INSIGHT 360 FEEDBACK FOR LEADERS

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Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

Strengths

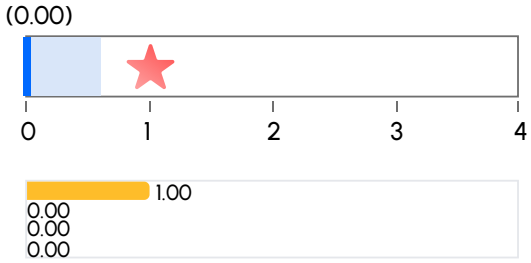
These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.

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

Self | Immediate Supervisor | Peers | Subordinates

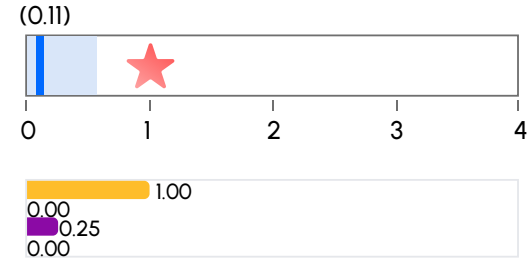
HOLISTIC THINKING

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



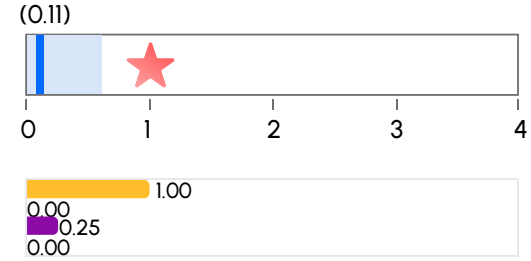
HOLISTIC THINKING

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



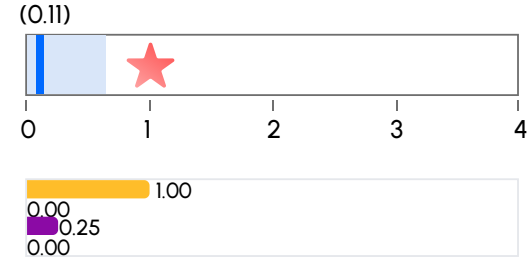
AGILE MINDSET

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



ENGAGE WITH EMPATHY

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



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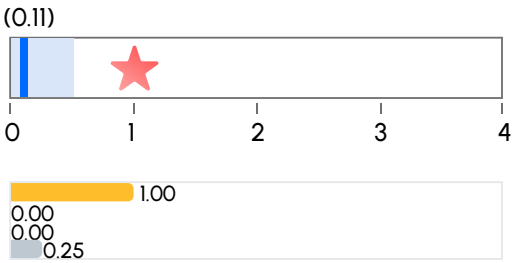
SPEAK UP

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



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STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

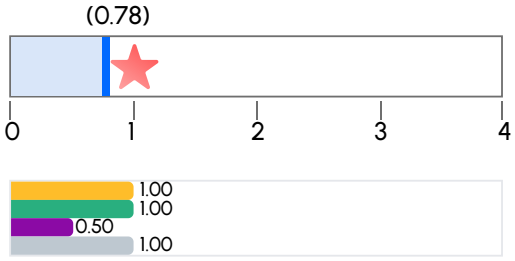
These practices were identified by your raters as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.

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

Self | Immediate Supervisor | Peers | Subordinates

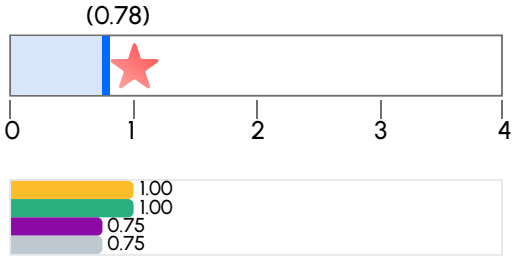
AGILE MINDSET

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



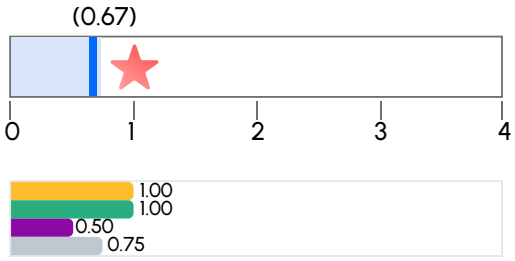
ENGAGE WITH EMPATHY

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



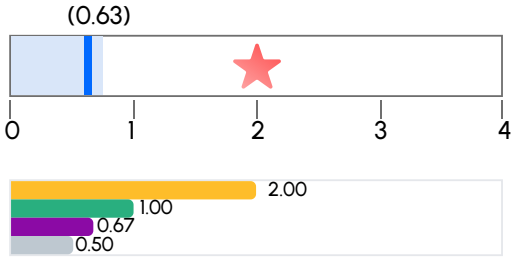
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



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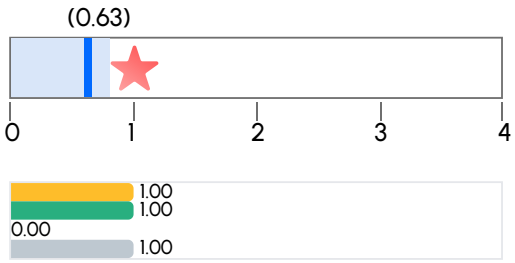
LIFELONG LEARNING

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



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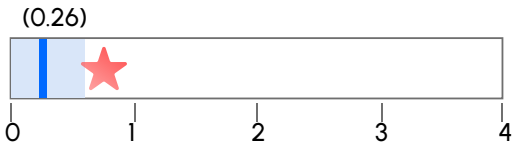
COMPETENCIES REPORT IN ASCENDING ORDER

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

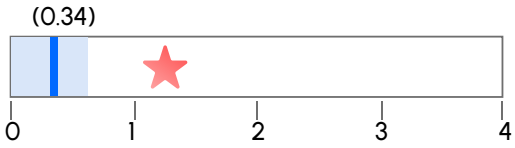
HOLISTIC THINKING



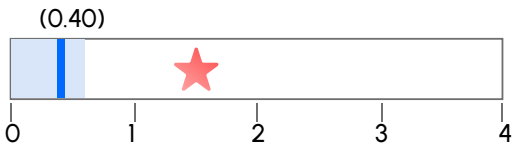
SPEAK UP

AGILE MINDSET

KEEP UP-TO-DATE



PURPOSEFUL PARTNERSHIP



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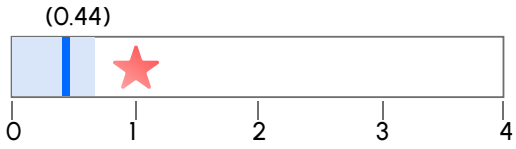
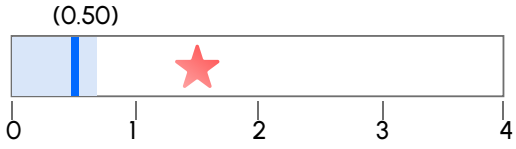
COURAGE TO ACT

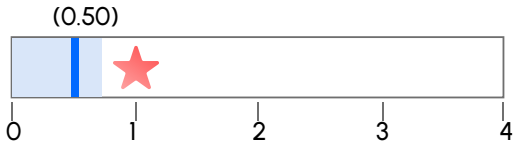
ENGAGE WITH EMPATHY



KNOW YOUR CUSTOMER



LIFELONG LEARNING



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INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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

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

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	0.00	-	1	-	-	-	-
Peers	0.50	-	3	-	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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Agile Mindset

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

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

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

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

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

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

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

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

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Know Your Customer

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.67	-	2	-	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	4	-	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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Engage With Empathy

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

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

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

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

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

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

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

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

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Purposeful Partnership

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

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

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Speak Up

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

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

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

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

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

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

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

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

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

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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	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.75	-	2	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	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	3	-	1	-	-

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

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

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

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

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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.00	-	4	-	-	-	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

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

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

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

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

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INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q4. Manage teams' resources to collate information from multiple sources.	0.00
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.11
Q6. Ensure change plans are executed effectively and in a timely manner.	0.11
Q16. Empathise whilst balancing the need of individuals and the business.	0.11
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.11
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.11
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.13
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.22
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.22
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.22
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.22
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.22
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.22

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Q29. Maintain focus to deliver the chosen strategy.	0.22
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.33
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.33
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.33
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.33
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.38
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.44
Q3. Identify new possibilities to address current business issues.	0.44
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.44
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.44
Q18. Leverage one's network and connection to gather market data.	0.50
Q30. Give space for self and team members to take risks and learn from mistakes.	0.50
Q36. Purposefully manage career development and professional growth of team members.	0.50
Q38. Make effort to teach / coach/ mentor team members.	0.50
Q15. Share similar experiences that may be adapted to their work circumstances.	0.56
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.56

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Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.56
Q28. Encourage and value innovative ideas and suggestions from others.	0.56
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.56
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.56
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.57
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.63
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.63
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.78
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.78

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QUALITATIVE FEEDBACK

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

- experience knowledge
- Thorough follow up on implementation Sharing on the knowledge & current trend
- Innovative leadership and above good communication skills both written and oral. Has proven able to manage resources with additional adhoc jobs , coaching team members and accepted and has done well with the task of presenting papers to board after assuming the Head of Section role. .
- i have never work with this peers and above answer is just based on observation.
- 1) Able to engage with clients very well 2) Well versed with Audit knowledge
- I am able to see the big picture when handling any tasks - can effectively adapt to any changes along the way, ensure the task is executed well within the timeline set I foster an open communication method with my team leaders - whereby this has encouraged a healthy discussion with any issues faced , able to resolve any issues in a timely and effective manner
- She is a true team player who is always helps out her team members. She consistently meets deadlines and produces work meet the expectations.
- 1. Have a good monitoring process for any specific task given to ensure output is delivered within reasonable timeline and/or stipulated timeline. 2. Can handle discussion session well and control the audience/participant to ensure discussion remains focused toward the intended purposes with desired output.
- 1. Holistic thinking - able to understand and analyse a situation by considering the interconnections and relationships between various angles. 2. Effective communication - Demonstrate effective and confident communication and always achieve favorable outcomes in negotiations.
- 1. Close monitor task accomplishment 2. Rewarding team members occasionally

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

- nil
- To overcome her shyness and increase social interaction with peers and top management.

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- be more agile
- 1) More engaging with the subordinates 2) Engage the expectations or any risk of areas prior audit started
- To improve on my communication skills so that I can present more confidently To improve on my networking skills so that I can create more learning opportunities for my team members
- She seems to stick to processes and scopes within her comfort zone. I think that she could benefit from being more open to collaborating with other team members for exploring new ways of doing things together and to encourage innovation for the team. I would recommend for her to exchange ideas with team members from different backgrounds or skill sets more often to broaden her perspective and challenge her existing ideas to provide more constructive recommendations to Management.
- 1. Should be more open to ideas/approach/method from others and try to implement the ideas given rather than to remain with original methods for any task given. 2. To share constructive ideas and opinions during initial /preliminary discussion rather than giving opinion towards the end of the task.
- -
- 1. Give some space / trust for team members completing task within their own means 2. Give directive guidance for team members to complete their tasks

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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

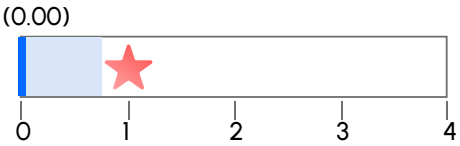
Strengths

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

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

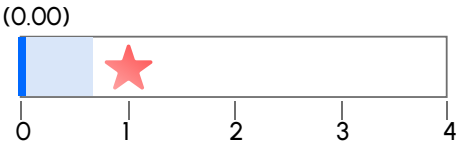
ENGAGE WITH EMPATHY

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



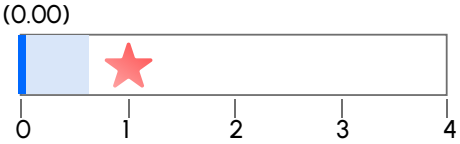
KEEP UP-TO-DATE

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



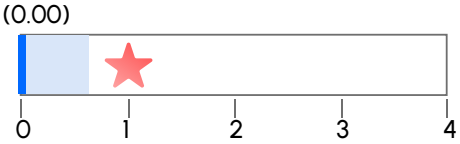
AGILE MINDSET

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



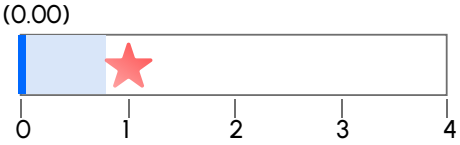
HOLISTIC THINKING

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



AGILE MINDSET

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

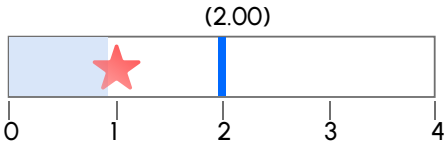
Development Needs

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

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

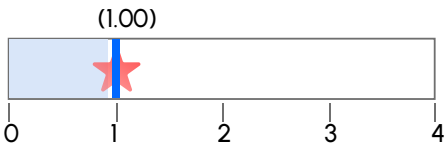
LIFELONG LEARNING

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



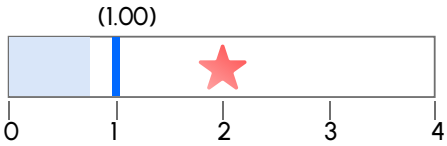
KNOW YOUR CUSTOMER

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



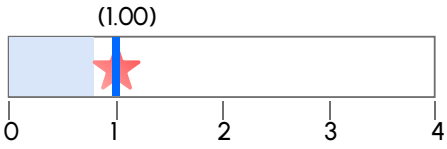
SPEAK UP

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



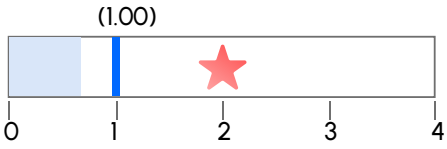
HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

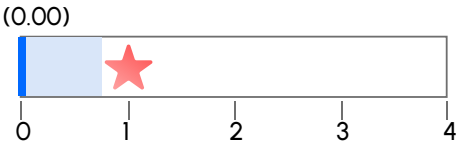
Strengths

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

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

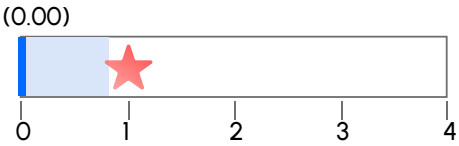
LIFELONG LEARNING

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



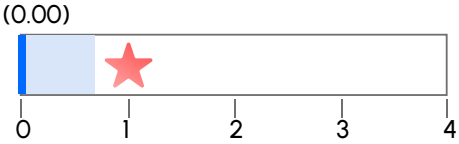
LIFELONG LEARNING

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



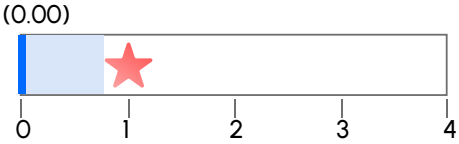
KEEP UP-TO-DATE

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



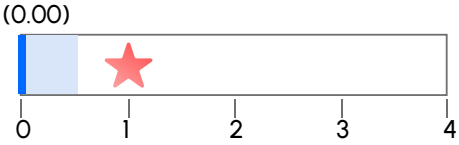
LIFELONG LEARNING

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



SPEAK UP

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

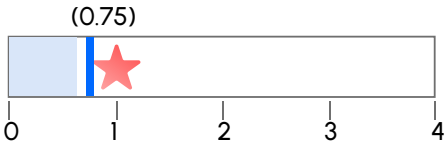
Development Needs

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

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

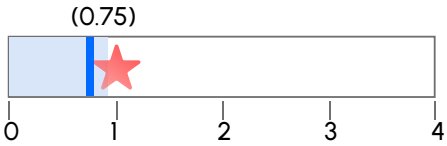
HOLISTIC THINKING

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



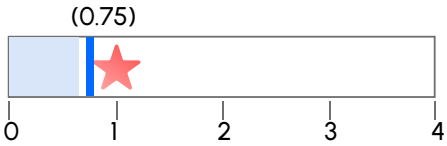
ENGAGE WITH EMPATHY

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



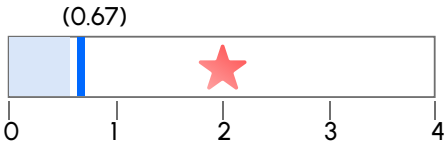
PURPOSEFUL PARTNERSHIP

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



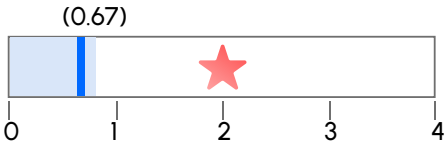
PURPOSEFUL PARTNERSHIP

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



KNOW YOUR CUSTOMER

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

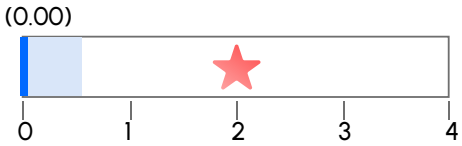
Strengths

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

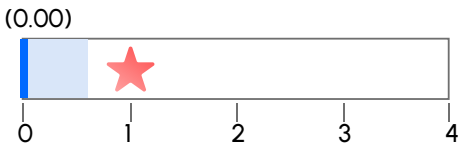
SPEAK UP

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



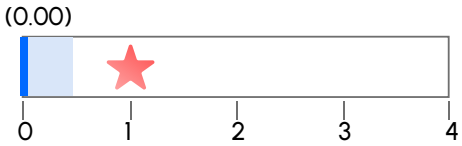
KEEP UP-TO-DATE

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



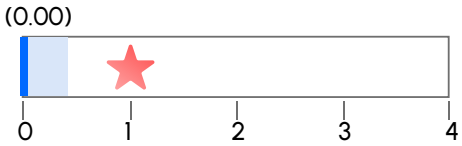
HOLISTIC THINKING

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



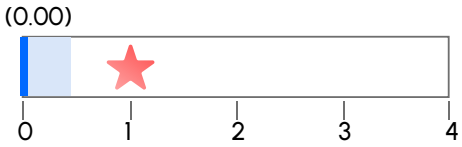
HOLISTIC THINKING

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



COURAGE TO ACT

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



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STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

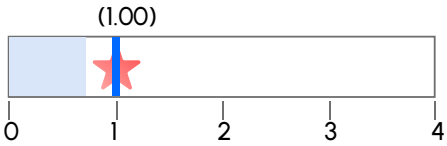
Development Needs

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

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

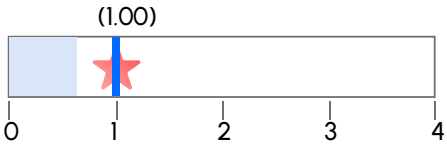
LIFELONG LEARNING

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



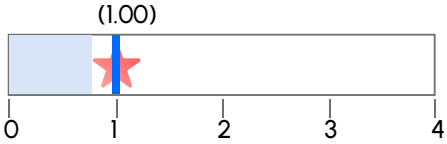
AGILE MINDSET

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



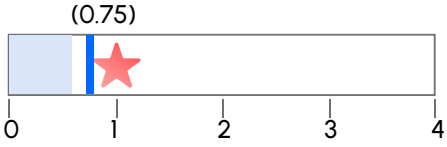
LIFELONG LEARNING

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



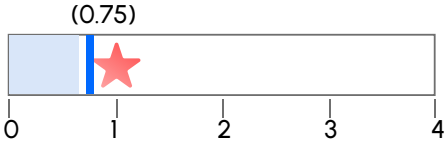
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



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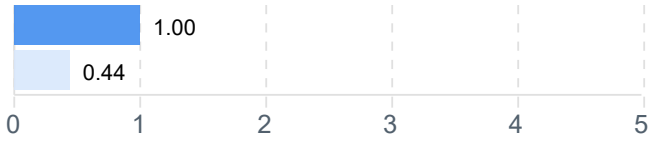
AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

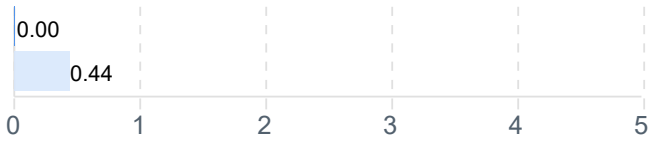
HOLISTIC THINKING

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

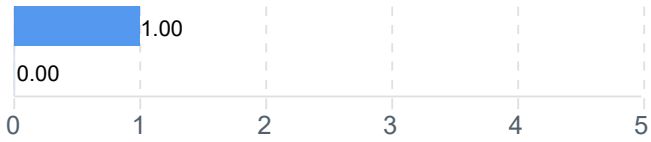


Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.

Q3. Identify new possibilities to address current business issues.



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



AGILE MINDSET

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

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

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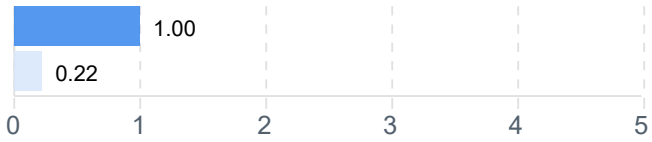
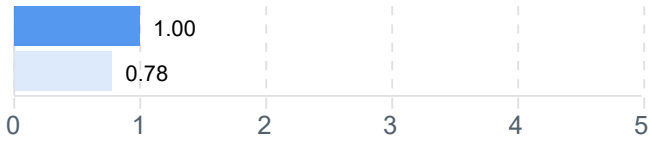
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.



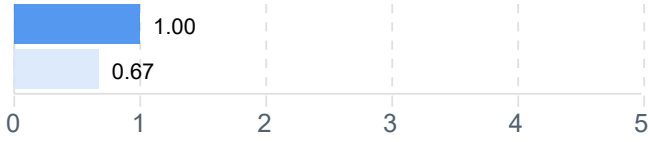
Q8. Provide coaching to help others adapt and be more versatile.



KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

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



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

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

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

ENGAGE WITH EMPATHY

Self Gap Size Average Gap Size

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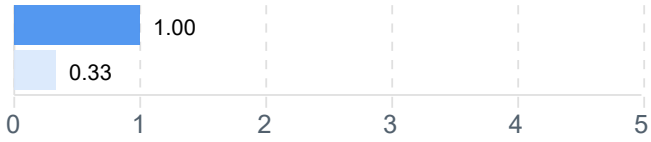
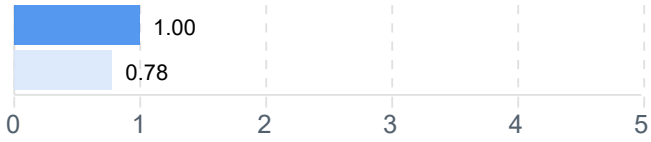
Q13. Empathise in a way that motivates one to take action to help others in the work environment.



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



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

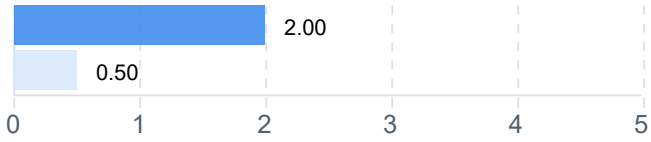
Q16. Empathise whilst balancing the need of individuals and the business.

PURPOSEFUL PARTNERSHIP

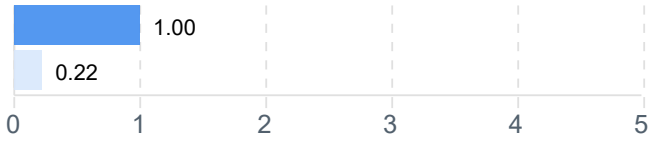
Self Gap Size Average Gap Size

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

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



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



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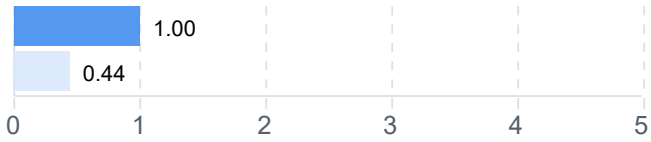
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.

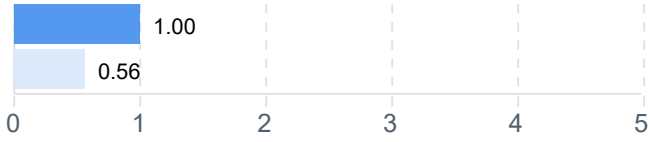


SPEAK UP

Self Gap Size Average Gap Size

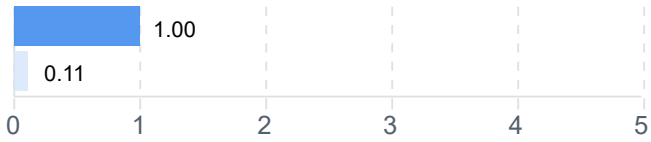
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.

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

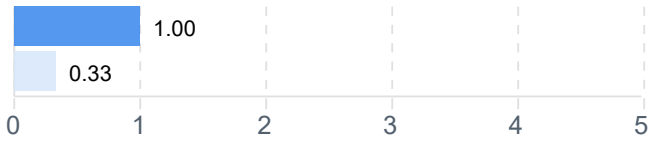


Q23. Encourage constructive feedback and be objective in addressing disagreements.

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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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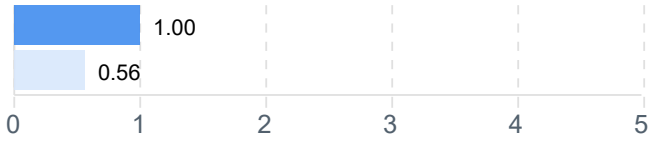
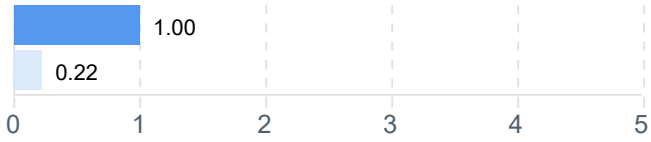
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.



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



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

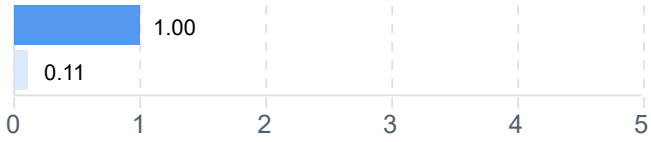
Q29. Maintain focus to deliver the chosen strategy.

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

KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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

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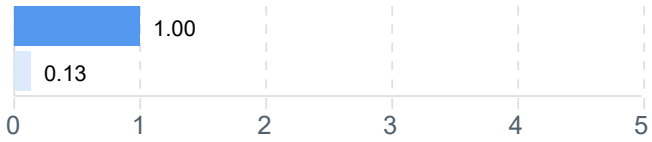
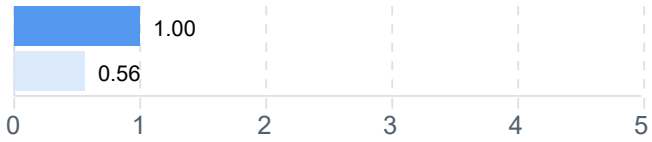
Q33. Create opportunities for the team to be in touch by having external exposure from related industries



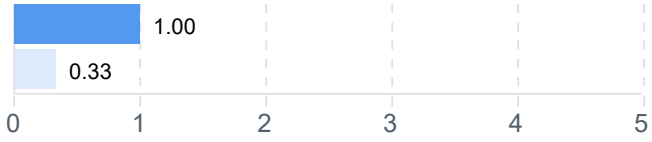
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



LIFELONG LEARNING

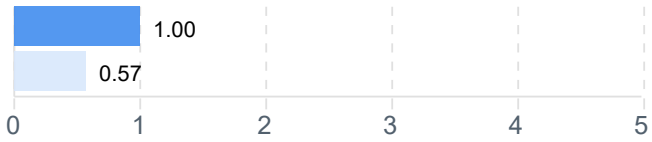
Self Gap Size Average Gap Size

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

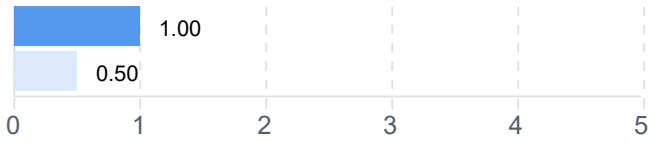


Q36. Purposefully manage career development and professional growth of team members.

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



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



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

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TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.

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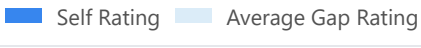
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP



SPEAK UP

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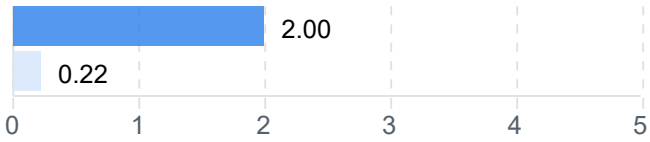
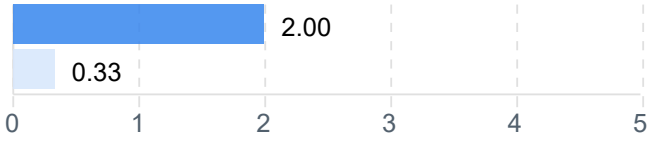


KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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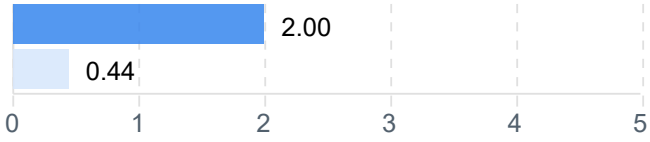

PURPOSEFUL PARTNERSHIP

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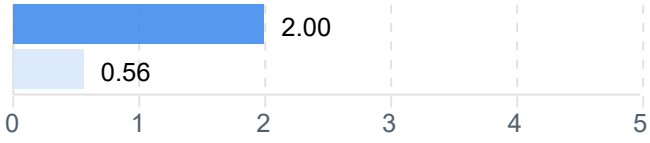
KEEP UP-TO-DATE

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



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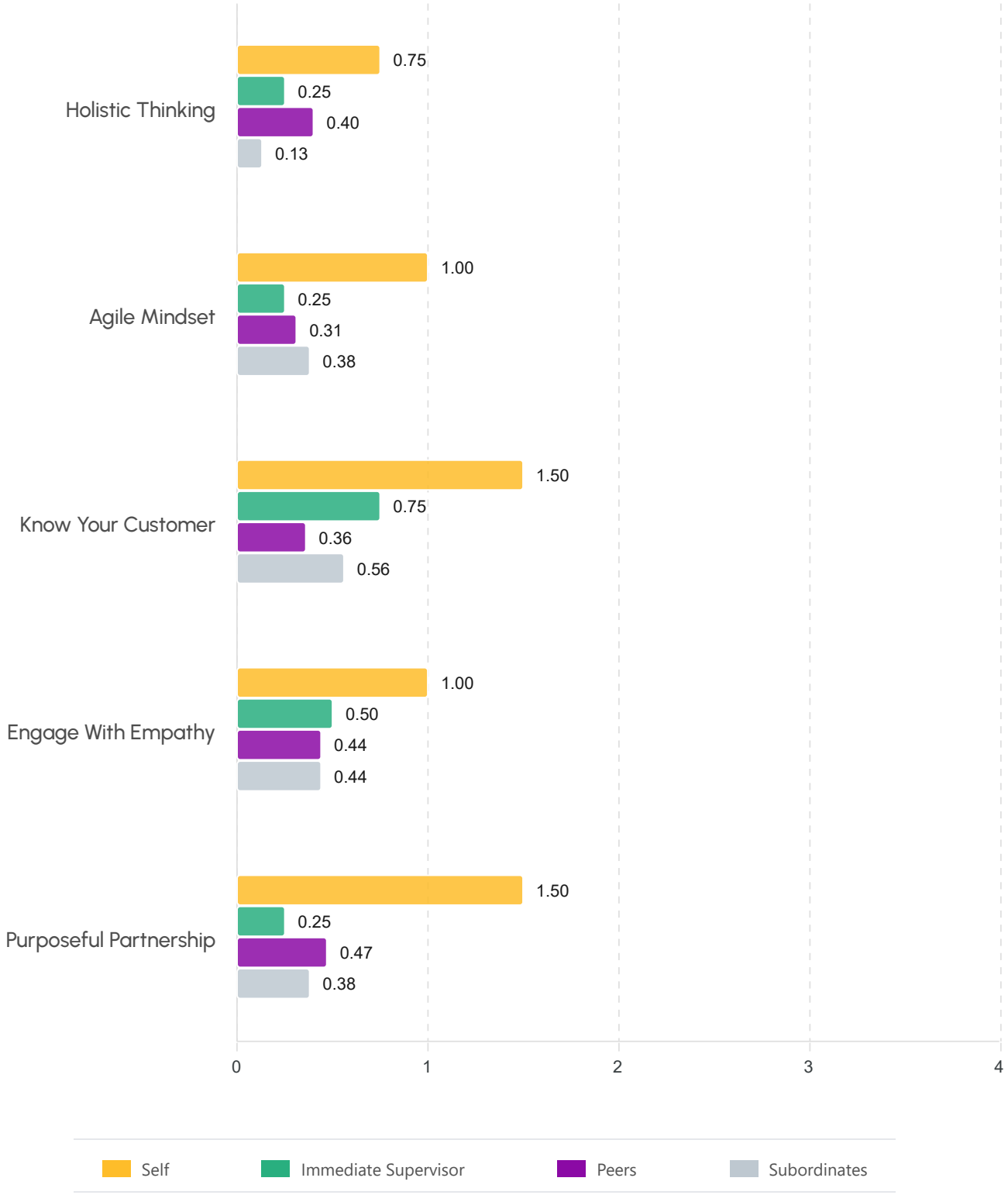
AVG GAP PER ROLE BY COMPETENCY



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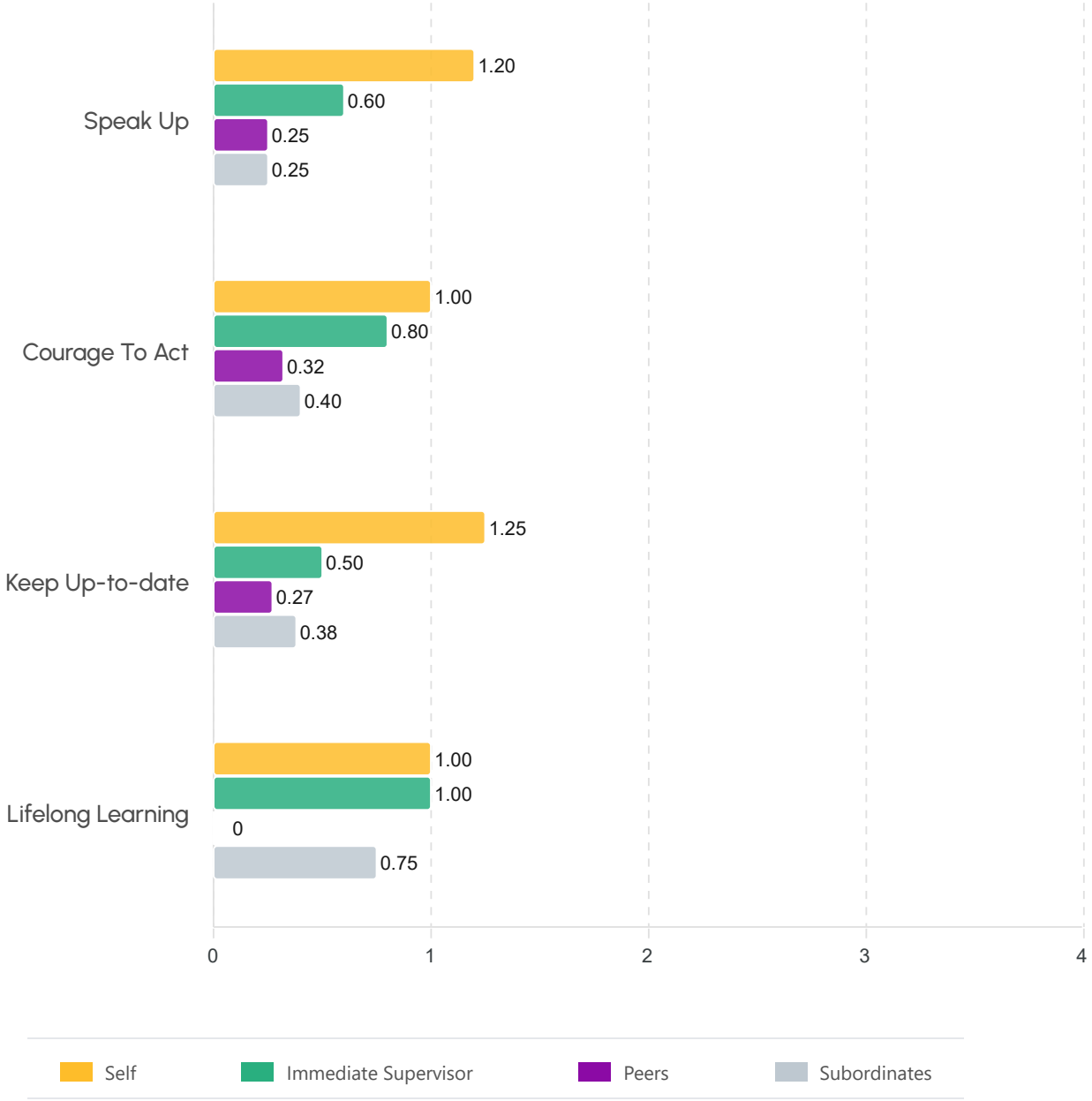
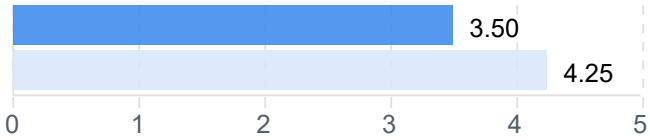

Speak Up
1.20
0.60
0.25
0.25
Courage To Act
1.00
0.80
0.32
0.40
Keep Up-to-date
1.25
0.50
0.27
0.38
Lifelong Learning
1.00
1.00
0
0.75
0
1
2
3
4
Self
Immediate Supervisor
Peers
Subordinates

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

RATING FROM PEERS

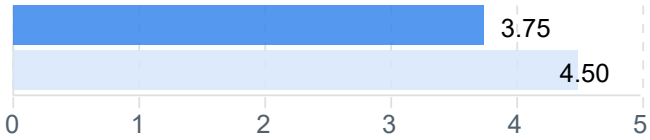
ENGAGE WITH EMPATHY

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



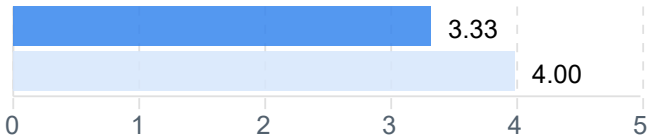
HOLISTIC THINKING

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



KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

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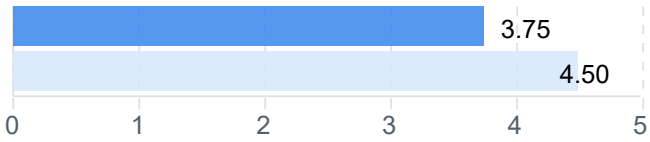

PURPOSEFUL PARTNERSHIP

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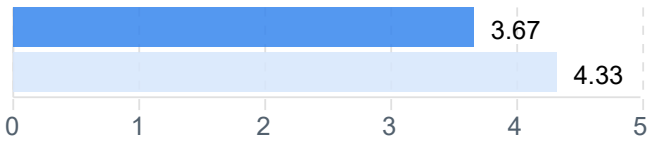

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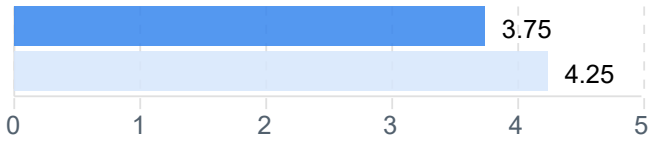
COURAGE TO ACT

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



KNOW YOUR CUSTOMER

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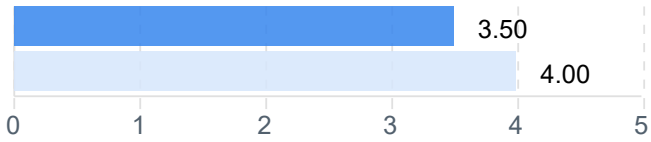

KEEP UP-TO-DATE

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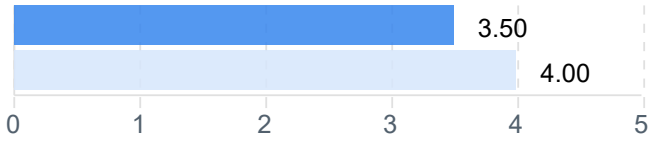
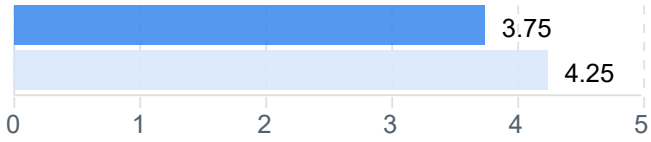


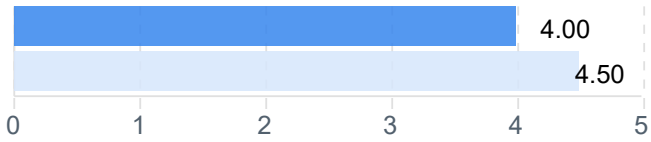
SPEAK UP

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



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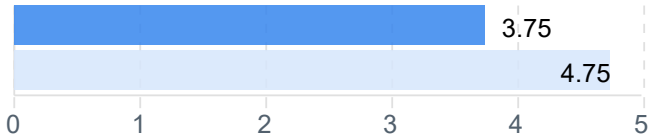
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

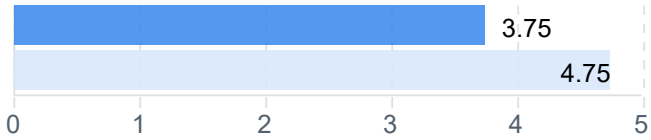
LIFELONG LEARNING

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



AGILE MINDSET

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



LIFELONG LEARNING

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KNOW YOUR CUSTOMER

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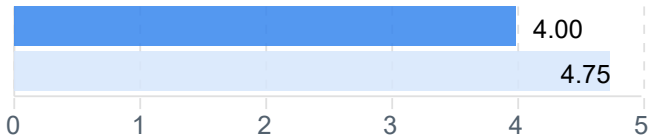

ENGAGE WITH EMPATHY

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

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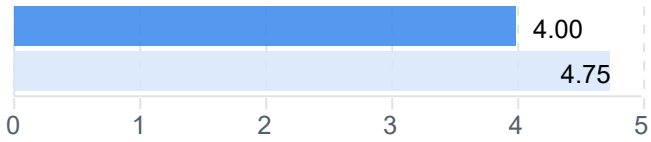
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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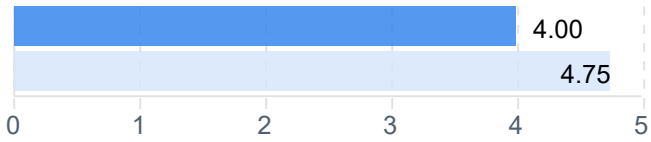
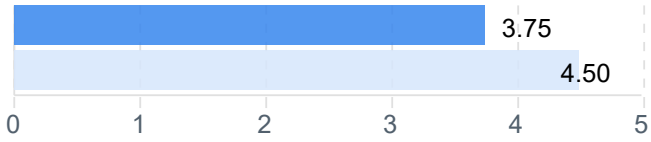


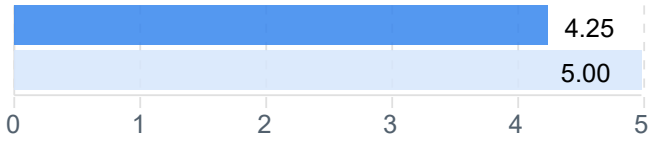
LIFELONG LEARNING

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



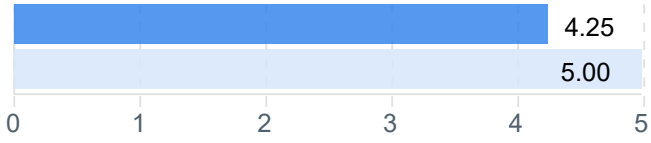
KEEP UP-TO-DATE

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



COURAGE TO ACT

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



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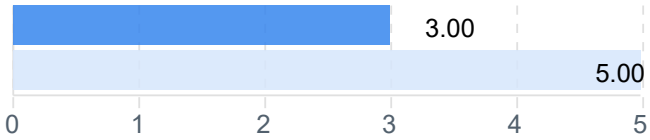
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

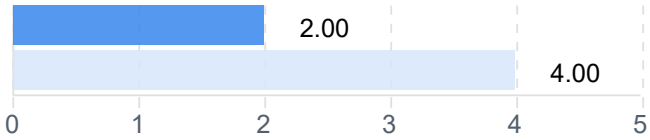
SPEAK UP

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



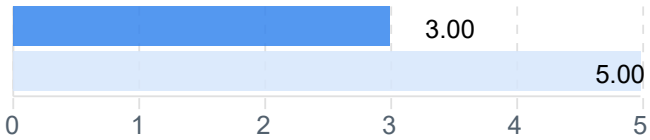
PURPOSEFUL PARTNERSHIP

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



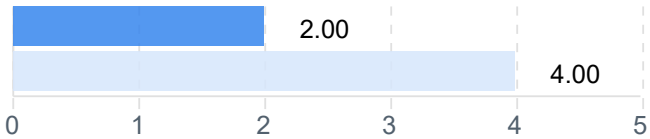
KEEP UP-TO-DATE

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



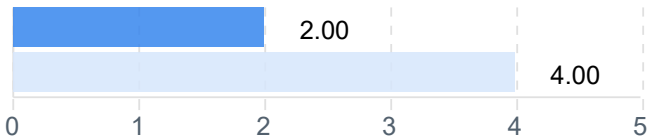
PURPOSEFUL PARTNERSHIP

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



KNOW YOUR CUSTOMER

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



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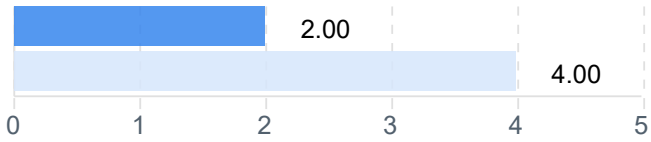
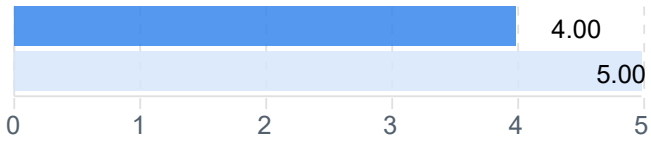
KNOW YOUR CUSTOMER

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



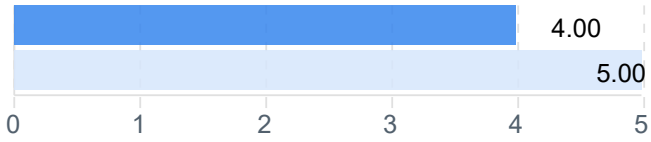
LIFELONG LEARNING

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



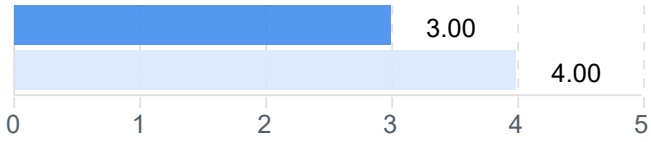
AGILE MINDSET

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



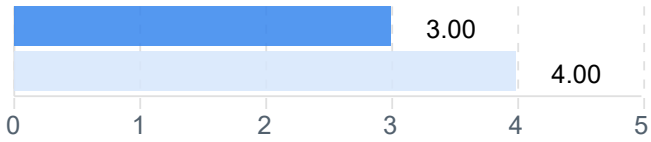
COURAGE TO ACT

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



KNOW YOUR CUSTOMER

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



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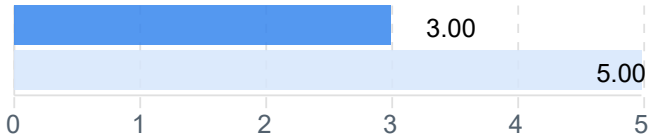
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

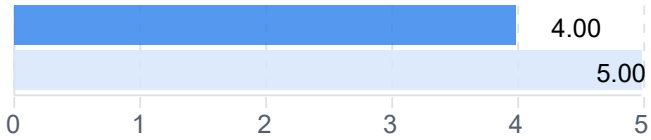
LIFELONG LEARNING

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



SPEAK UP

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

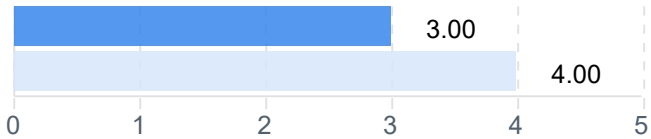


COURAGE TO ACT

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

KNOW YOUR CUSTOMER

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



HOLISTIC THINKING

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

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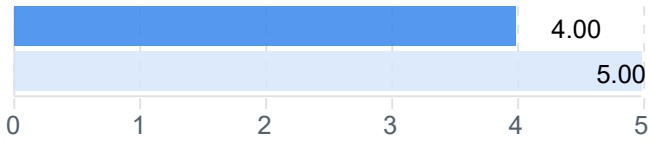
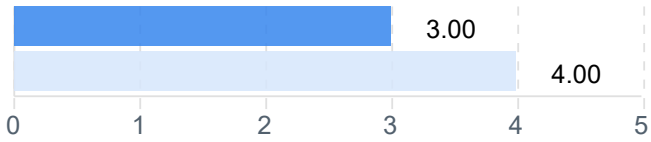
PURPOSEFUL PARTNERSHIP

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



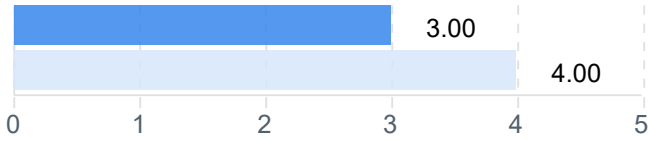
ENGAGE WITH EMPATHY

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



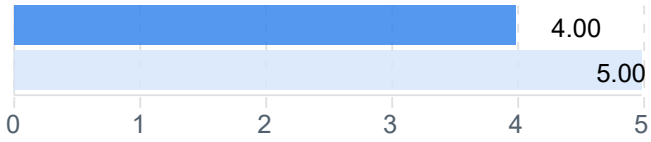
LIFELONG LEARNING

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



COURAGE TO ACT

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



KEEP UP-TO-DATE

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

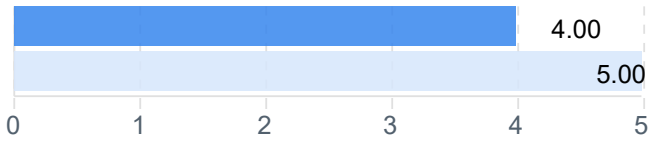


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TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never | Sometimes | Generally | Almost Always | Always

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.8	4.5	4.8	4.5	4.0	5.0	4.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	3.8	4.0	4.8	4.5	3.0	4.0	5.0	5.0
Q3. Identify new possibilities to address current business issues.	4.0	4.5	4.0	4.5	4.0	4.0	4.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	4.3	4.3	4.8	4.5	4.0	5.0	5.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	4.3	4.5	4.5	4.0	5.0	5.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	4.3	4.8	4.8	4.0	5.0	5.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.3	4.5	4.5	4.8	3.0	4.0	5.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	3.8	4.3	3.8	4.8	4.0	5.0	4.0	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.5	4.0	4.0	4.8	3.0	4.0	3.0	4.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.7	4.0	4.5	4.8	3.0	4.0	4.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.3	4.0	4.0	4.5	2.0	4.0	4.0	5.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.8	3.8	4.0	4.8	2.0	4.0	4.0	4.0

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How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	4.3	4.0	4.5	3.0	4.0	4.0	4.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.5	4.3	4.0	4.8	4.0	5.0	3.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	3.8	4.3	4.5	5.0	3.0	4.0	3.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	4.3	4.8	4.8	3.0	4.0	4.0	4.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.8	4.0	4.3	4.8	2.0	4.0	4.0	5.0
Q18. Leverage one's network and connection to gather market data.	3.7	4.3	4.3	4.8	2.0	4.0	4.0	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.8	4.0	4.3	4.5	3.0	4.0	4.0	4.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	3.8	4.5	4.8	5.0	4.0	5.0	5.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.8	4.0	4.8	4.8	3.0	5.0	4.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.8	4.3	4.5	5.0	3.0	4.0	4.0	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.5	3.8	4.8	5.0	3.0	4.0	4.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	4.0	4.8	5.0	3.0	4.0	5.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.8	4.0	4.8	5.0	3.0	4.0	3.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.8	4.3	4.3	4.8	3.0	4.0	4.0	5.0

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How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	4.3	4.8	4.8	4.0	5.0	4.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.8	4.3	4.5	5.0	4.0	5.0	3.0	4.0
Q29. Maintain focus to deliver the chosen strategy.	4.0	4.3	4.8	5.0	3.0	4.0	4.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	4.0	4.3	5.0	3.0	4.0	3.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	3.8	4.0	4.8	4.8	4.0	5.0	4.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.5	4.0	4.3	4.8	3.0	5.0	4.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.7	3.7	4.5	4.8	3.0	4.0	4.0	4.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.5	3.8	4.3	5.0	4.0	5.0	3.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.	4.0	4.0	4.0	4.3	4.0	5.0	3.0	5.0
Q36. Purposefully manage career development and professional growth of team members.	3.7	3.7	4.0	4.8	3.0	4.0	3.0	4.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.5	3.5	3.8	4.5	4.0	5.0	3.0	4.0
Q38. Make effort to teach / coach/ mentor team members.	4.3	4.3	3.8	4.8	4.0	5.0	5.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	4.0	4.0	5.0	4.0	5.0	4.0	5.0

* Responses based on Rating scale of 1-5

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