



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

Name: YAP SHIN SIANG

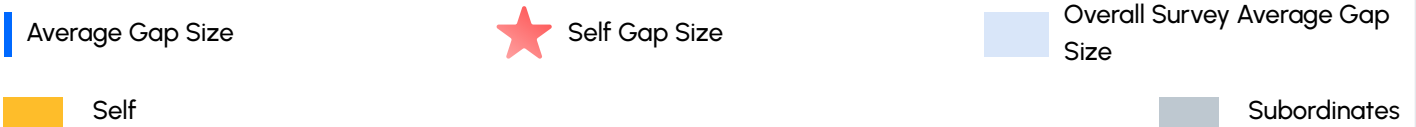
Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

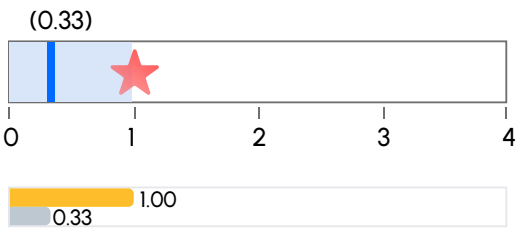
Strengths

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



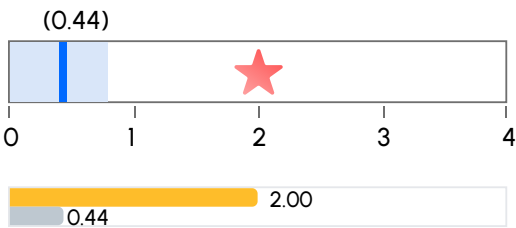
DRIVES FOR RESULT

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



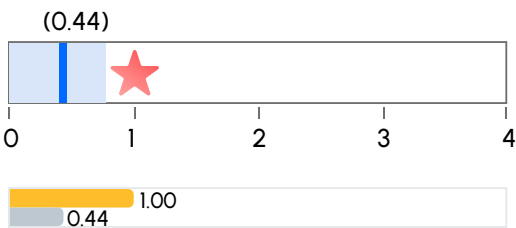
BUSINESS ACUMEN

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



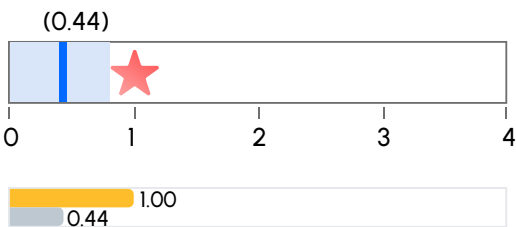
BUSINESS ACUMEN

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



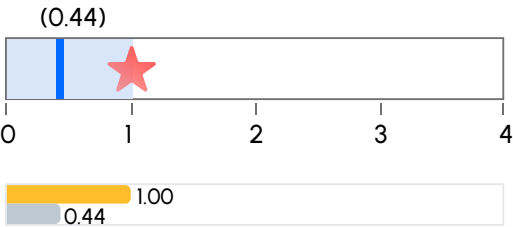
CLIENT-FOCUSED

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



SETS CLEAR DIRECTIONS

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



STRENGTHS AND DEVELOPMENT NEEDS

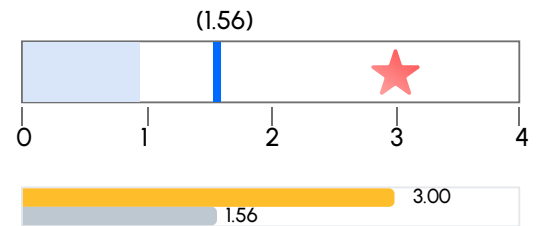
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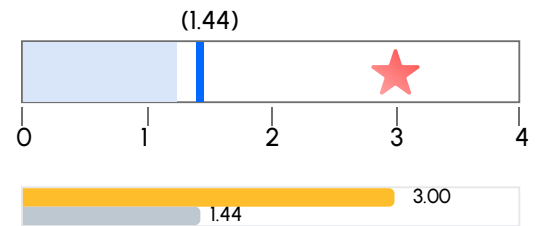
BUSINESS ACUMEN

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



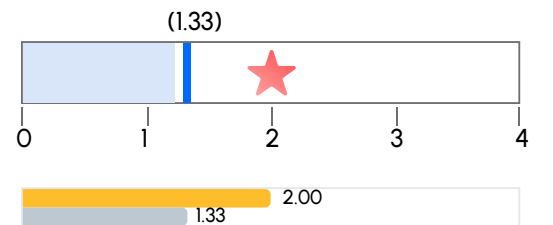
INNOVATIVE AND CRITICAL THINKING

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



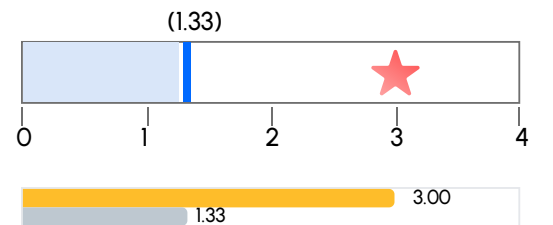
DRIVES FOR RESULT

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



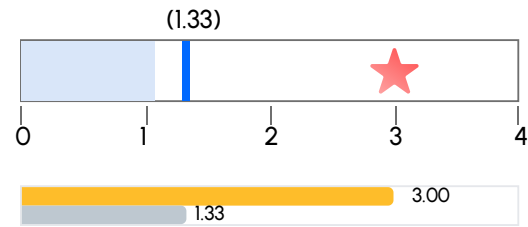
DRIVES FOR RESULT

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

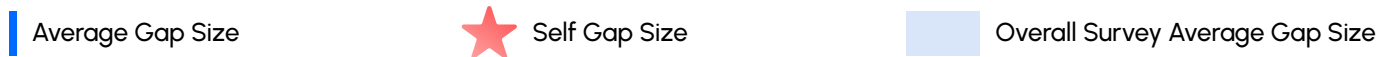


DEVELOP SELF AND OTHERS

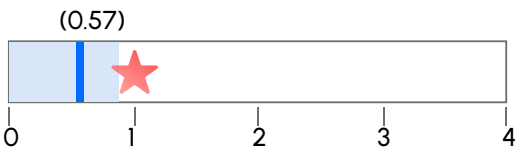
Q34. Active listening, without making judgements, to help others explore solutions?



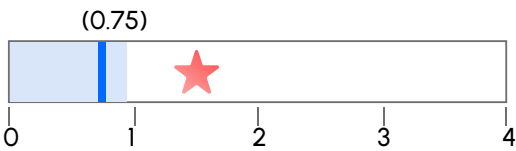
COMPETENCIES REPORT IN ASCENDING ORDER



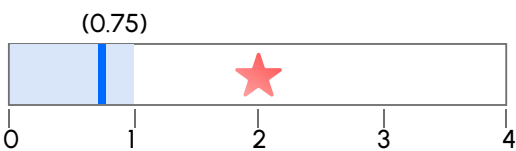
CLIENT-FOCUSED



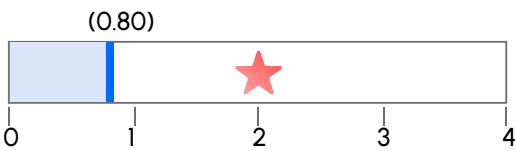
FOSTER TEAMWORK



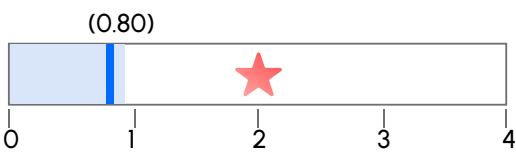
SETS CLEAR DIRECTIONS



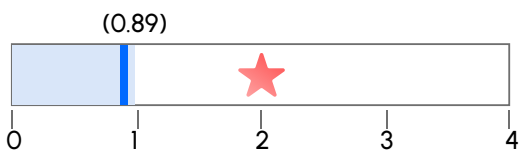
BUSINESS ACUMEN



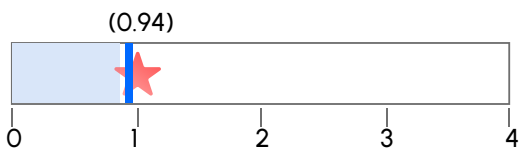
COMMUNICATE WITH IMPACT



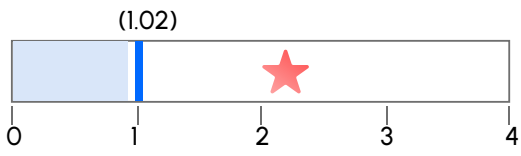
DRIVES FOR RESULT



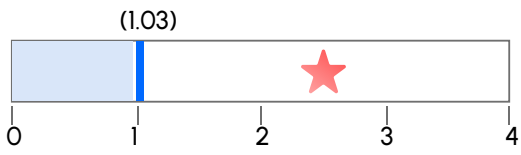
TECHNICAL CAPABILITIES



DEVELOP SELF AND OTHERS



INNOVATIVE AND CRITICAL THINKING



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.89	-	3	4	2	-	-

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

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

Innovative and Critical Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Subordinates	1.44	-	2	3	2	2	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Subordinates	0.63	-	4	3	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.78	-	3	5	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	1.25	-	1	5	1	1	-

Foster Teamwork

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.67	-	5	2	2	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.89	-	4	3	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.78	-	4	3	2	-	-

Business Acumen

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.44	-	5	4	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.75	-	4	3	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.44	-	5	4	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Subordinates	1.56	-	1	4	3	-	1

Client-Focused

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.50	-	5	2	1	-	-

Q16. Respond and Resolve client issues effectively?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.67	-	6	1	1	1	-

Q17. Demonstrate personal accountability to serve clients well?

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.44	-	7	1	-	1	-

Sets Clear Directions

Q19. Take action despite ambiguity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.56	-	4	5	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.44	-	6	2	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Subordinates	1.11	-	3	4	1	-	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.89	-	3	4	2	-	-

Drives For Result

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.33	-	7	1	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.44	-	7	1	-	1	-

Q26. Bring clarity and decisiveness during crisis management?

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Subordinates	1.33	-	1	6	1	-	1

Communicate With Impact

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.75	-	4	3	-	1	-

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

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

Develop Self And Others

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Subordinates	0.88	-	3	3	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.89	-	5	2	1	-	1

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Subordinates	1.11	-	2	5	1	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Subordinates	1.33	-	1	5	2	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Subordinates	0.89	-	3	4	2	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q23. Show initiative, energy and the feeling that the work must be done quickly?	0.33
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	0.44
Q13. Instill a business-oriented mindset that drives the business of YYC?	0.44
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.44
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	0.44
Q25. Push himself/herself and others every day for results?	0.44
Q15. Build cross functional team relationship that can effectively address the needs of clients?	0.50
Q19. Take action despite ambiguity?	0.56
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	0.63
Q7. Treat all team members in a respectful, courteous and professional manner?	0.67
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	0.67
Q16. Respond and Resolve client issues effectively?	0.67
Q17. Demonstrate personal accountability to serve clients well?	0.67
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	0.67

Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.75
Q29. Convey persuasive thoughts and views with confidence and clarity?	0.75
Q5. Challenge the status quo and push for positive change and impact?	0.78
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	0.78
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	0.88
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.89
Q9. Take accountability and ownership of his/her team's performance?	0.89
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	0.89
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	0.89
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	0.89
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	1.00
Q26. Bring clarity and decisiveness during crisis management?	1.00
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.00
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	1.11
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.11
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	1.25

Q24. Deal in a clear, strong way with subordinates who are not performing?	1.33
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	1.33
Q34. Active listening, without making judgements, to help others explore solutions?	1.33
Q3. Develop well thought-out conclusions and solutioning plan?	1.44
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	1.56

QUALITATIVE FEEDBACK

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

- * Passionate. Shin is always passionate and eager to make improvements to everything. * Kind. Shin is a kind person, and the spirits to genuinely wanted to help others in shown in how she spend time and efforts to assist and guide others in the company.
- Hard working and has empathy towards client
- 1. Prompt action in executing; 2. Always strive for excellence and inspiring others to progress.
- High execution capability and Discipline
- Inspiring figure Confidence in public speaking Key speaker and key partner
- 1. Very hardworking and never give up. 2. Always strive for the best and to improve further.
- Clear Communication Clear Objectives

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

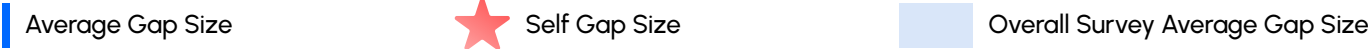
- * Digitization mindset to bring the company operation and all units more in-sync. * Active listening and responding in a way that seek to understand the ideas and opinion of the others.
- To read and improve business acumen, be more open and curious to new ideas and to articulate expectations better
- 1. To improve communication with impact to ensure smooth execution; 2. To remember clients' name and their situation will be key in creating trust and build long lasting relationship.
- Quick judgement
- People management Prioritisation
- 1. To listen more to the voices from the ground. 2. To think thoroughly and objectively before making decision.

- Give more time for others to plan and execute

STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

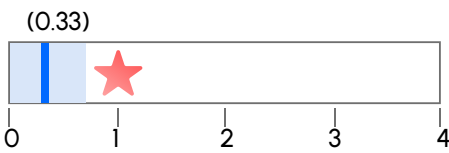
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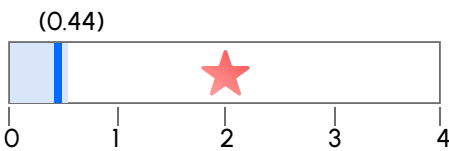
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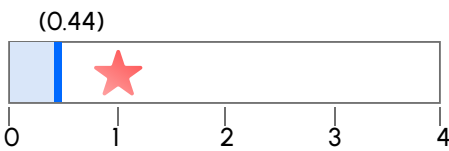
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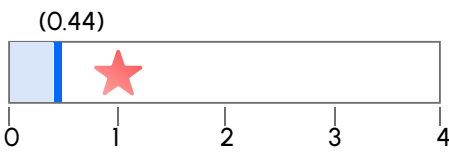
SETS CLEAR DIRECTIONS

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



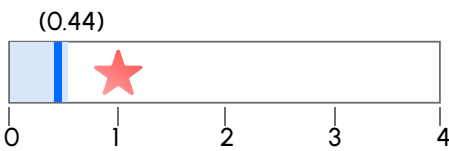
BUSINESS ACUMEN

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



DRIVES FOR RESULT

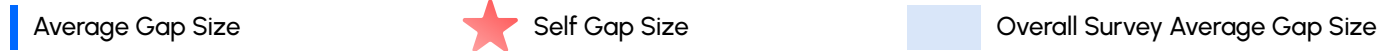
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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

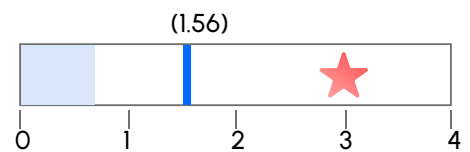
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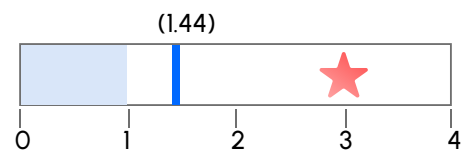
BUSINESS ACUMEN

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



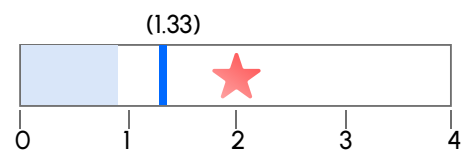
INNOVATIVE AND CRITICAL THINKING

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



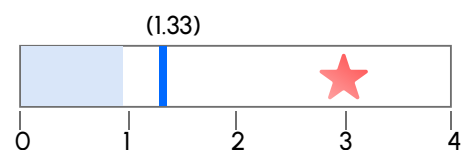
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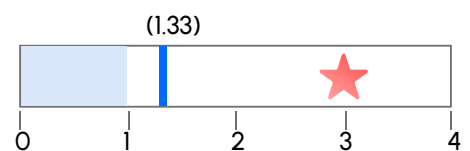
DEVELOP SELF AND OTHERS

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



DRIVES FOR RESULT

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

TECHNICAL CAPABILITIES

Self Gap Size Average Gap Size

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



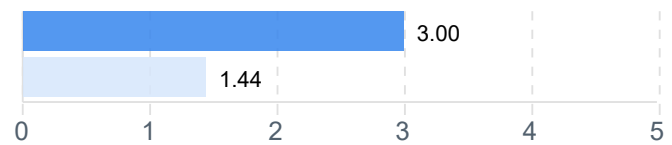
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



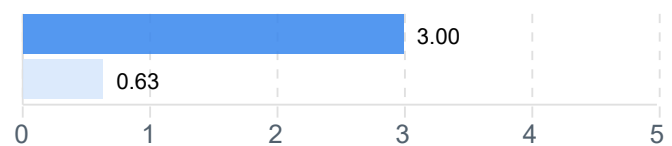
INNOVATIVE AND CRITICAL THINKING

Self Gap Size Average Gap Size

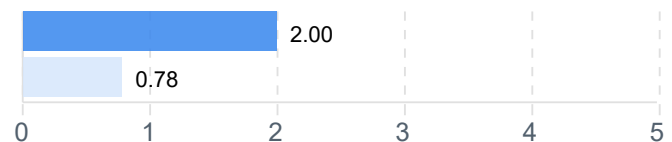
Q3. Develop well thought-out conclusions and solutioning plan?



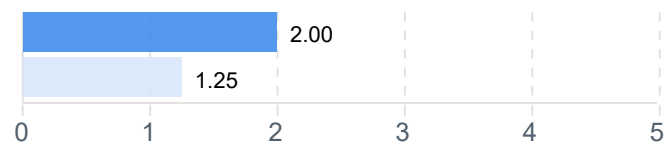
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



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



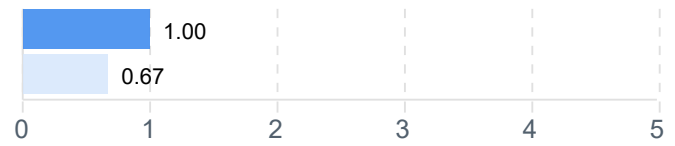
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



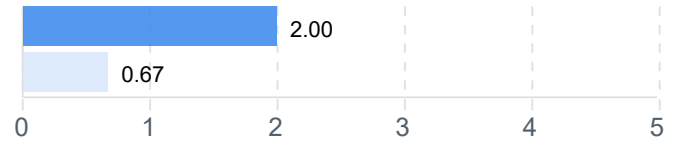
FOSTER TEAMWORK

Self Gap Size Average Gap Size

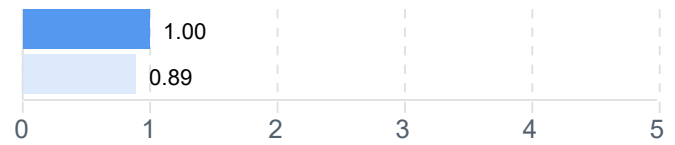
Q7. Treat all team members in a respectful, courteous and professional manner?



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



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



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



BUSINESS ACUMEN

Self Gap Size Average Gap Size

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



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



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



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



CLIENT-FOCUSED

Self Gap Size Average Gap Size

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



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



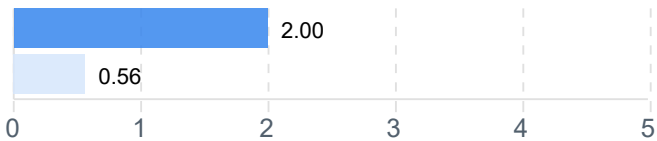
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



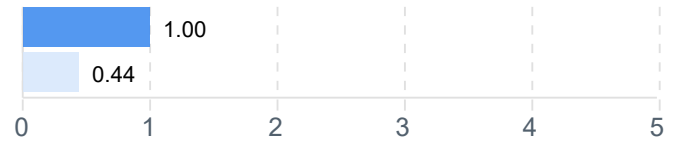
SETS CLEAR DIRECTIONS

Self Gap Size Average Gap Size

Q19. Take action despite ambiguity?



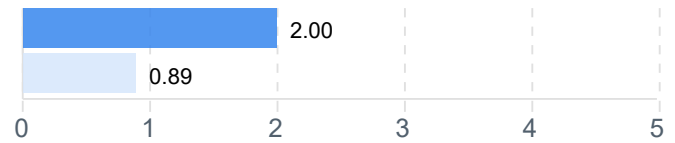
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



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



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



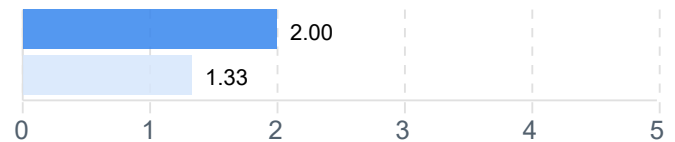
DRIVES FOR RESULT

■ Self Gap Size ■ Average Gap Size

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



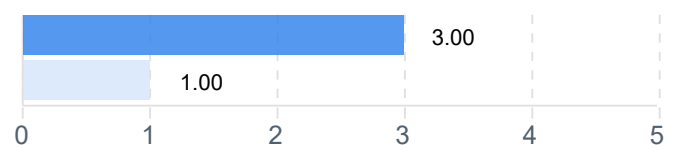
Q24. Deal in a clear, strong way with subordinates who are not performing?



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



Q26. Bring clarity and decisiveness during crisis management?



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



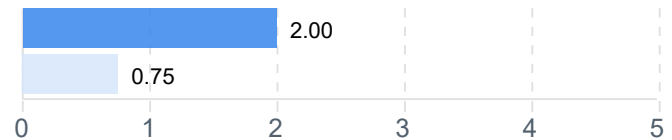
COMMUNICATE WITH IMPACT

■ Self Gap Size ■ Average Gap Size

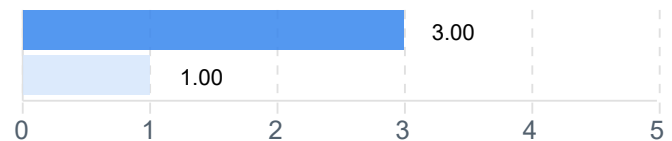
Q28. Communicate with enthusiasm and passion to inspire and motivate others?



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



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



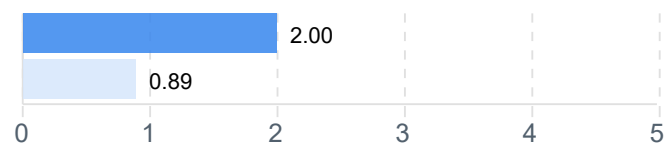
DEVELOP SELF AND OTHERS

■ Self Gap Size ■ Average Gap Size

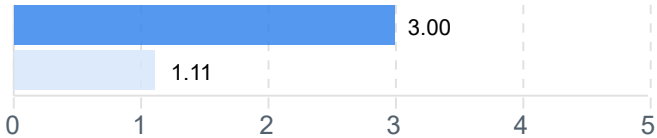
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



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



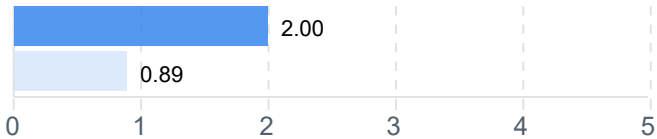
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

-- There are no Blind Spots to show --

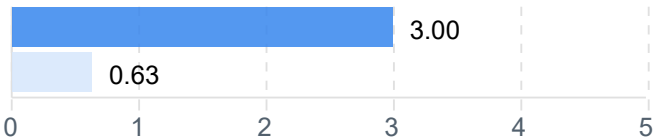
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self RatingAverage Gap Rating

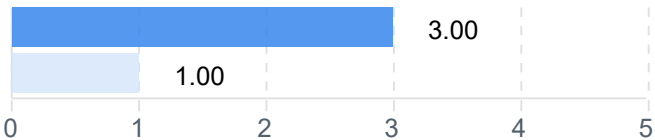
INNOVATIVE AND CRITICAL THINKING

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



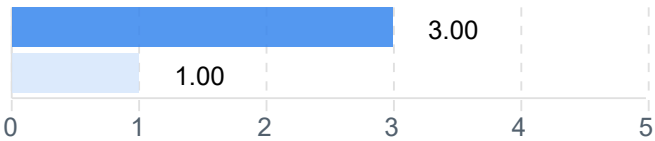
COMMUNICATE WITH IMPACT

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



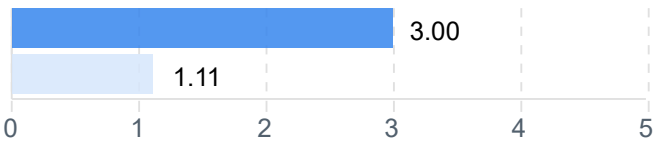
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



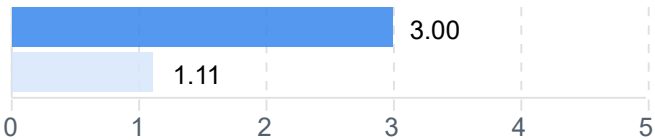
SETS CLEAR DIRECTIONS

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

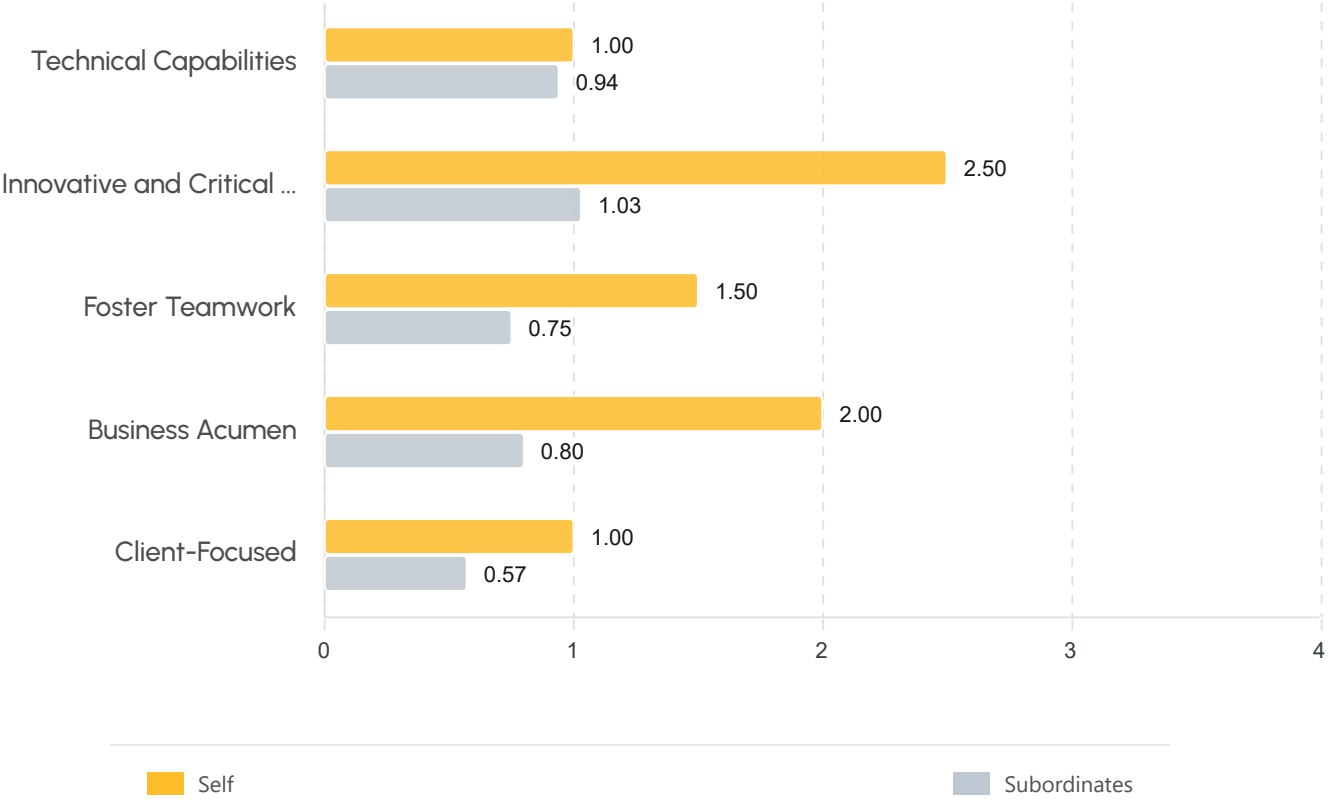


DEVELOP SELF AND OTHERS

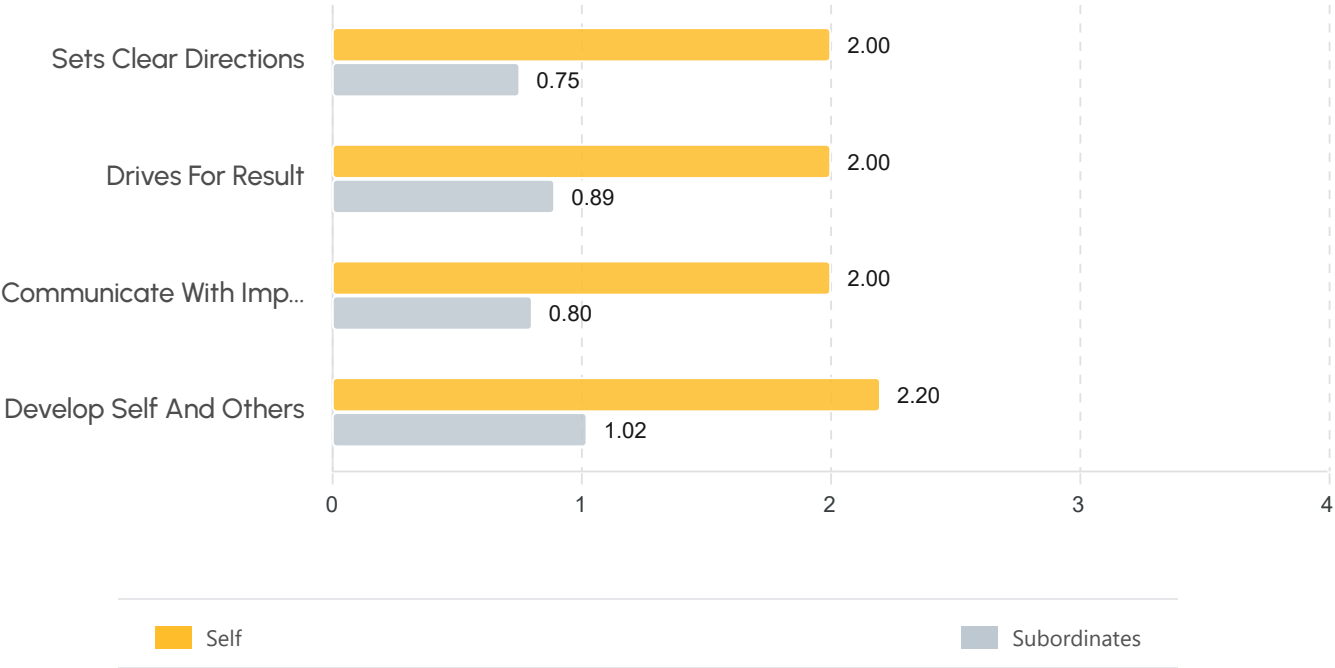
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



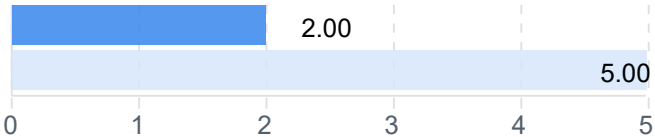
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

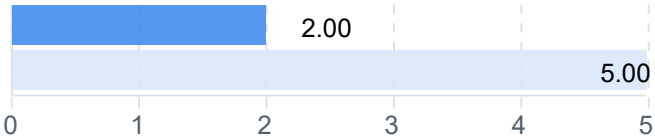
INNOVATIVE AND CRITICAL
THINKING

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



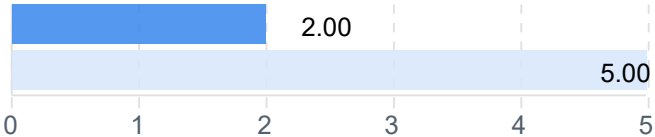
INNOVATIVE AND CRITICAL
THINKING

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



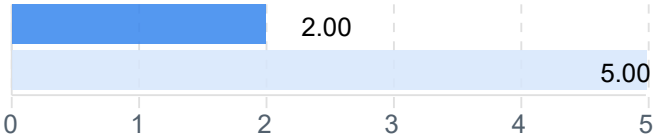
SETS CLEAR DIRECTIONS

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



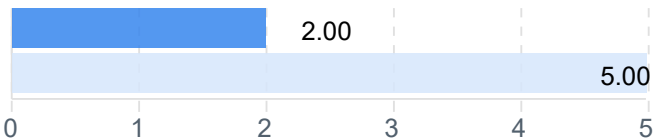
COMMUNICATE WITH IMPACT

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



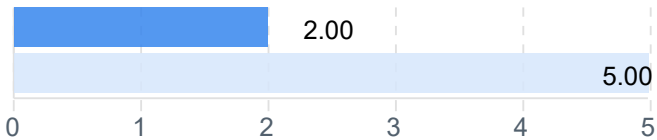
DEVELOP SELF AND OTHERS

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



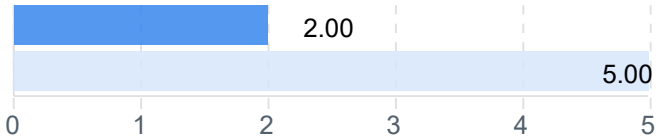
DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



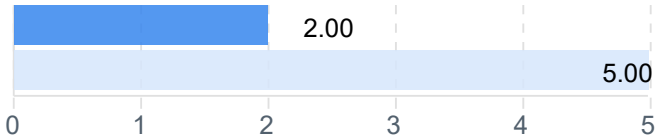
DEVELOP SELF AND OTHERS

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



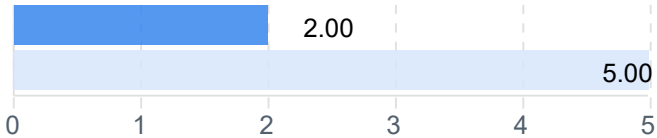
BUSINESS ACUMEN

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



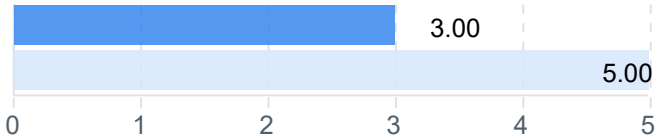
DRIVES FOR RESULT

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



BUSINESS ACUMEN

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



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

RATING FROM SUBORDINATES

Current Expected

BUSINESS ACUMEN

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



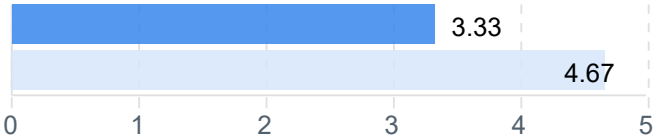
INNOVATIVE AND CRITICAL THINKING

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



DEVELOP SELF AND OTHERS

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



DRIVES FOR RESULT

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



DRIVES FOR RESULT

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



INNOVATIVE AND CRITICAL
THINKING

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



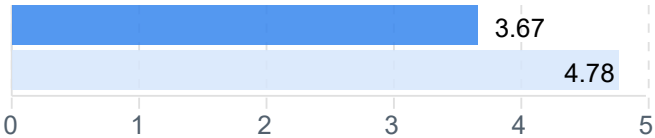
SETS CLEAR DIRECTIONS

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



DEVELOP SELF AND OTHERS

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



DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



TECHNICAL CAPABILITIES

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

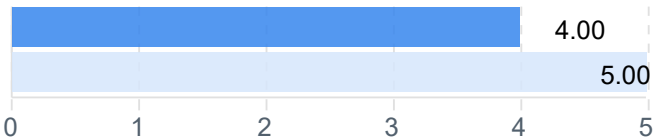


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Self		Subordinates	
	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	4.0	5.0	3.9	4.8
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	4.0	5.0	4.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	2.0	5.0	3.3	4.8
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	2.0	5.0	4.0	4.6
Q5. Challenge the status quo and push for positive change and impact?	3.0	5.0	4.1	4.9
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	3.0	5.0	3.6	4.9
Q7. Treat all team members in a respectful, courteous and professional manner?	4.0	5.0	4.2	4.9
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	3.0	5.0	4.0	4.7
Q9. Take accountability and ownership of his/her team's performance?	4.0	5.0	4.1	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	3.0	5.0	4.1	4.9
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	3.0	5.0	4.2	4.7
Q12. Keep up to date with business trends and industry development for potential business opportunities?	3.0	5.0	4.1	4.9
Q13. Instill a business-oriented mindset that drives the business of YYC?	4.0	5.0	4.3	4.8

How often does this person demonstrate the following -	Self		Subordinates	
	Curr	Exp	Curr	Exp
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	2.0	5.0	3.2	4.8
Q15. Build cross functional team relationship that can effectively address the needs of clients?	4.0	5.0	4.1	4.6
Q16. Respond and Resolve client issues effectively?	4.0	5.0	4.0	4.7
Q17. Demonstrate personal accountability to serve clients well?	4.0	5.0	4.3	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	4.0	5.0	4.4	4.9
Q19. Take action despite ambiguity?	3.0	5.0	4.1	4.7
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	4.0	5.0	4.4	4.9
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	2.0	5.0	3.4	4.6
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	3.0	5.0	3.9	4.8
Q23. Show initiative, energy and the feeling that the work must be done quickly?	4.0	5.0	4.3	4.7
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.0	5.0	3.4	4.8
Q25. Push himself/herself and others every day for results?	4.0	5.0	4.4	4.9
Q26. Bring clarity and decisiveness during crisis management?	2.0	5.0	3.9	4.9
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	2.0	5.0	3.4	4.8
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	4.0	5.0	4.2	4.9
Q29. Convey persuasive thoughts and views with confidence and clarity?	3.0	5.0	3.9	4.6
Q30. Express concept in writing, clearly, concisely and with positive impact?	2.0	5.0	3.6	4.6

How often does this person demonstrate the following -	Self		Subordinates	
	Curr	Exp	Curr	Exp
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	4.0	5.0	4.0	4.9
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	3.0	5.0	3.9	4.8
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	2.0	5.0	3.7	4.8
Q34. Active listening, without making judgements, to help others explore solutions?	2.0	5.0	3.3	4.7
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	3.0	5.0	3.9	4.8

* Responses based on Rating scale of 1-5