



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

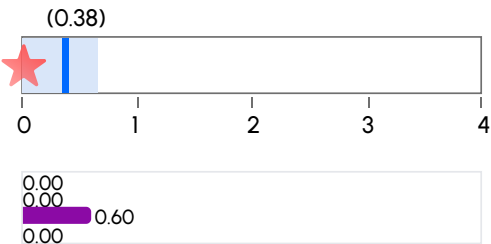
Strengths

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



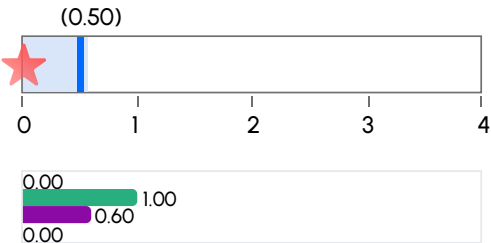
KEEP UP-TO-DATE

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



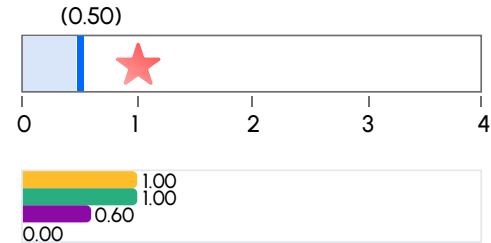
PURPOSEFUL PARTNERSHIP

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



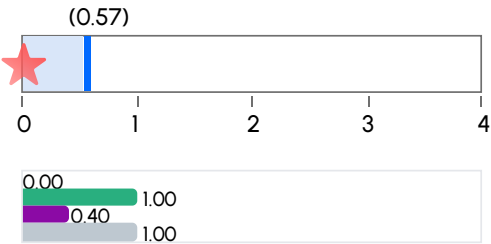
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



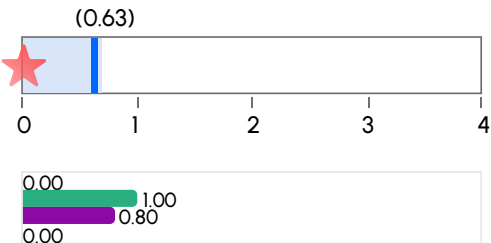
COURAGE TO ACT

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



STRENGTHS AND DEVELOPMENT NEEDS

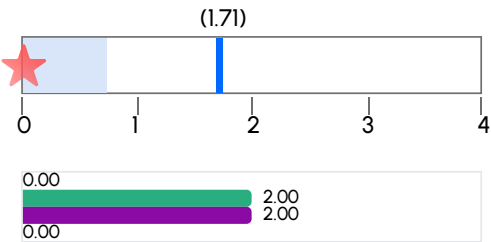
Development Needs

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



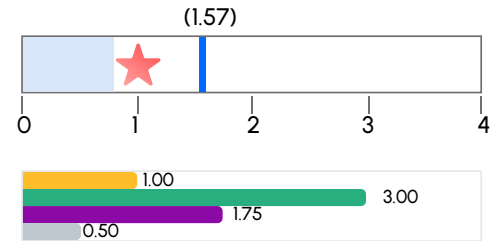
KNOW YOUR CUSTOMER

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



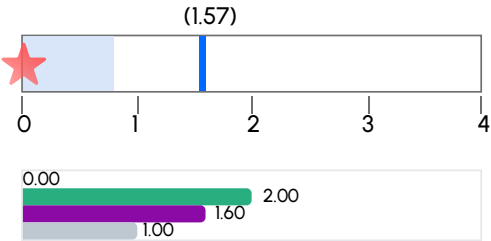
AGILE MINDSET

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



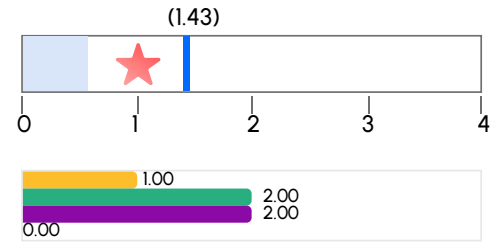
PURPOSEFUL PARTNERSHIP

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



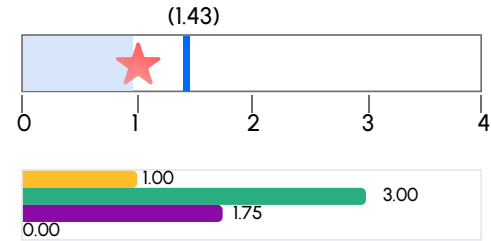
PURPOSEFUL PARTNERSHIP

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



LIFELONG LEARNING

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



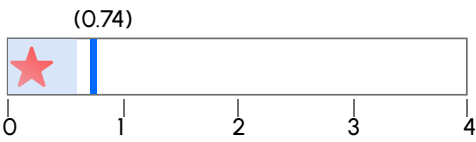
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

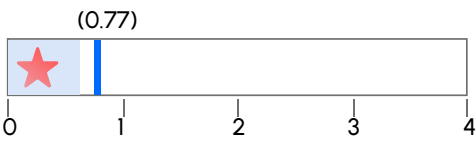
COURAGE TO ACT



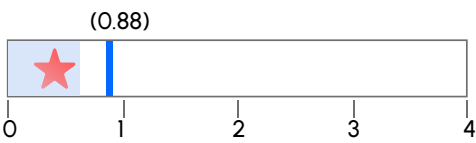
HOLISTIC THINKING



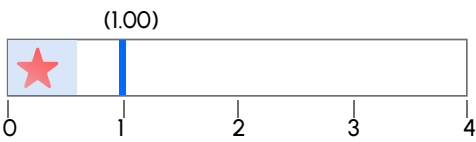
KEEP UP-TO-DATE



SPEAK UP



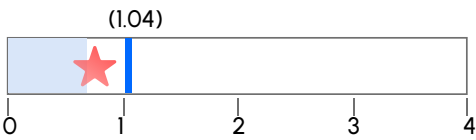
PURPOSEFUL PARTNERSHIP



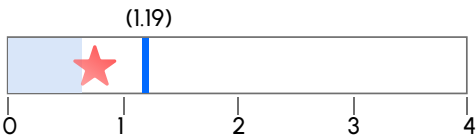
ENGAGE WITH EMPATHY



KNOW YOUR CUSTOMER



AGILE MINDSET



LIFELONG LEARNING



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.60	-	2	3	-	-	-
Subordinates	0.50	1	-	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.20	-	1	2	2	-	-
Subordinates	0.00	-	2	-	-	-	-

Q3. Identify new possibilities to address current business issues.

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

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	1.00	-	-	1	-	-	-
Peers	0.80	-	3	1	-	1	-
Subordinates	0.50	1	-	1	-	-	-

Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.60	-	-	2	3	-	-
Subordinates	0.00	-	2	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.40	-	1	2	1	1	-
Subordinates	0.50	-	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	1.00	-	2	1	2	-	-
Subordinates	0.00	-	2	-	-	-	-

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	3.00	-	-	-	-	1	-
Peers	1.75	-	-	3	-	-	1
Subordinates	0.50	-	1	1	-	-	-

Know Your Customer

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

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

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

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

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

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

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

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

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.40	-	-	3	2	-	-
Subordinates	0.50	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.60	-	-	3	1	1	-
Subordinates	0.00	-	2	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.80	-	3	1	-	1	-
Subordinates	0.00	2	-	-	-	-	-

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	2.00	-	-	-	1	-	-
Peers	0.80	-	2	2	1	-	-
Subordinates	0.50	1	-	1	-	-	-

Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.80	1	2	1	-	1	-
Subordinates	0.00	1	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	0.60	-	3	1	1	-	-
Subordinates	0.00	1	1	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.60	-	1	1	2	1	-
Subordinates	1.00	-	-	1	-	-	-

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

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

Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.80	-	2	2	1	-	-
Subordinates	0.50	-	1	1	-	-	-

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

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

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	2.00	-	-	-	1	-	-
Peers	1.40	-	1	2	1	1	-
Subordinates	0.50	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	0.80	1	2	1	-	1	-
Subordinates	0.50	-	1	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.20	-	2	1	1	1	-
Subordinates	0.00	1	1	-	-	-	-

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	0.80	1	1	2	1	-	-
Subordinates	0.50	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	1.00	-	-	1	-	-	-
Peers	0.40	-	3	2	-	-	-
Subordinates	1.00	-	-	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.20	-	2	1	1	1	-
Subordinates	0.50	1	-	1	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

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

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

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

Keep Up-to-date

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.40	-	2	1	1	-	1
Subordinates	0.00	1	1	-	-	-	-

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

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

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	1.20	-	2	-	3	-	-
Subordinates	1.00	-	-	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.75	-	1	1	-	2	-
Subordinates	0.00	1	1	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.00	-	1	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.40	-	2	1	1	-	1
Subordinates	0.00	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	3.00	-	-	-	-	1	-
Peers	1.25	-	2	-	1	1	-
Subordinates	0.00	1	1	-	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.38
Q18. Leverage one's network and connection to gather market data.	0.50
Q29. Maintain focus to deliver the chosen strategy.	0.50
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.57
Q3. Identify new possibilities to address current business issues.	0.63
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.63
Q30. Give space for self and team members to take risks and learn from mistakes.	0.63
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.67
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.71
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.75
Q4. Manage teams' resources to collate information from multiple sources.	0.75
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.75
Q15. Share similar experiences that may be adapted to their work circumstances.	0.75
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.75
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.75

Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.75
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.83
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.86
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.88
Q16. Empathise whilst balancing the need of individuals and the business.	0.88
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.88
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.88
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.88
Q28. Encourage and value innovative ideas and suggestions from others.	1.13
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	1.13
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.14
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.14
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	1.17
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	1.25
Q6. Ensure change plans are executed effectively and in a timely manner.	1.25
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	1.25
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	1.25

Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.25
Q38. Make effort to teach / coach/ mentor team members.	1.25
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.43
Q36. Purposefully manage career development and professional growth of team members.	1.43
Q8. Provide coaching to help others adapt and be more versatile.	1.57
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.57
Q12. Promote a Customer-centric culture by role modeling the behavior.	1.71

QUALITATIVE FEEDBACK

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

- She takes advantage of her relationship with external parties/department to get insight and feedback in relation to the department. She has a strong character that stands to her views and is not easily swayed.
- Give constant guidance based on her past experience to support my personal growth and contributes to the continuous improvement of the team. Very much up-to-date with current news and trends which makes me more aware about changes in the industry.
- Deep knowledge and expertise in the line of work with the track record to prove. Always available to assist the team in various ways.
- 1. empathy and perspective-taking - consider team members different perspective and experiences when implementing investment strategy for fund under management or when making decision. 2. confidence - comfortable to express thoughts and ideas while being respectful during discussions. Remain calm under pressure or conflicts or setbacks professionally.
- Very experienced in reading trends and market sentiments. Able to think several steps ahead
- Interdepartmental networking has strengths Strong personality - required for investments, yet calm demeanor
- 1) Dare to speak up to defend her opinions even though it is against consensus or her superior's 2) Good networking with people from other departments which allow effective collaborations for major project
- 1. Honest, sincere & vocal when providing her view, she always comfortable to express her feedbacks although it may be contrarian to consensus. 2. Stay objective & never let personal grievances clouded her judgement when it comes to evaluate staff performance & contributions.
- 1. Good networking - Ability to get information from various parties especially from departments across EPF and helping others to connect with the right people (internal networking only) 2. Always give contrarian view - She likes to be different than others but this can have positive and negative perceptions from others. For example her view on market and way to do things

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

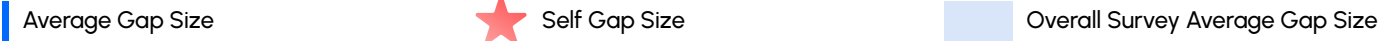
- She should be more proactive and consistent in sharing her decision making thought process to the team for better understanding of her actions. She should offer guidance and assistance to the team especially in areas of her expertise, as it will help with knowledge sharing and transference of information.
- Communication towards team can be more structured and direct to avoid confusion. Finding a solution that could benefit the team especially when the issues comes from senior management. (eg: cash management)
- (not sure how to answer this as a subordinate who is new to the organization)
- 1. Effective communication i.e. adapt the communication style to different audiences. 2. networking

- Share her experience and expertise to others beyond her current team Speaking up and leading discussions in the department
- Consistent training, working with and empowerment of team members Ensuring relevant information is disseminated to all relevant parties in a timely manner to build trust and reliability
- 1) when delegating works, please hand the work properly e.g. provide all background info beforehand, proper briefing and not very last minute 2) be more empathy towards others especially the one with lower levels
- 1. More active coaching role on regular basis 2. Be more involved in nurturing new talents & bringing the best out of potential talents in the dept.
- 1. Developing others - As a senior person, the role should be more on guiding and focusing to enhance the skillsets of the young ones to ensure team stability. In my view it is more to leverage on experience person rather than helping and guiding the younger ones 2. Taking more responsibility - As a team lead, she needs to play important role in most of the decision making and work plus owning up to the positive and negatives outcome from the decisions. She should take some responsibility rather than pushing it all to others

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

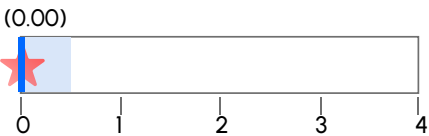
Strengths

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



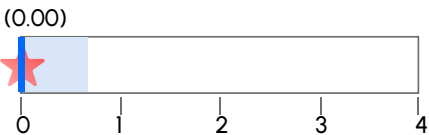
KEEP UP-TO-DATE

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



SPEAK UP

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



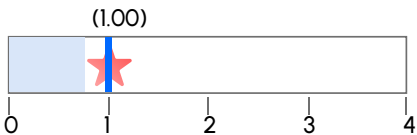
KNOW YOUR CUSTOMER

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



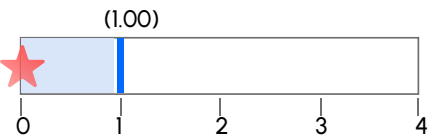
SPEAK UP

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



LIFELONG LEARNING

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



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

LIFELONG LEARNING

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



LIFELONG LEARNING

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



AGILE MINDSET

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



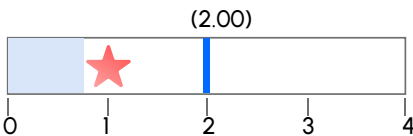
LIFELONG LEARNING

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



ENGAGE WITH EMPATHY

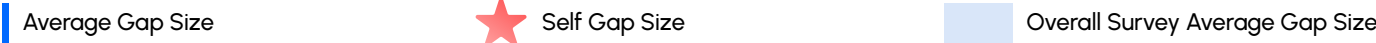
Q13. Empathise in a way that motivates one to take action to help others in the work environment.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

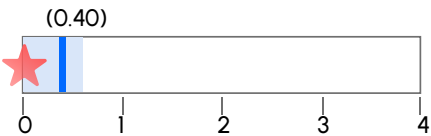
Strengths

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



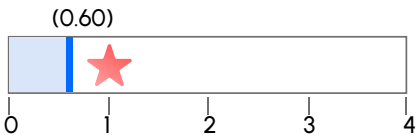
COURAGE TO ACT

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



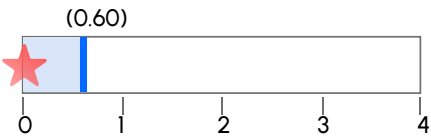
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



KEEP UP-TO-DATE

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



COURAGE TO ACT

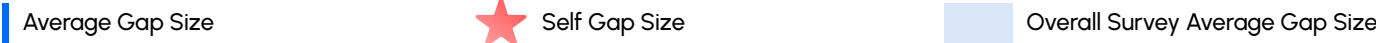
Q29. Maintain focus to deliver the chosen strategy.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

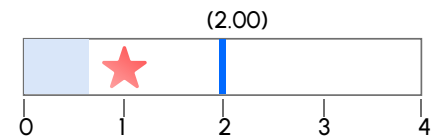
Development Needs

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



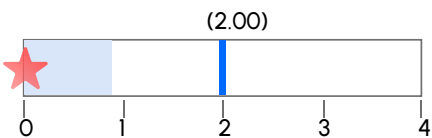
PURPOSEFUL PARTNERSHIP

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



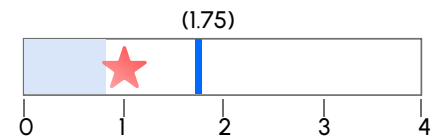
KNOW YOUR CUSTOMER

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



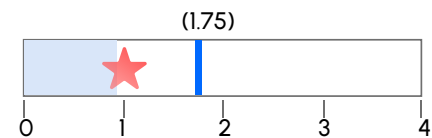
LIFELONG LEARNING

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



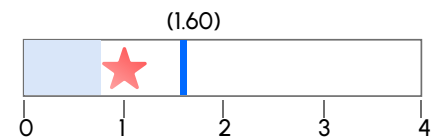
AGILE MINDSET

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



AGILE MINDSET

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



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.

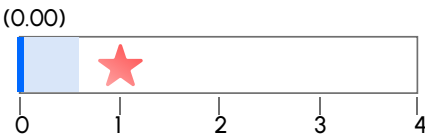
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

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.



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.



KEEP UP-TO-DATE

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

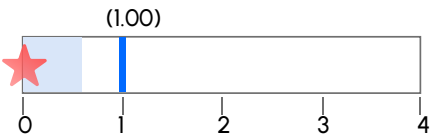
Development Needs

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



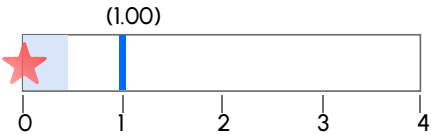
LIFELONG LEARNING

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



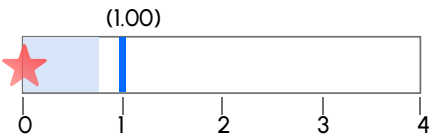
COURAGE TO ACT

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



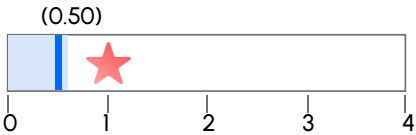
PURPOSEFUL PARTNERSHIP

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



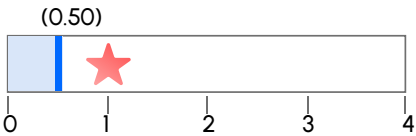
ENGAGE WITH EMPATHY

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



SPEAK UP

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

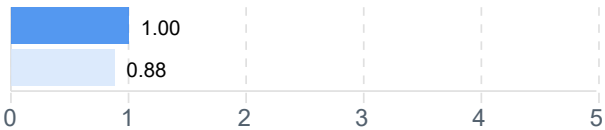
HOLISTIC THINKING

Self Gap SizeAverage Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

Self Gap SizeAverage Gap Size

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



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



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



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



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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



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



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



ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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



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



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



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



PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

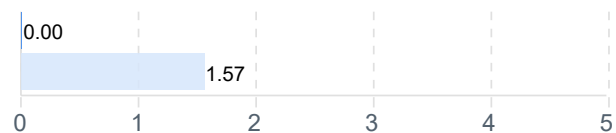
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



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



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



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



SPEAK UP

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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



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.



AGILE MINDSET

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



SPEAK UP

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



TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self RatingAverage Gap Rating

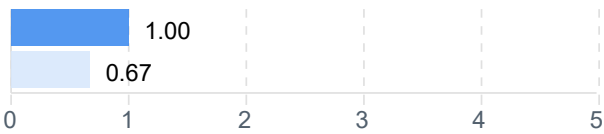
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



KNOW YOUR CUSTOMER

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



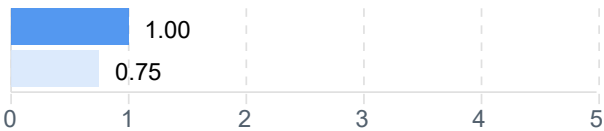
SPEAK UP

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



HOLISTIC THINKING

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

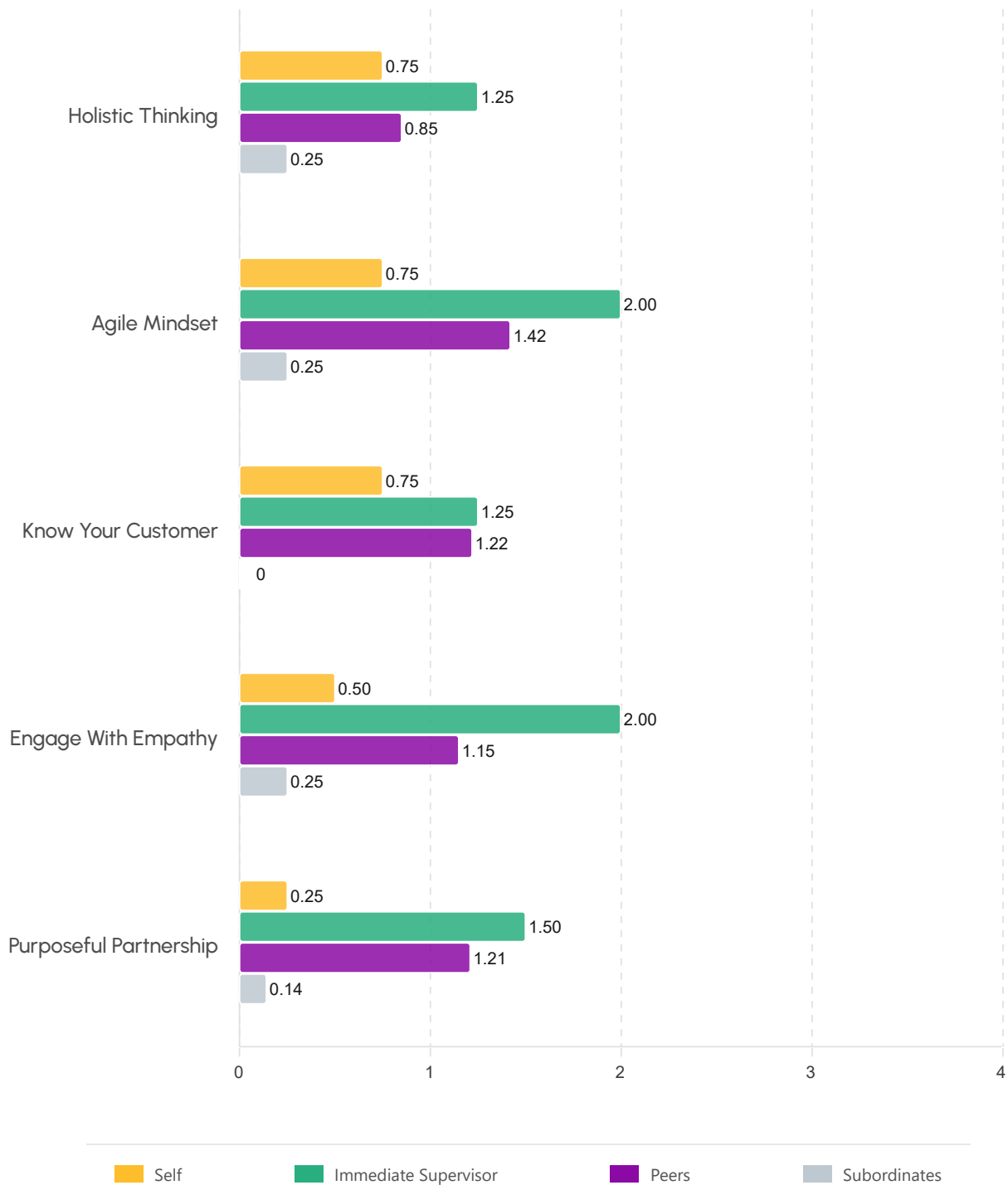


ENGAGE WITH EMPATHY

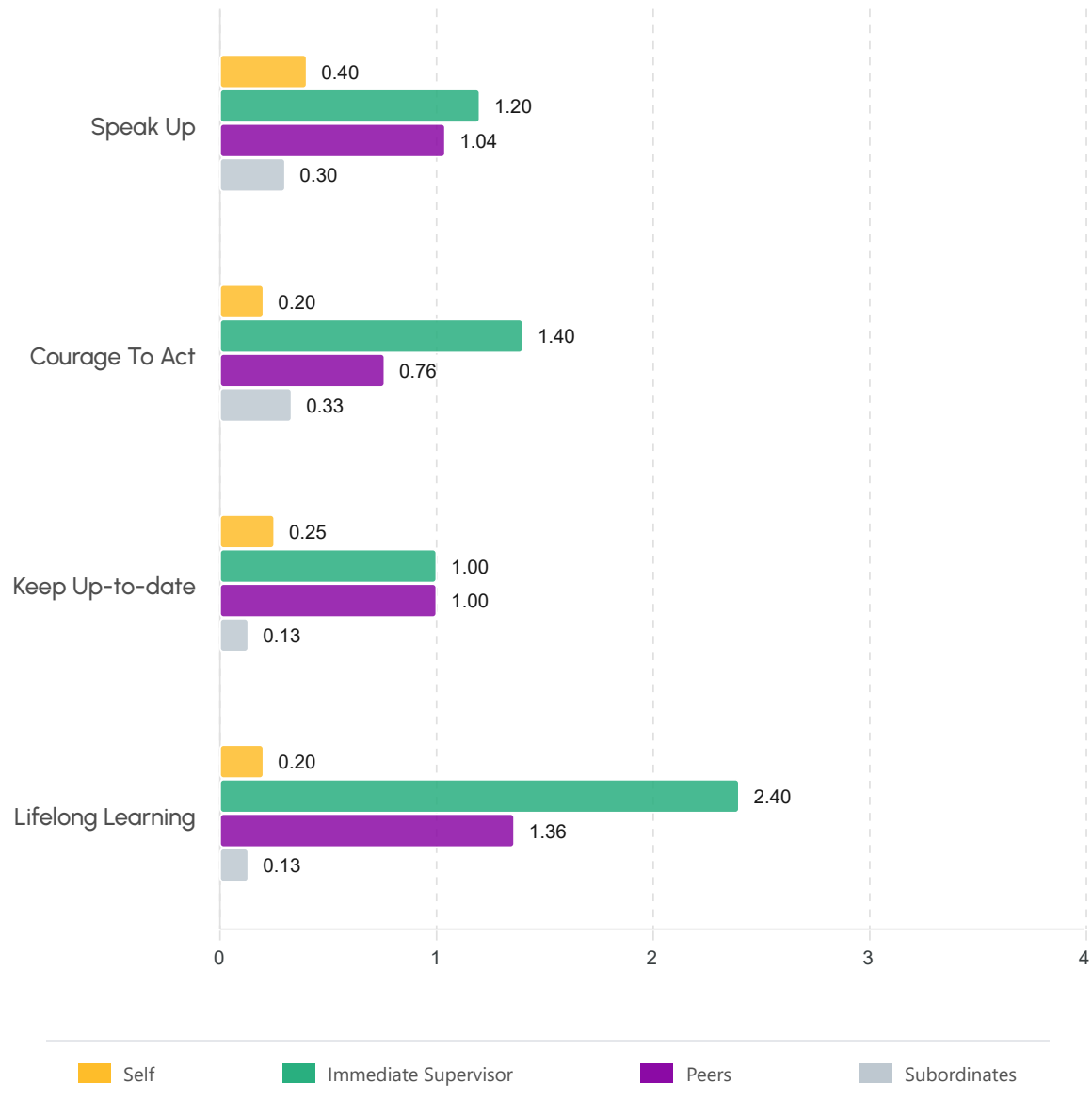
Q15. Share similar experiences that may be adapted to their work circumstances.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



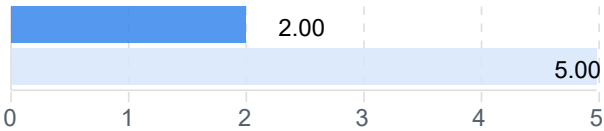
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

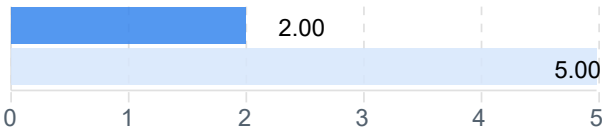
LIFELONG LEARNING

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



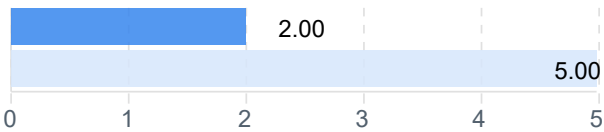
AGILE MINDSET

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



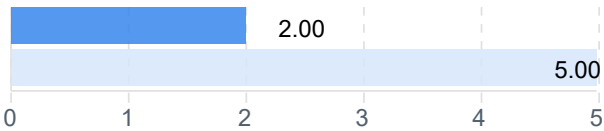
LIFELONG LEARNING

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



LIFELONG LEARNING

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



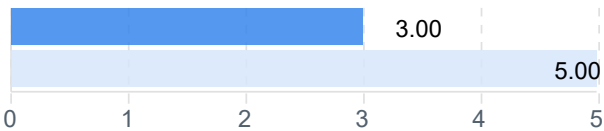
AGILE MINDSET

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



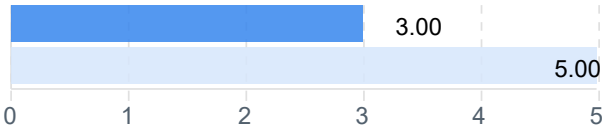
COURAGE TO ACT

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



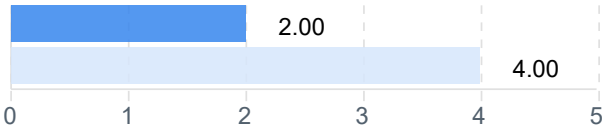
HOLISTIC THINKING

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



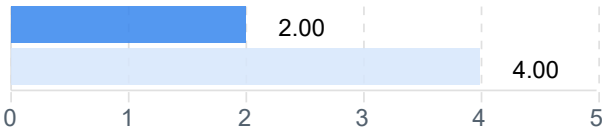
ENGAGE WITH EMPATHY

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



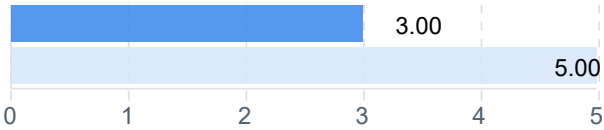
ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



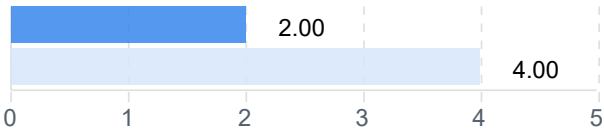
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

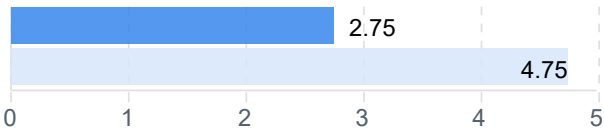
KNOW YOUR CUSTOMER

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



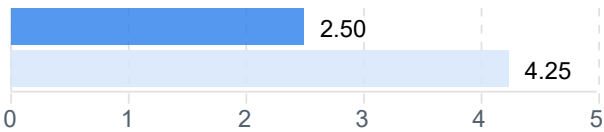
PURPOSEFUL PARTNERSHIP

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



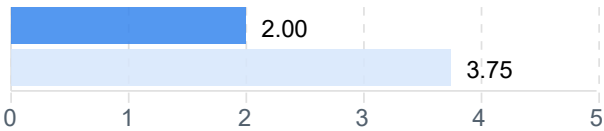
LIFELONG LEARNING

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



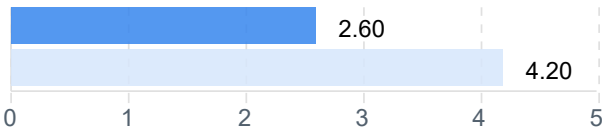
AGILE MINDSET

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



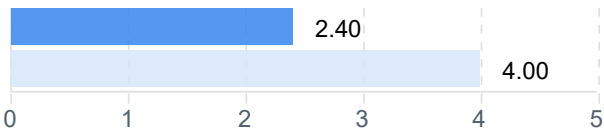
AGILE MINDSET

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



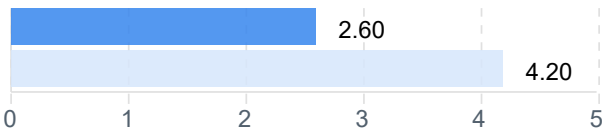
ENGAGE WITH EMPATHY

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



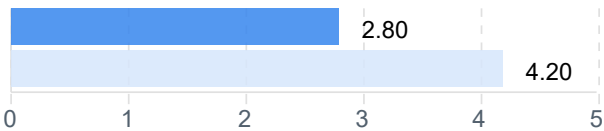
PURPOSEFUL PARTNERSHIP

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



ENGAGE WITH EMPATHY

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



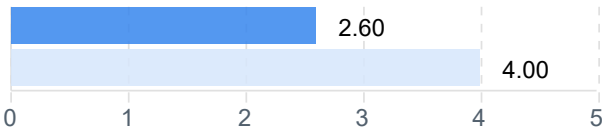
AGILE MINDSET

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



KEEP UP-TO-DATE

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



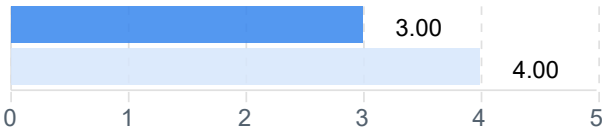
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

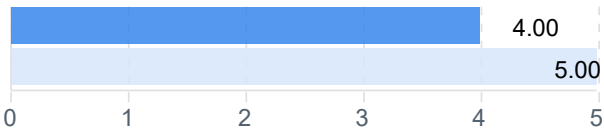
LIFELONG LEARNING

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



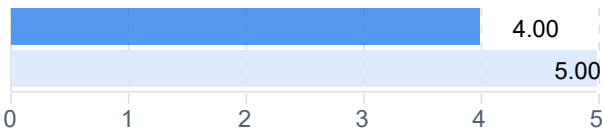
COURAGE TO ACT

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



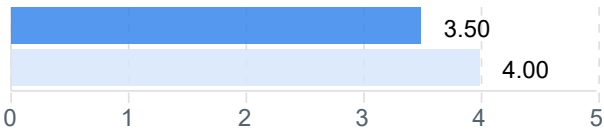
PURPOSEFUL PARTNERSHIP

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



SPEAK UP

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



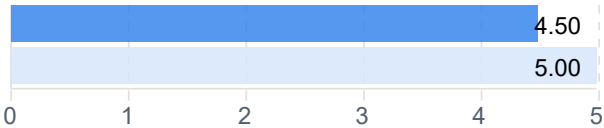
ENGAGE WITH EMPATHY

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



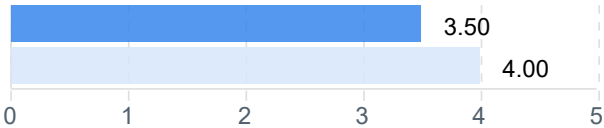
AGILE MINDSET

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



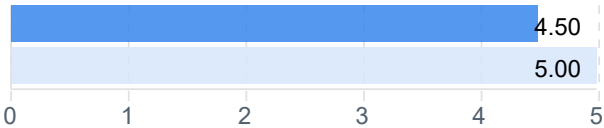
SPEAK UP

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



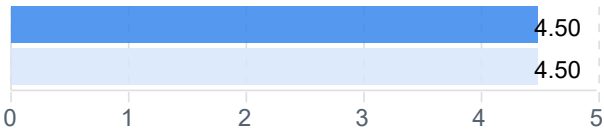
AGILE MINDSET

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



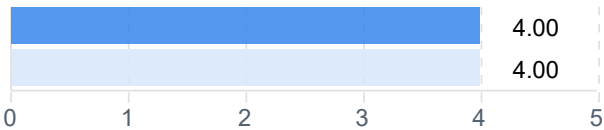
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



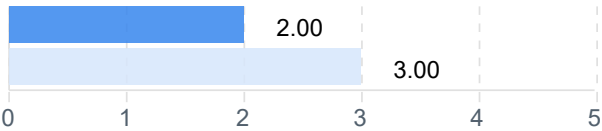
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

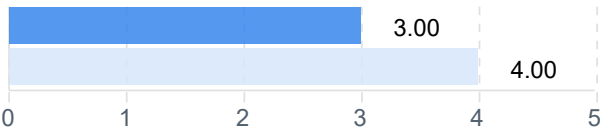
SPEAK UP

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



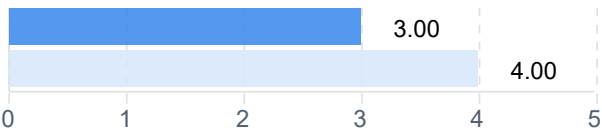
AGILE MINDSET

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



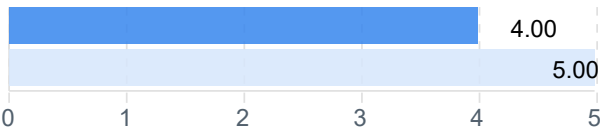
KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



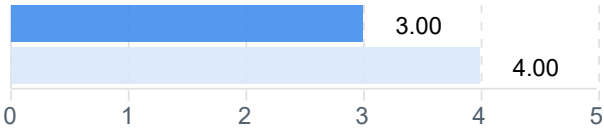
HOLISTIC THINKING

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



ENGAGE WITH EMPATHY

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



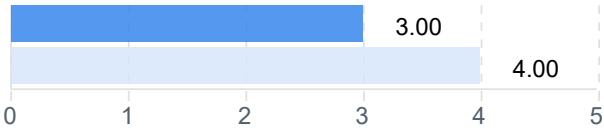
LIFELONG LEARNING

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



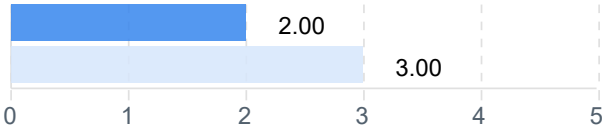
HOLISTIC THINKING

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



KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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

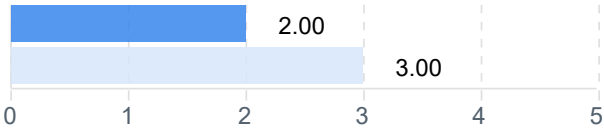


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Immediate Supervisor		Peers		Subordinates		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.0	5.0	3.2	3.8	4.5	4.5	4.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	5.0	3.2	4.4	5.0	5.0	3.0	4.0
Q3. Identify new possibilities to address current business issues.	4.0	5.0	3.2	4.0	4.5	3.5	4.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	3.0	4.0	3.6	4.4	4.5	4.5	4.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.0	5.0	2.6	4.2	4.5	4.5	3.0	4.0
Q6. Ensure change plans are executed effectively and in a timely manner.	3.0	5.0	3.0	4.4	4.5	5.0	4.0	4.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	3.0	4.0	3.2	4.2	5.0	5.0	3.0	4.0
Q8. Provide coaching to help others adapt and be more versatile.	2.0	5.0	2.0	3.8	4.5	5.0	3.0	4.0
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	2.8	3.8	4.0	4.0	3.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.0	4.0	2.8	3.8	4.0	4.0	2.0	3.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.0	4.0	2.8	3.5	5.0	5.0	2.0	3.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	5.0	2.0	4.0	5.0	5.0	4.0	4.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	2.0	4.0	2.8	4.2	4.5	5.0	3.0	4.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	2.0	4.0	2.4	4.0	3.5	3.5	4.0	4.0

How often does this person demonstrate the following -	Immediate Supervisor		Peers		Subordinates		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Share similar experiences that may be adapted to their work circumstances.	3.0	5.0	3.0	3.8	5.0	4.0	3.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	5.0	3.0	3.8	4.0	4.0	4.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.0	5.0	3.8	4.4	4.5	3.5	4.0	4.0
Q18. Leverage one's network and connection to gather market data.	4.0	5.0	4.0	4.6	4.5	3.5	4.0	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	2.0	4.0	2.6	4.2	4.0	5.0	4.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.0	5.0	2.8	4.8	5.0	3.5	4.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	5.0	2.8	3.6	3.5	4.0	2.0	3.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	5.0	3.0	4.0	5.0	4.0	4.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	5.0	2.6	4.0	4.5	4.5	4.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	4.0	3.4	4.0	3.5	4.0	3.0	4.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.0	4.0	2.8	4.0	4.5	4.0	4.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.0	5.0	3.0	3.6	4.0	3.5	4.0	4.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	3.4	3.8	4.0	5.0	5.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.0	5.0	2.8	4.0	4.0	4.0	5.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	3.8	4.4	5.0	4.5	3.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	3.4	3.8	5.0	4.0	4.0	4.0

How often does this person demonstrate the following -	Immediate Supervisor		Peers		Subordinates		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	3.8	4.8	4.5	4.5	4.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	5.0	2.6	4.0	5.0	4.0	4.0	4.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.0	4.0	3.6	4.2	5.0	4.5	5.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.0	5.0	3.8	4.8	4.5	4.5	5.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	4.0	3.0	4.2	3.0	4.0	4.0	4.0
Q36. Purposefully manage career development and professional growth of team members.	2.0	5.0	2.5	4.3	4.0	3.5	3.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	5.0	2.8	4.0	5.0	5.0	3.0	3.0
Q38. Make effort to teach / coach/ mentor team members.	2.0	5.0	2.6	4.0	4.5	4.0	4.0	4.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	2.0	5.0	2.5	3.8	5.0	4.5	4.0	4.0

* Responses based on Rating scale of 1-5