QUALITATIVE FEEDBACK

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

- Have a long experience and knowledge in his current field and can utilised it or can be subject matter experts.
- Confident Able to articulate
- 1. Ability to build effective relationship with strategic internal & external stakeholders 2. Act quickly and decisively with a sense of urgency especially in-time sensitive situations 3. Build empathetic relationship with sincerity and trust 4. Learn and re-learn to continuously improve myself
- 1. Good motivator, communicator, and uniter (Essentials as a Great Leader) 2. A Thinker whereby use facts, reason, logic and research to solve problems and get things done.
- 1. ability to make decision - easly to do job effectively n timely 2. ability to give advices n coaches
- 1) hardworking and discipline 2) always encourage subordinates to achieve excellence result

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

- Be honest and try to different in ideas whether with peers and top.
- Listening skills
- 1 .Take calculated risks and make difficult decisions for the benefit of the business and nations 2. Proactively identify and implement initiative to achieve improved product and services, efficiency (know exactly what the customer wants) - listening skills
- 1. Strengthening bilingualism other than Bahasa Malaysia 2, Staying calm and less panic
- 1. to inspire other to enhance skill, carrier development 2. to teach, coach others
- 1) explore on strategic thinking 2) expose to new technology

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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

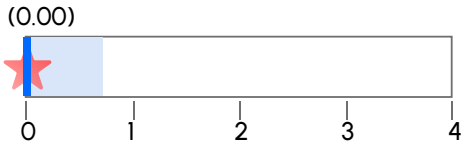
Strengths

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

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

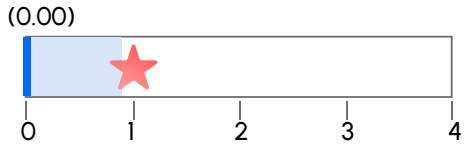
HOLISTIC THINKING

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



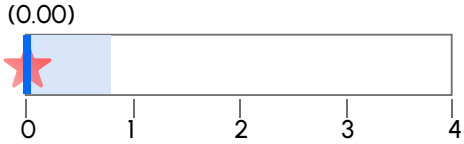
AGILE MINDSET

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



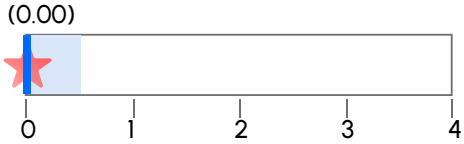
HOLISTIC THINKING

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



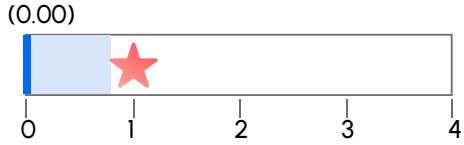
COURAGE TO ACT

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



KEEP UP-TO-DATE

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

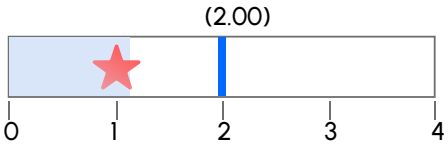
Development Needs

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

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

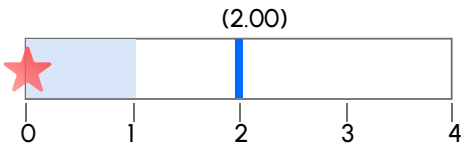
KEEP UP-TO-DATE

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



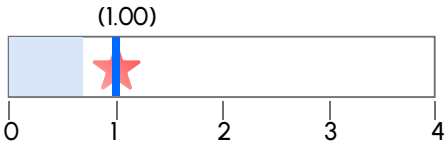
COURAGE TO ACT

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



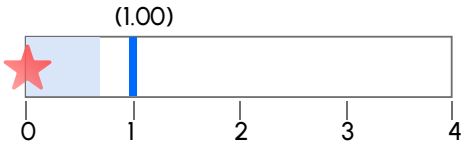
KNOW YOUR CUSTOMER

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



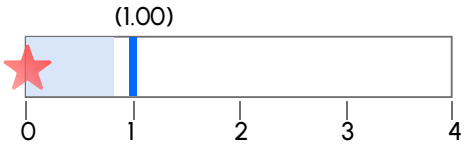
ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

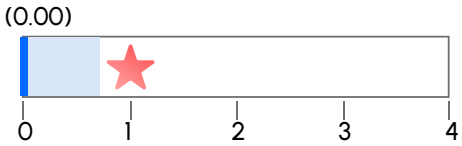
Strengths

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

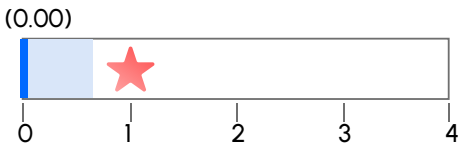
KEEP UP-TO-DATE

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



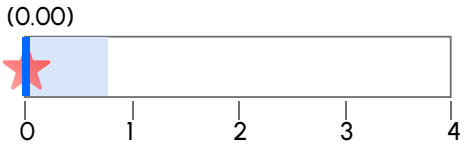
KNOW YOUR CUSTOMER

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



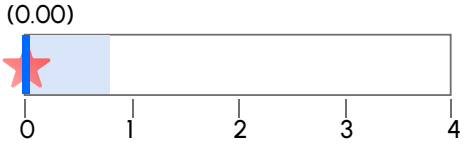
PURPOSEFUL PARTNERSHIP

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



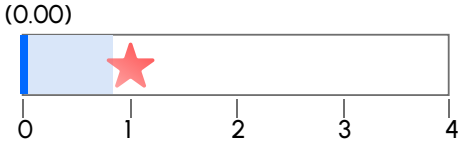
AGILE MINDSET

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



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.



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

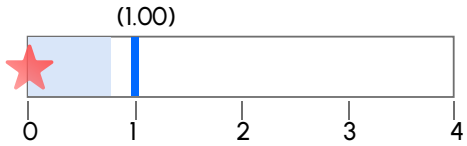
Development Needs

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

Average Gap Size | Self Gap Size | Overall Survey Average Gap Size

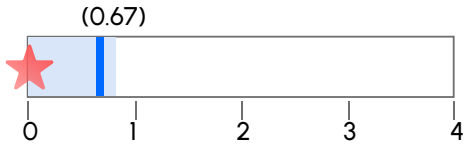
LIFELONG LEARNING

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



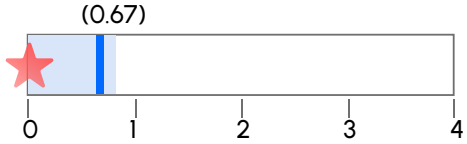
ENGAGE WITH EMPATHY

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



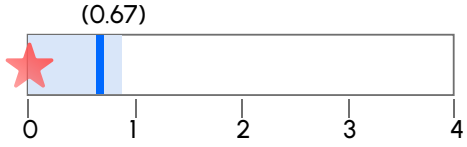
LIFELONG LEARNING

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



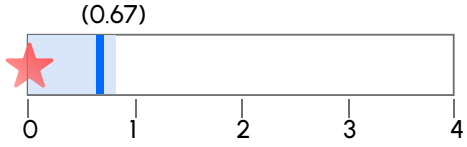
COURAGE TO ACT

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



LIFELONG LEARNING

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

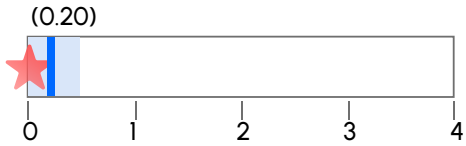
Strengths

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

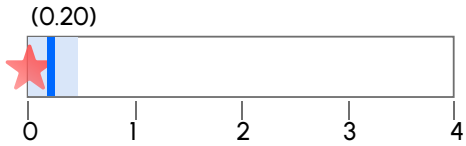
PURPOSEFUL PARTNERSHIP

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



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

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

KNOW YOUR CUSTOMER

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

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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

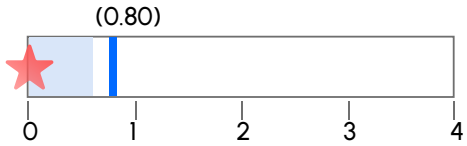
Development Needs

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

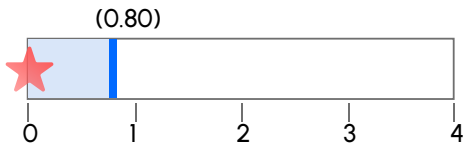
LIFELONG LEARNING

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.

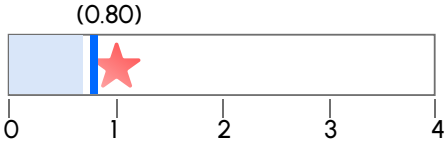


KEEP UP-TO-DATE

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

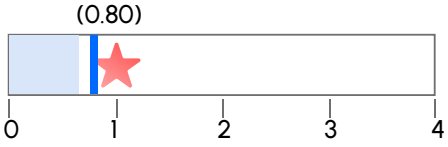
AGILE MINDSET

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



LIFELONG LEARNING

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



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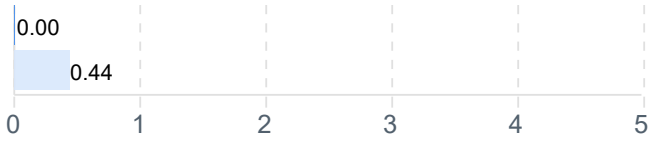
AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

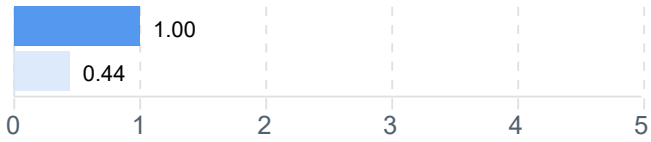
Self Gap Size Average Gap Size

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

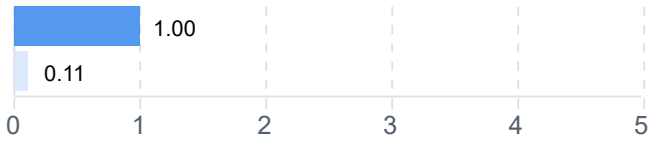


Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.

Q3. Identify new possibilities to address current business issues.



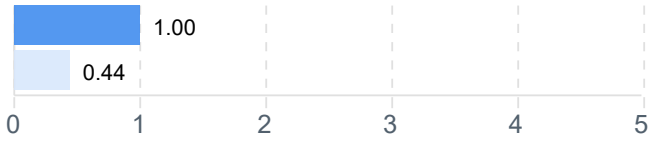
Q4. Manage teams' resources to collate information from multiple sources.



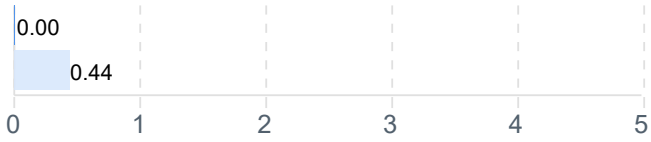
AGILE MINDSET

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.



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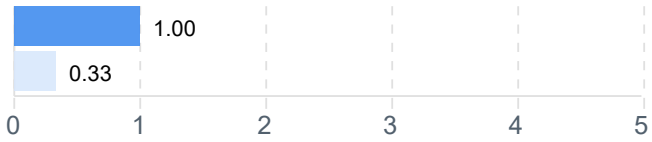
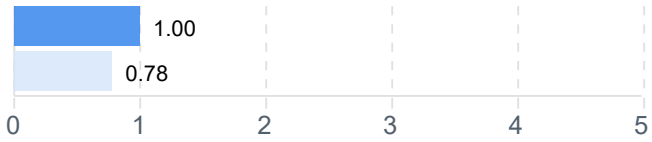
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.



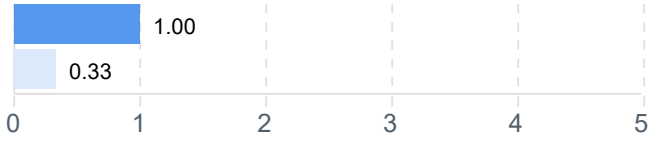
Q8. Provide coaching to help others adapt and be more versatile.



KNOW YOUR CUSTOMER

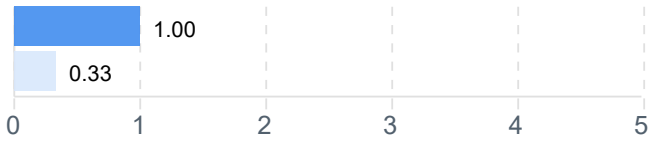
Self Gap Size Average Gap Size

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

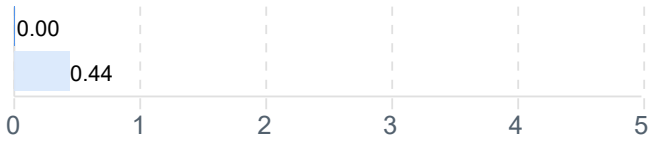


Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.

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

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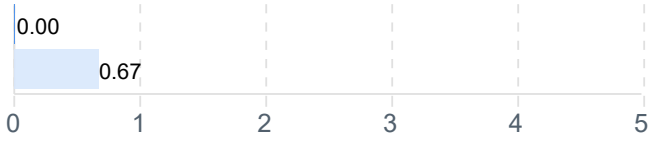
Q13. Empathise in a way that motivates one to take action to help others in the work environment.



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.

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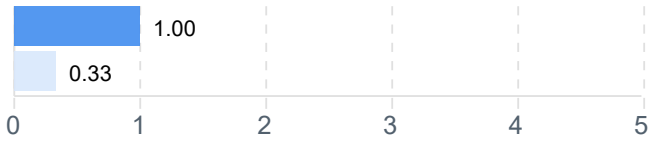
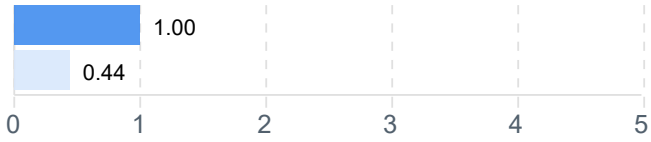
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.



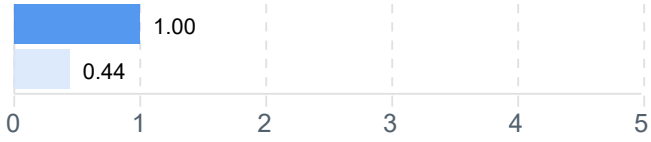
SPEAK UP

Self Gap Size Average Gap Size

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

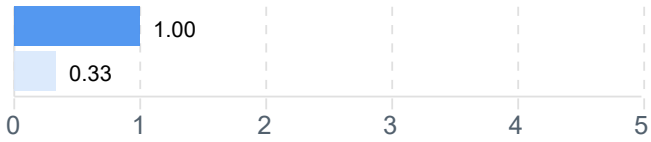


Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.

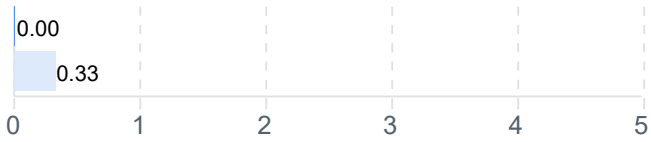


Q23. Encourage constructive feedback and be objective in addressing disagreements.

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

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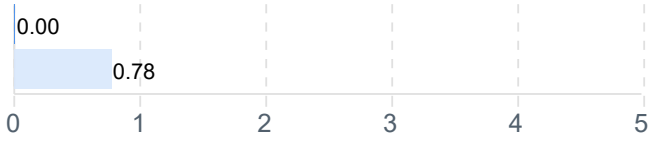
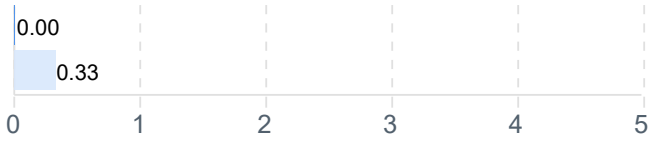
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



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



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

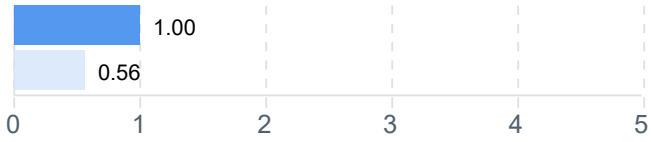
Q29. Maintain focus to deliver the chosen strategy.

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

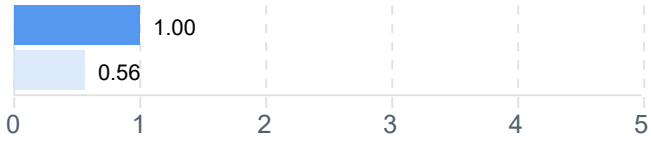
KEEP UP-TO-DATE

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.



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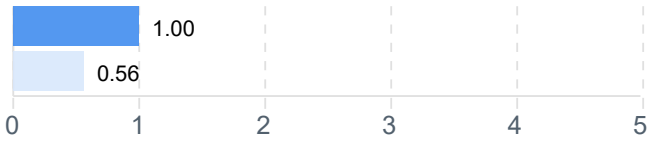
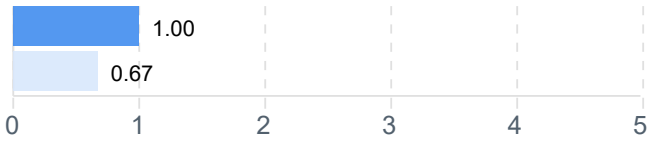
Q33. Create opportunities for the team to be in touch by having external exposure from related industries



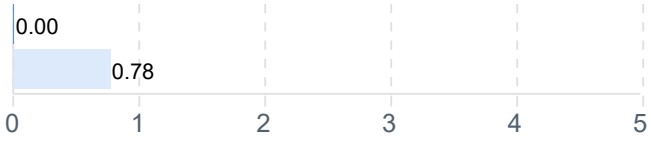
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



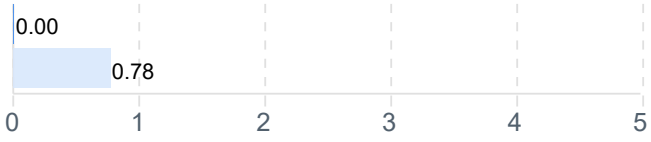
LIFELONG LEARNING

Self Gap Size Average Gap Size

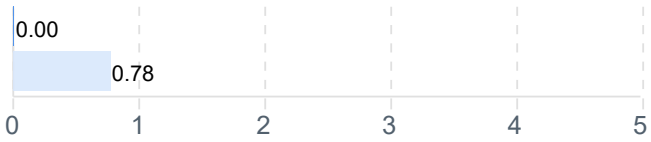
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



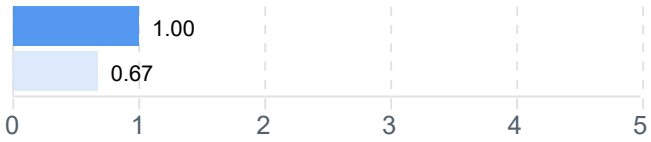
Q36. Purposefully manage career development and professional growth of team members.



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.

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TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

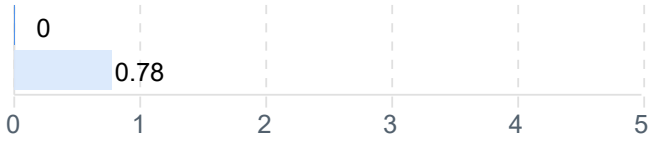
Self Rating Average Gap Rating

COURAGE TO ACT

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

LIFELONG LEARNING

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



LIFELONG LEARNING

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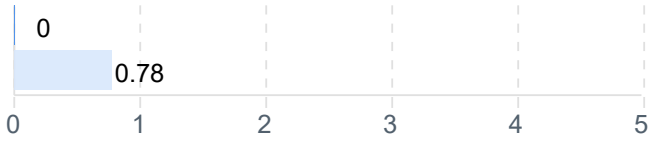

LIFELONG LEARNING

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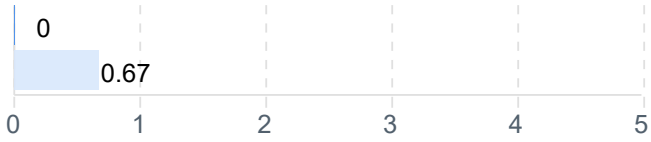
ENGAGE WITH EMPATHY

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



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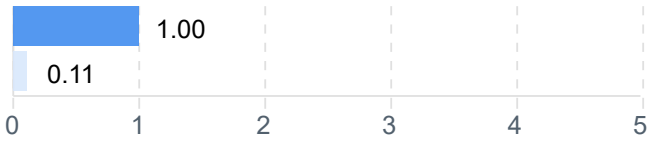
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating | Average Gap Rating

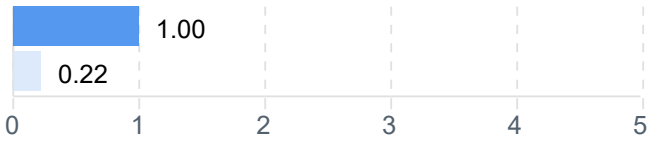
HOLISTIC THINKING

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



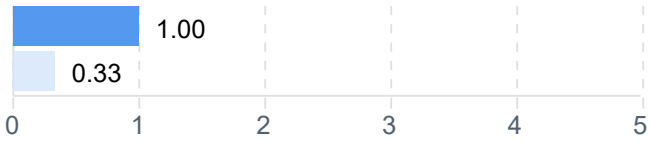
PURPOSEFUL PARTNERSHIP

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



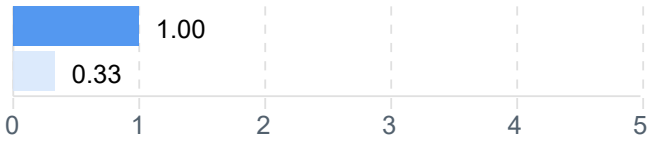
KNOW YOUR CUSTOMER

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



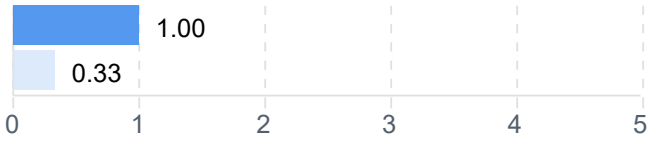
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



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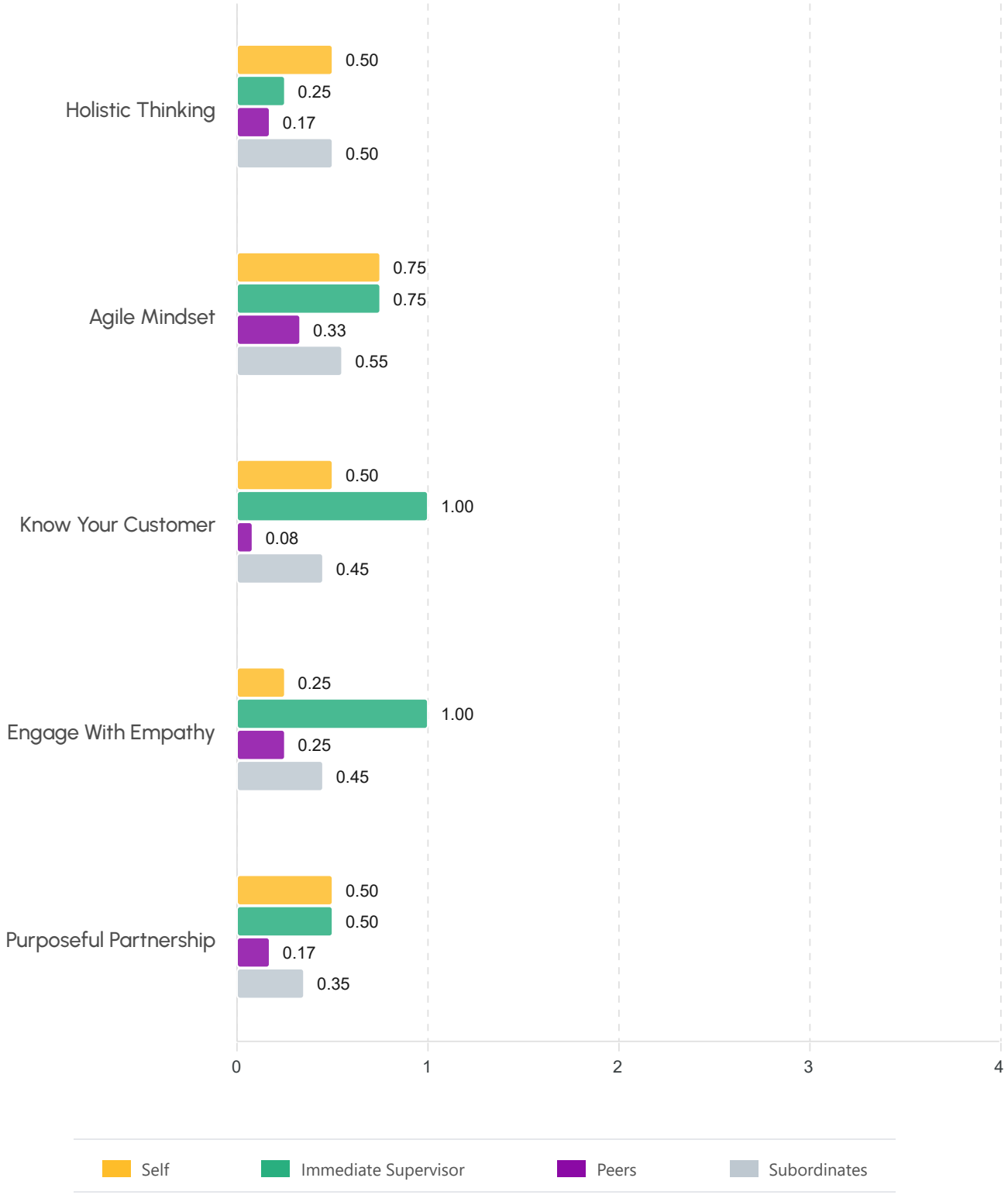
AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)

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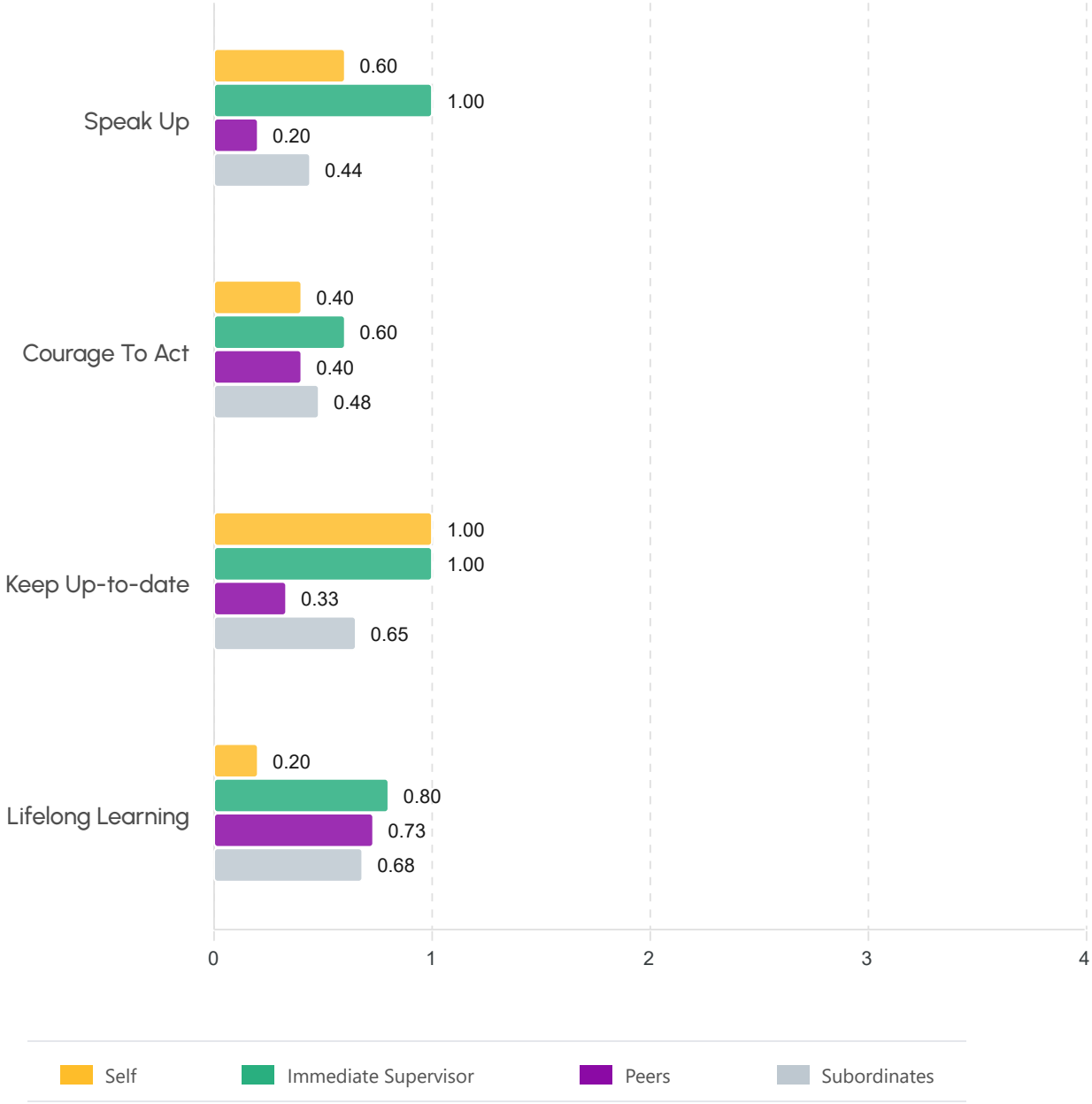
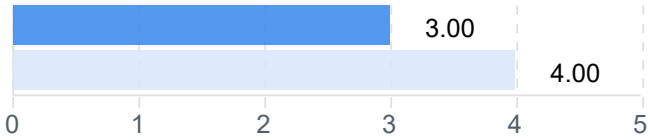

Speak Up
0.60
1.00
0.20
0.44
Courage To Act
0.40
0.60
0.40
0.48
Keep Up-to-date
1.00
1.00
0.33
0.65
Lifelong Learning
0.20
0.80
0.73
0.68
0
1
2
3
4
Self
Immediate Supervisor
Peers
Subordinates

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

RATING FROM SELF

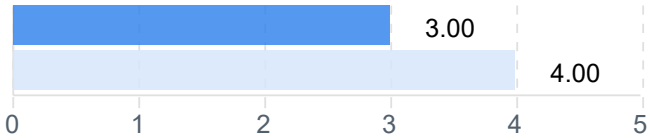
AGILE MINDSET

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



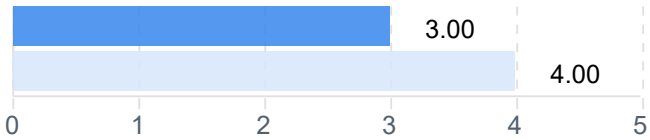
KEEP UP-TO-DATE

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



SPEAK UP

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



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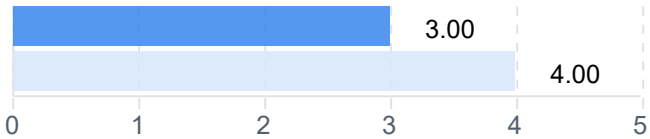
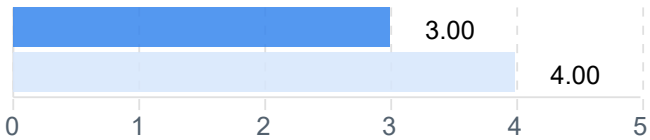


SPEAK UP

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



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KEEP UP-TO-DATE

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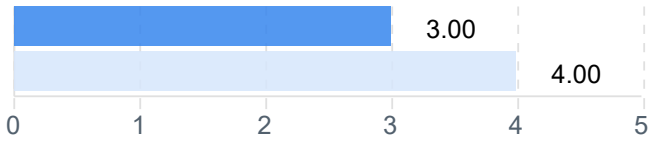

ENGAGE WITH EMPATHY

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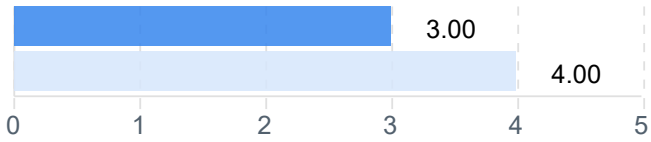
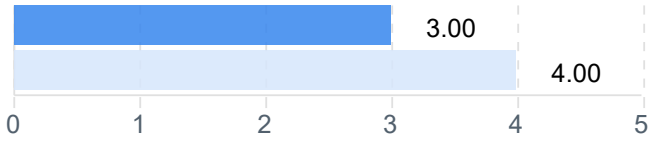


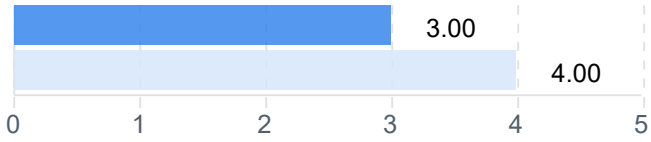
COURAGE TO ACT

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



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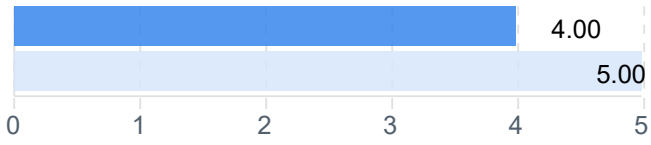

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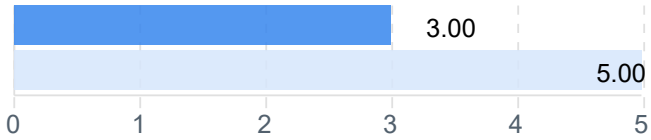
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

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.



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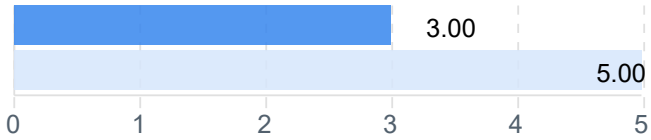

LIFELONG LEARNING

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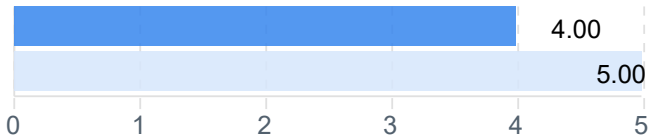

SPEAK UP

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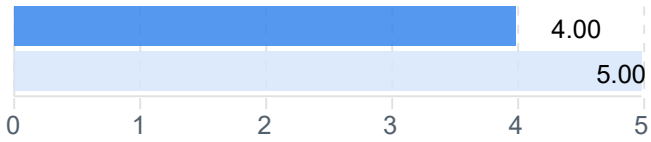
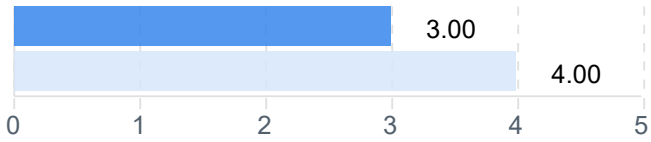
KNOW YOUR CUSTOMER

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



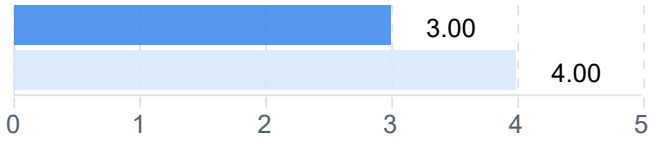
PURPOSEFUL PARTNERSHIP

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



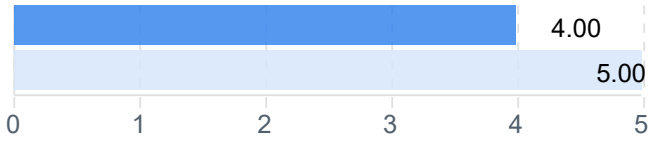
PURPOSEFUL PARTNERSHIP

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



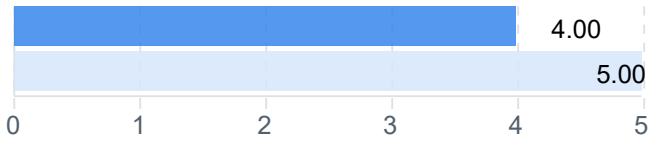
KNOW YOUR CUSTOMER

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.



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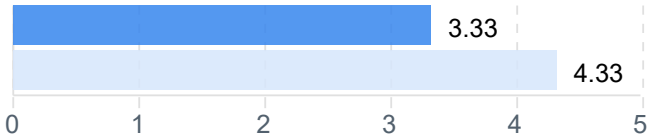
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

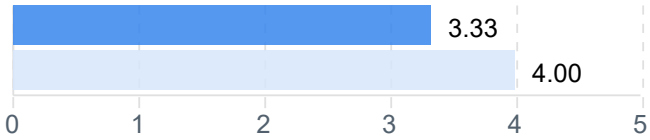
LIFELONG LEARNING

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



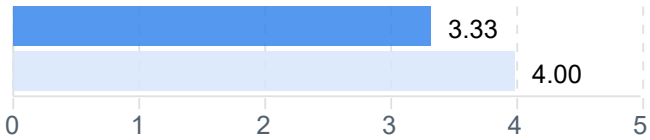
COURAGE TO ACT

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



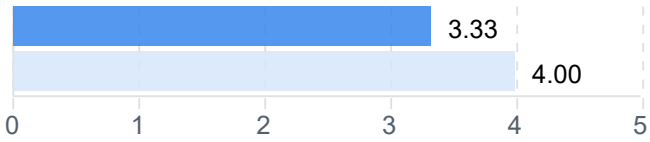
KEEP UP-TO-DATE

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



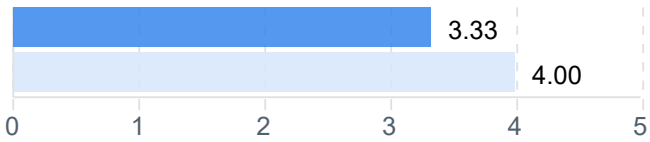
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



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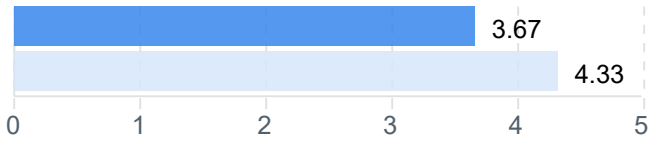
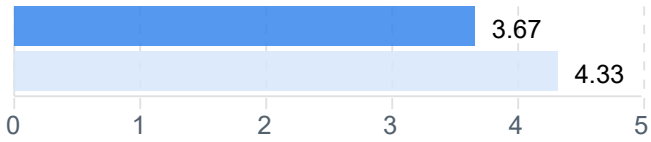
LIFELONG LEARNING

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



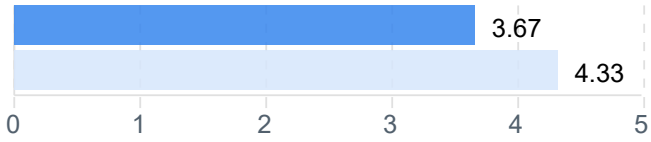
ENGAGE WITH EMPATHY

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



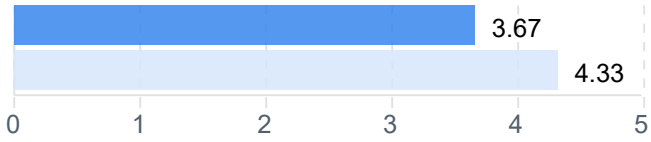
AGILE MINDSET

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



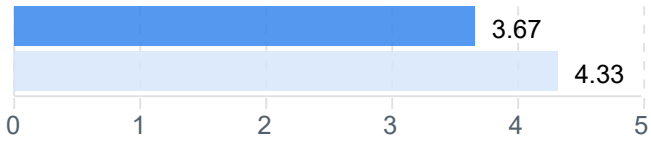
LIFELONG LEARNING

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



LIFELONG LEARNING

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



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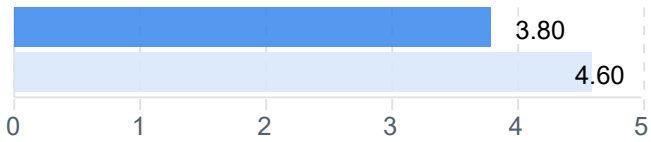
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

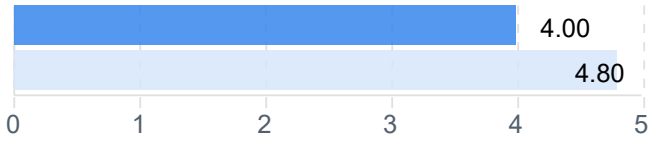
LIFELONG LEARNING

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



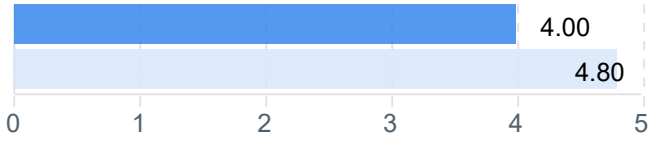
LIFELONG LEARNING

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



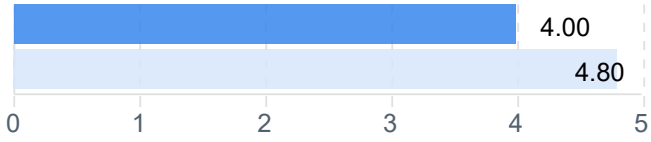
KEEP UP-TO-DATE

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



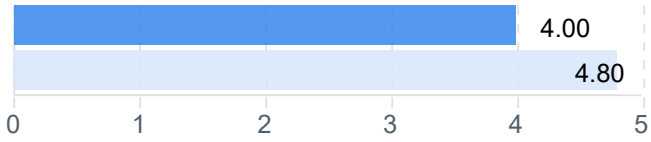
AGILE MINDSET

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



LIFELONG LEARNING

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



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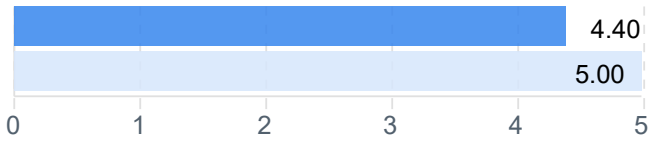
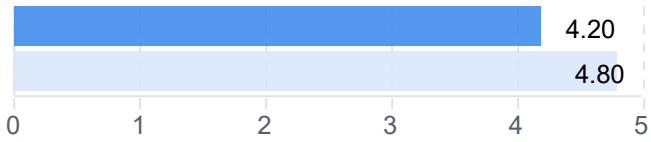
HOLISTIC THINKING

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



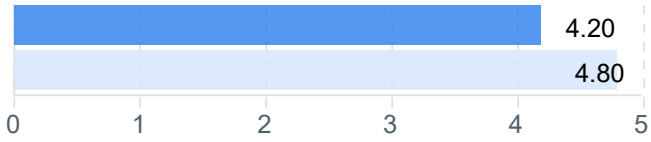
AGILE MINDSET

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



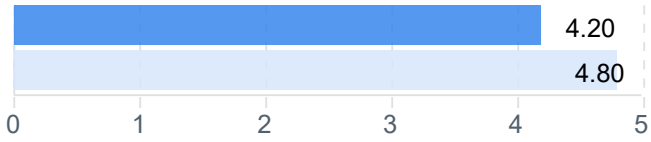
COURAGE TO ACT

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.



KEEP UP-TO-DATE

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

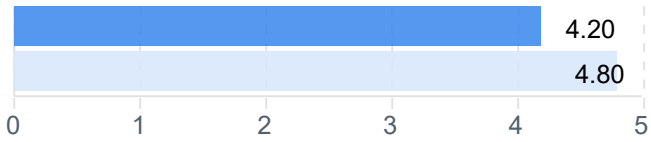


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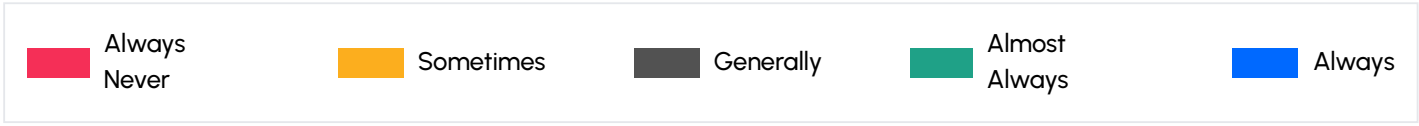
TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP



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

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How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	4.0	4.0	5.0	3.7	4.3	4.2	4.8
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.0	4.0	4.0	5.0	4.0	4.0	4.2	4.8
Q15. Share similar experiences that may be adapted to their work circumstances.	4.0	4.0	4.0	5.0	4.0	4.3	4.6	4.8
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	4.0	4.0	5.0	4.0	4.0	4.4	4.8
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	4.0	3.0	4.0	3.7	4.0	4.6	4.8
Q18. Leverage one's network and connection to gather market data.	4.0	4.0	3.0	4.0	3.7	3.7	4.2	4.6
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	4.0	4.0	4.0	4.3	4.3	4.2	4.6
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	4.0	4.0	4.0	4.3	4.4	4.8
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.0	4.0	3.0	4.0	4.0	4.3	4.2	4.6
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	4.0	5.0	4.0	4.3	4.4	4.8
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	4.0	4.0	5.0	3.7	4.0	4.2	4.8
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	4.0	4.0	5.0	4.3	4.3	4.6	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	4.0	3.0	4.0	4.0	4.0	4.2	4.6
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	4.0	3.0	5.0	3.3	4.0	4.2	4.8

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

* Responses based on Rating scale of 1-5

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