



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

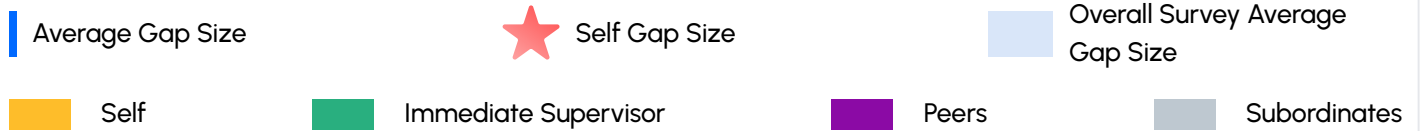
Name: Muhd Zaki b C Baharudin

Date: 19/07/2023

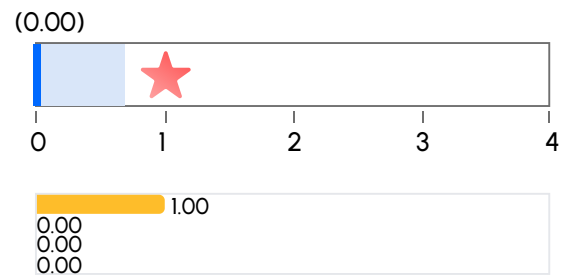
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Strengths

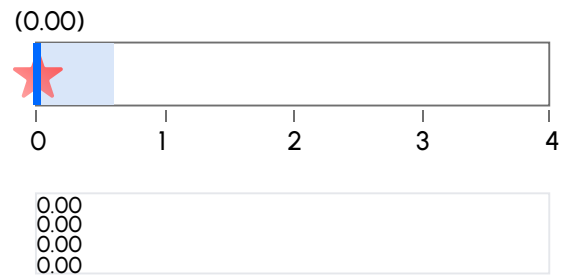
These practices were identified by your raters as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.



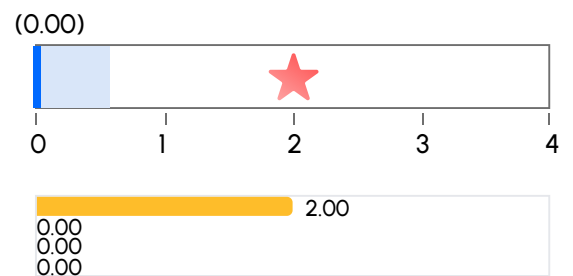
Q3. Identify new possibilities to address current business issues.



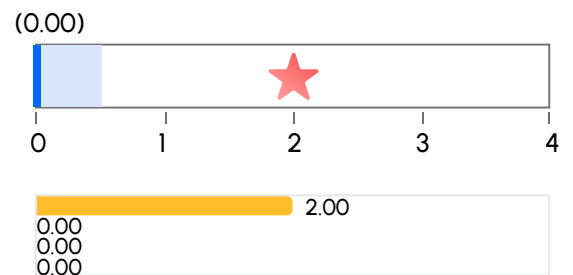
Q4. Manage teams' resources to collate information from multiple sources.



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

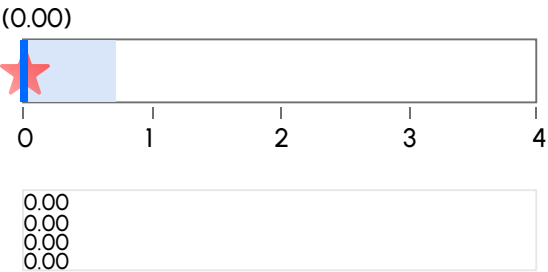


Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



KEEP UP-TO-DATE

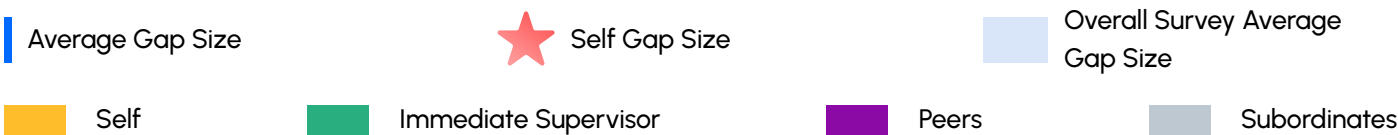
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



STRENGTHS AND DEVELOPMENT NEEDS

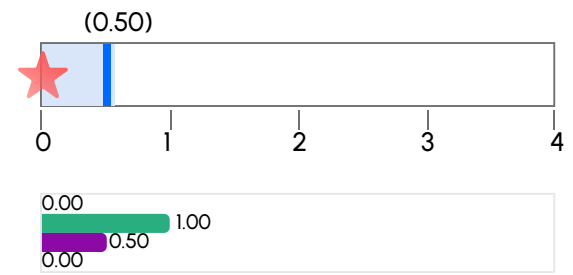
Development Needs

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



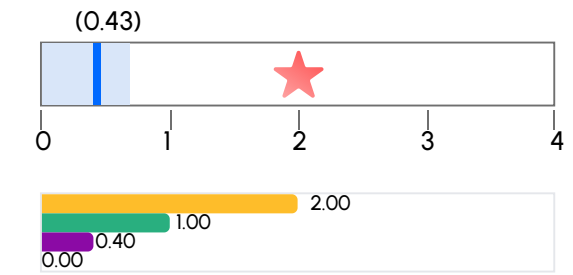
HOLISTIC THINKING

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



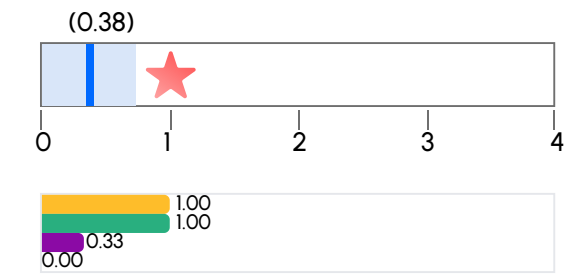
KNOW YOUR CUSTOMER

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



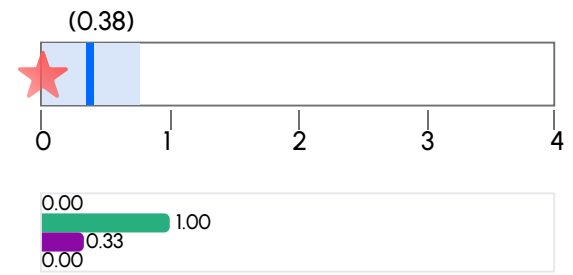
KNOW YOUR CUSTOMER

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



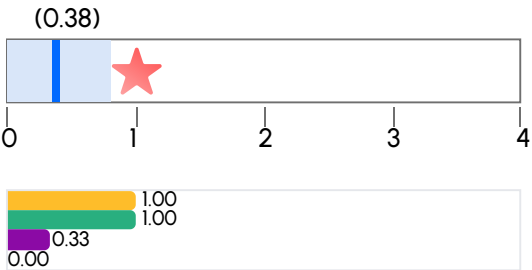
ENGAGE WITH EMPATHY

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



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.



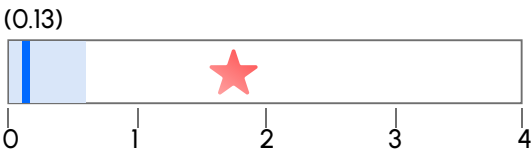
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

PURPOSEFUL PARTNERSHIP



KEEP UP-TO-DATE



SPEAK UP



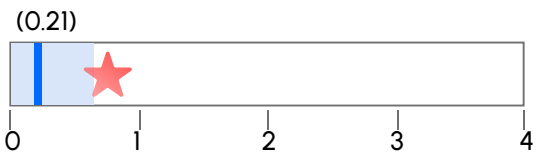
HOLISTIC THINKING



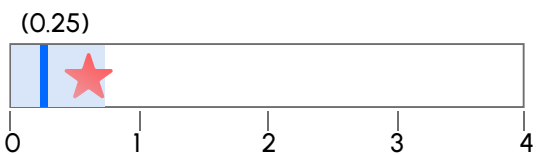
COURAGE TO ACT



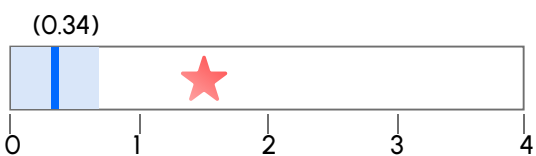
AGILE MINDSET



LIFELONG LEARNING



KNOW YOUR CUSTOMER



ENGAGE WITH EMPATHY



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.17	-	5	1	-	-	-
Subordinates	0.00	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	3	3	-	-	-
Subordinates	0.00	-	1	-	-	-	-

Q3. Identify new possibilities to address current business issues.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	6	-	-	-	-
Subordinates	0.00	-	1	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	5	-	-	-	-
Subordinates	0.00	-	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	1.00	-	-	1	-	-	-
Peers	0.00	-	5	-	-	-	-
Subordinates	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.17	-	5	1	-	-	-
Subordinates	0.00	-	1	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	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	0.33	-	4	2	-	-	-
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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.40	-	3	2	-	-	-
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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.40	-	3	2	-	-	-
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	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	4	2	-	-	-
Subordinates	0.00	-	1	-	-	-	-

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.17	-	5	1	-	-	-
Subordinates	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.17	-	5	1	-	-	-
Subordinates	0.00	-	1	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.17	-	5	1	-	-	-
Subordinates	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	5	-	-	-	-
Subordinates	0.00	-	1	-	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.17	-	5	1	-	-	-
Subordinates	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	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	1.00	-	-	1	-	-	-
Peers	0.33	-	4	2	-	-	-
Subordinates	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	6	-	-	-	-
Subordinates	0.00	-	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	1.00	-	-	1	-	-	-
Peers	0.00	-	6	-	-	-	-
Subordinates	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	5	-	-	-	-
Subordinates	0.00	-	1	-	-	-	-

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	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	1	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.17	-	5	1	-	-	-
Subordinates	0.00	-	1	-	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	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	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.20	-	4	1	-	-	-
Subordinates	0.00	-	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	0.00	-	1	-	-	-	-
Peers	0.00	1	5	-	-	-	-
Subordinates	0.00	-	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	1.00	-	-	1	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.00	-	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	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	-	1	-	-	-	-

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	0.00	-	1	-	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.00	-	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	1.00	-	-	1	-	-	-
Peers	0.20	1	3	1	-	-	-
Subordinates	0.00	-	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	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.20	-	4	1	-	-	-
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	0.00	-	1	-	-	-	-
Peers	0.17	1	4	1	-	-	-
Subordinates	0.00	-	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	0.20	-	4	1	-	-	-
Subordinates	0.00	-	1	-	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q3. Identify new possibilities to address current business issues.	0.00
Q4. Manage teams' resources to collate information from multiple sources.	0.00
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.00
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.00
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.00
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.13
Q18. Leverage one's network and connection to gather market data.	0.13
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.13
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.13
Q38. Make effort to teach / coach/ mentor team members.	0.13
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.14
Q6. Ensure change plans are executed effectively and in a timely manner.	0.14
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.14

Q27. Drive implementation with persistence to deliver results despite obstacles.	0.14
Q30. Give space for self and team members to take risks and learn from mistakes.	0.14
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.14
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.17
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.25
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.25
Q16. Empathise whilst balancing the need of individuals and the business.	0.25
Q28. Encourage and value innovative ideas and suggestions from others.	0.25
Q8. Provide coaching to help others adapt and be more versatile.	0.29
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.29
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.29
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.29
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.29
Q29. Maintain focus to deliver the chosen strategy.	0.29
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.29

Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.29
Q36. Purposefully manage career development and professional growth of team members.	0.29
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.29
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.29
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.38
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.38
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.38
Q15. Share similar experiences that may be adapted to their work circumstances.	0.38
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.38
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.43
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.50

QUALITATIVE FEEDBACK

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

- Demonstrates strong leadership skills that inspires and motivates team members as well as modelling positive behaviors and work ethics for subordinates to follow. Communicates clearly and effectively to team members and open to new ideas and suggestions.
- 1. Ability to explain complex investment transactions to non-investment person
- Consistently: 1. Showcased good spirit and teamwork in the department. 2 Served as a reference in addressing any problems or challenges that arise among the team members.
- 1. Communication skills - can communicate efficient with all the peers and subordinate in giving the instructions and guidance 2.Creative thinking- Always come out with new ideas for implementation in work life for a better process and flow
- Proactively sharing ideas and providing guidance to team members.
- 1) Highly knowledgeable in his business area, hence, always become the person looked for when anyone needs assistance in this area. 2) Always kind to others, eg never belittle others & helpful.
- effective communication skill - always convey messages/info to team members knowledgeable - up to date with current info, issue, trends and market
- 1. Technical Knowledge 2. Fast learner. He does a lot of knowledge sharing sessions with other departments and has comfortably assumed his new role within the Fixed Income section.
- (1) Teamwork - Work together with the team to achieve goals (2) Support and mentoring - With the vast experience and knowledge, i always share with the juniors

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

- To suggest new ideas to enhance team's productivity / efficiency. To strategically delegate tasks to team members while considering their strength whenever possible to optimize productivity.
- Enhancement in: 1. Strong strategic thinking skills 2. Effective leadership and management skills

- 1. Analytical thinking - to be more creative 2. Involved in Social activity
- Assist to nurture a positive and supportive work culture in the working environment.
- 1) Multi assets knowledge 2) Giving him opportunities to handle a department.
- the participant has great skills
- 1. Stronger leadership 2. Self Expression
- Leadership - Courage to act with the team members. Agility - To improve on decision making process, to be quick and fast.

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.

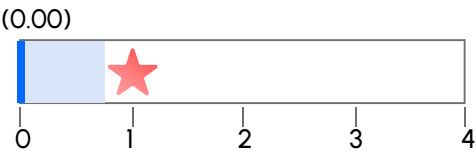
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

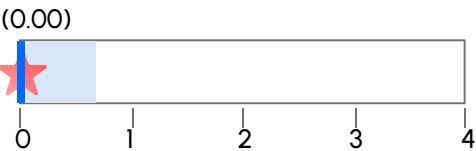
SPEAK UP

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



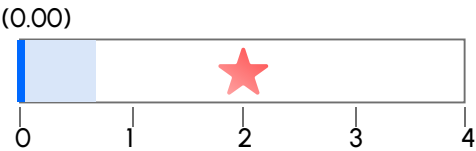
KEEP UP-TO-DATE

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



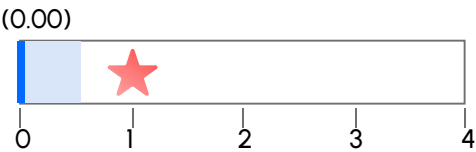
PURPOSEFUL PARTNERSHIP

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



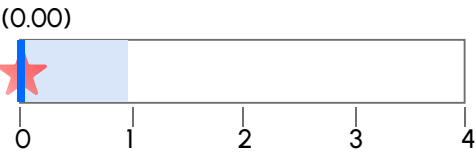
COURAGE TO ACT

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.




STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

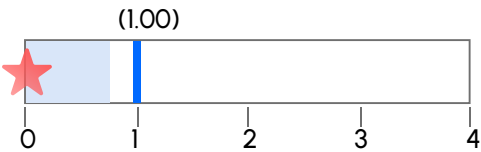
Average Gap Size

 Self Gap Size

Overall Survey Average Gap Size

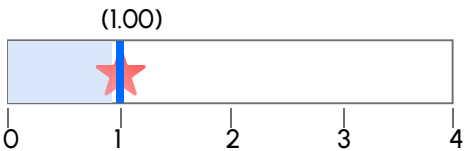
ENGAGE WITH EMPATHY

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



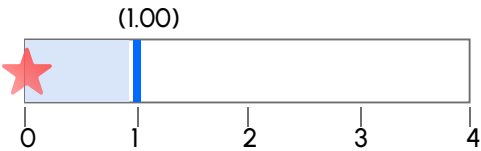
KNOW YOUR CUSTOMER

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



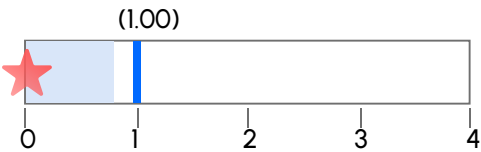
LIFELONG LEARNING

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



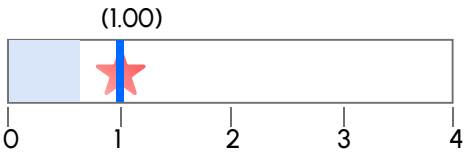
HOLISTIC THINKING

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



AGILE MINDSET

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



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.

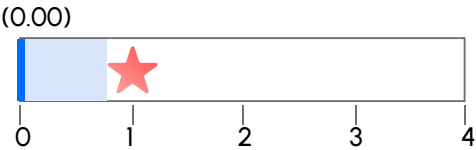
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

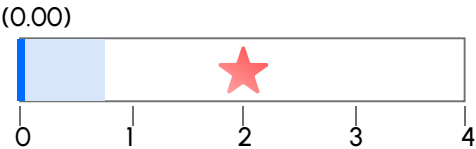
AGILE MINDSET

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



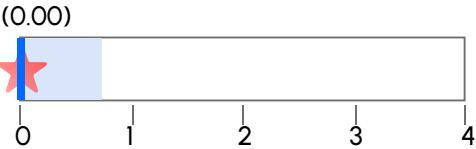
COURAGE TO ACT

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



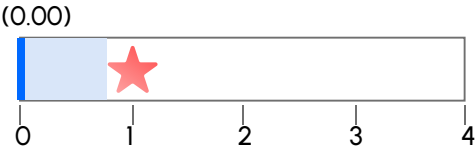
KEEP UP-TO-DATE

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



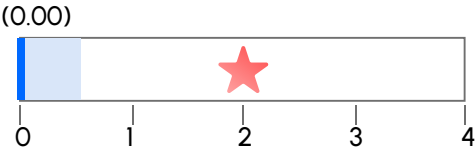
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



SPEAK UP

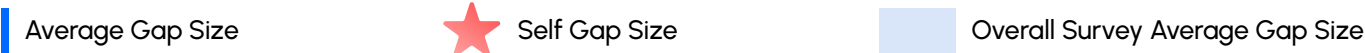
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

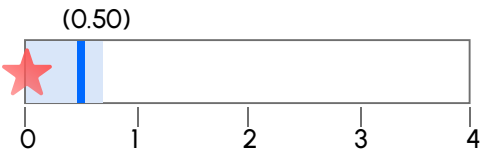
Development Needs

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



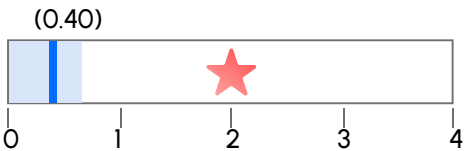
HOLISTIC THINKING

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.



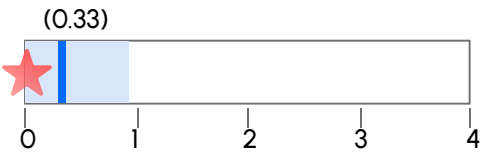
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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



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.

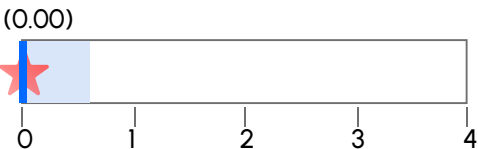
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

ENGAGE WITH EMPATHY

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



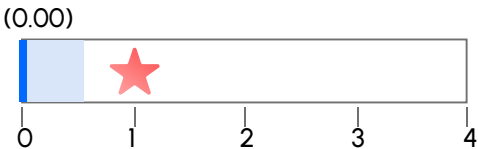
KNOW YOUR CUSTOMER

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.



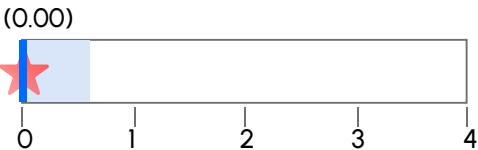
LIFELONG LEARNING

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



KEEP UP-TO-DATE

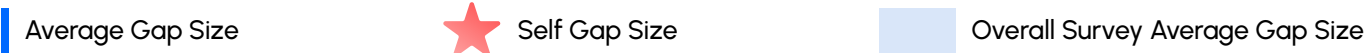
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

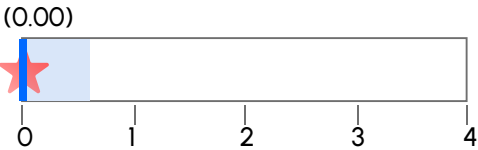
Development Needs

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



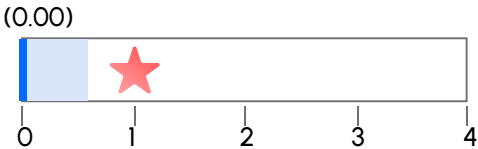
ENGAGE WITH EMPATHY

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



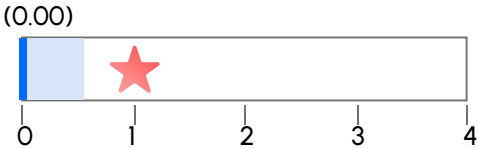
KNOW YOUR CUSTOMER

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



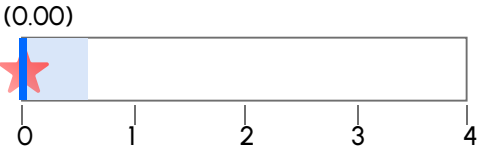
SPEAK UP

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



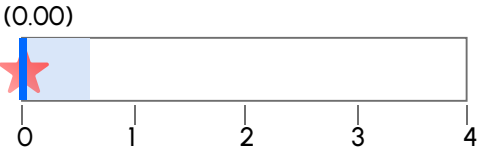
LIFELONG LEARNING

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



KEEP UP-TO-DATE

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

HOLISTIC THINKING

Self Gap Size Average Gap Size

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



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



Q3. Identify new possibilities to address current business issues.



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



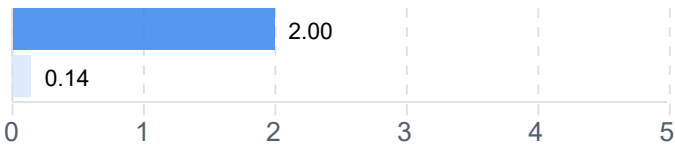
AGILE MINDSET

Self Gap Size Average Gap Size

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



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



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

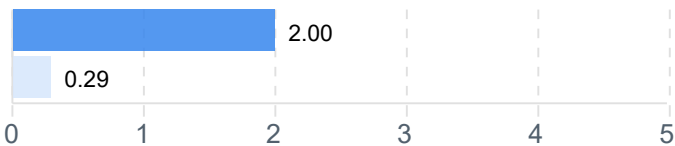
Q9. Analyse trends and Customers’ needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



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.



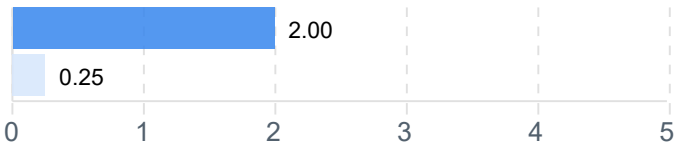
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one’s need for personal space.



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

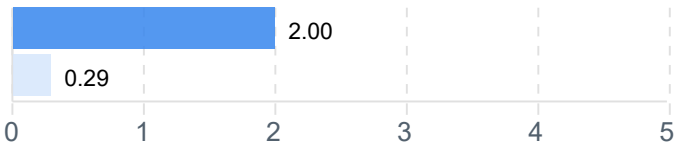
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



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.

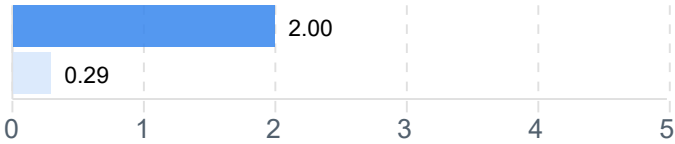


SPEAK UP

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



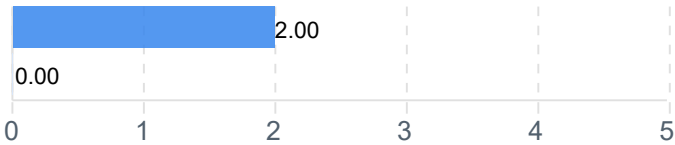
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



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.

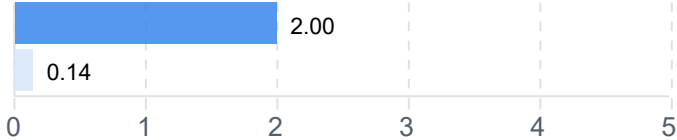


COURAGE TO ACT

Self Gap Size

Average Gap Size

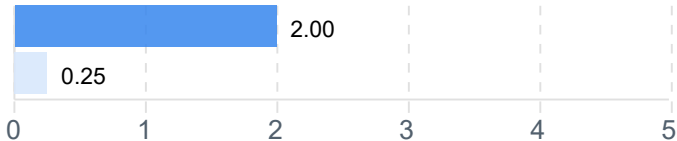
Q26. Explore and adopt innovative approaches to increase the team’s performance through changing work policies, modeling, and structure.



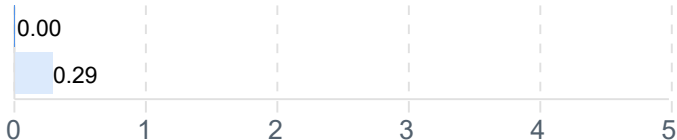
Q27. Drive implementation with persistence to deliver results despite obstacles.



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

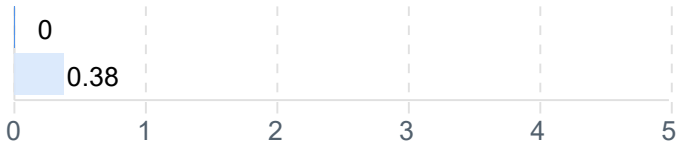
HOLISTIC THINKING

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



ENGAGE WITH EMPATHY

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



ENGAGE WITH EMPATHY

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



SPEAK UP

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



LIFELONG LEARNING

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



TOP 5 UNDERESTIMATED COMPETENCIES

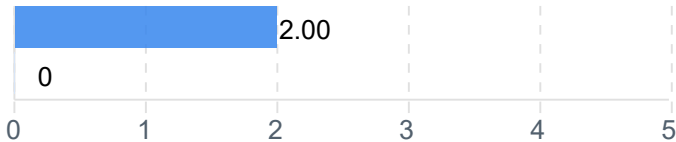
AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating

Average Gap Rating

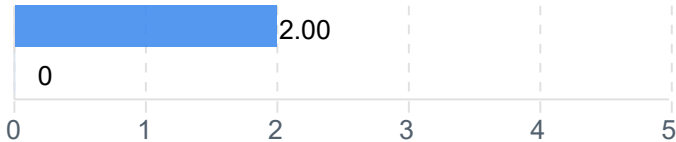
PURPOSEFUL PARTNERSHIP

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



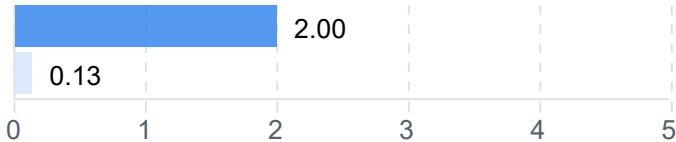
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



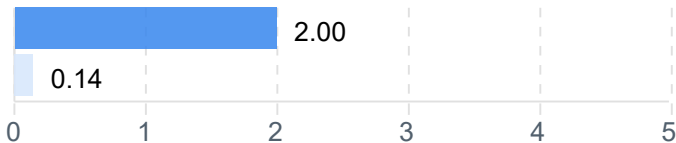
COURAGE TO ACT

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

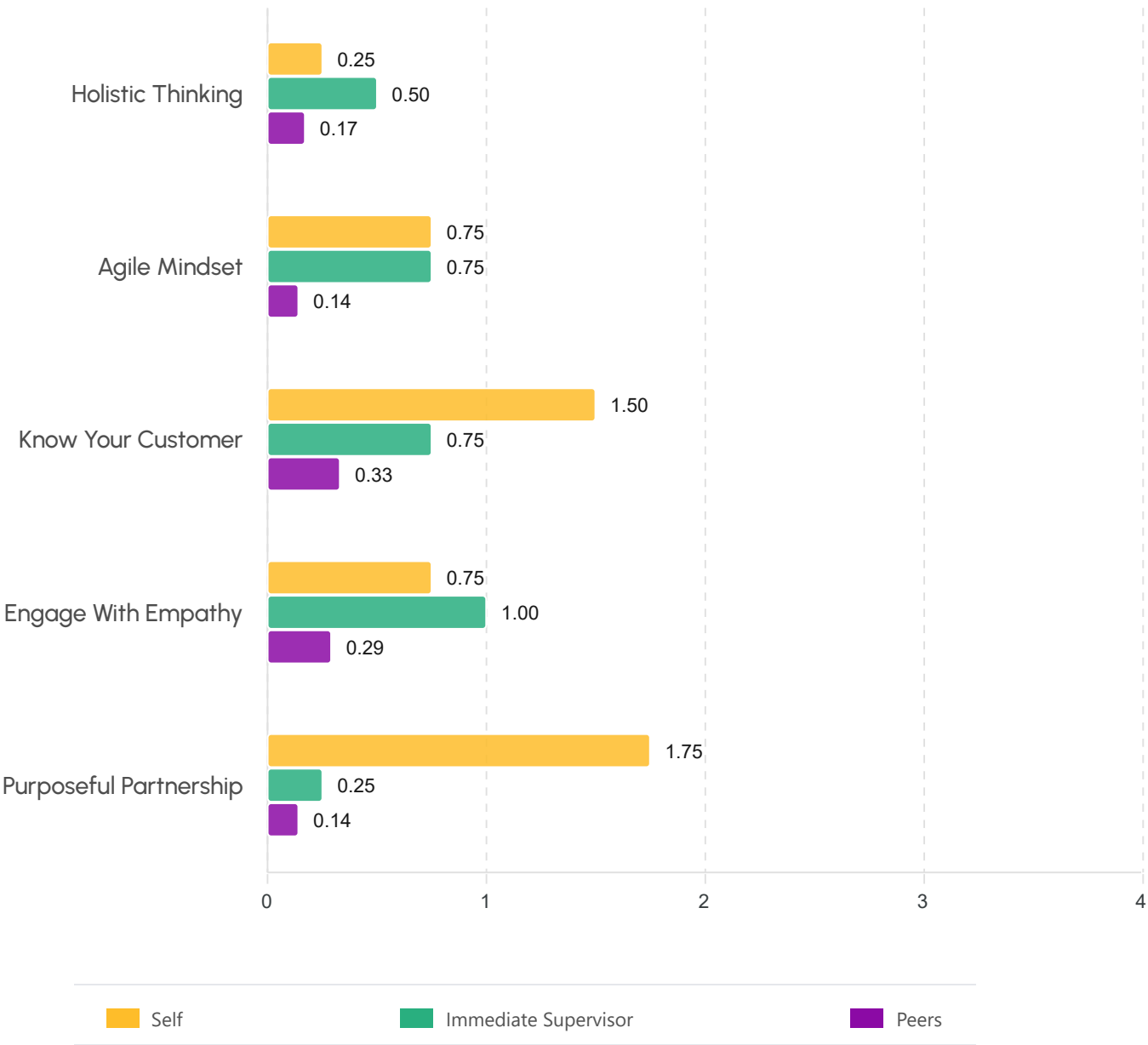


AGILE MINDSET

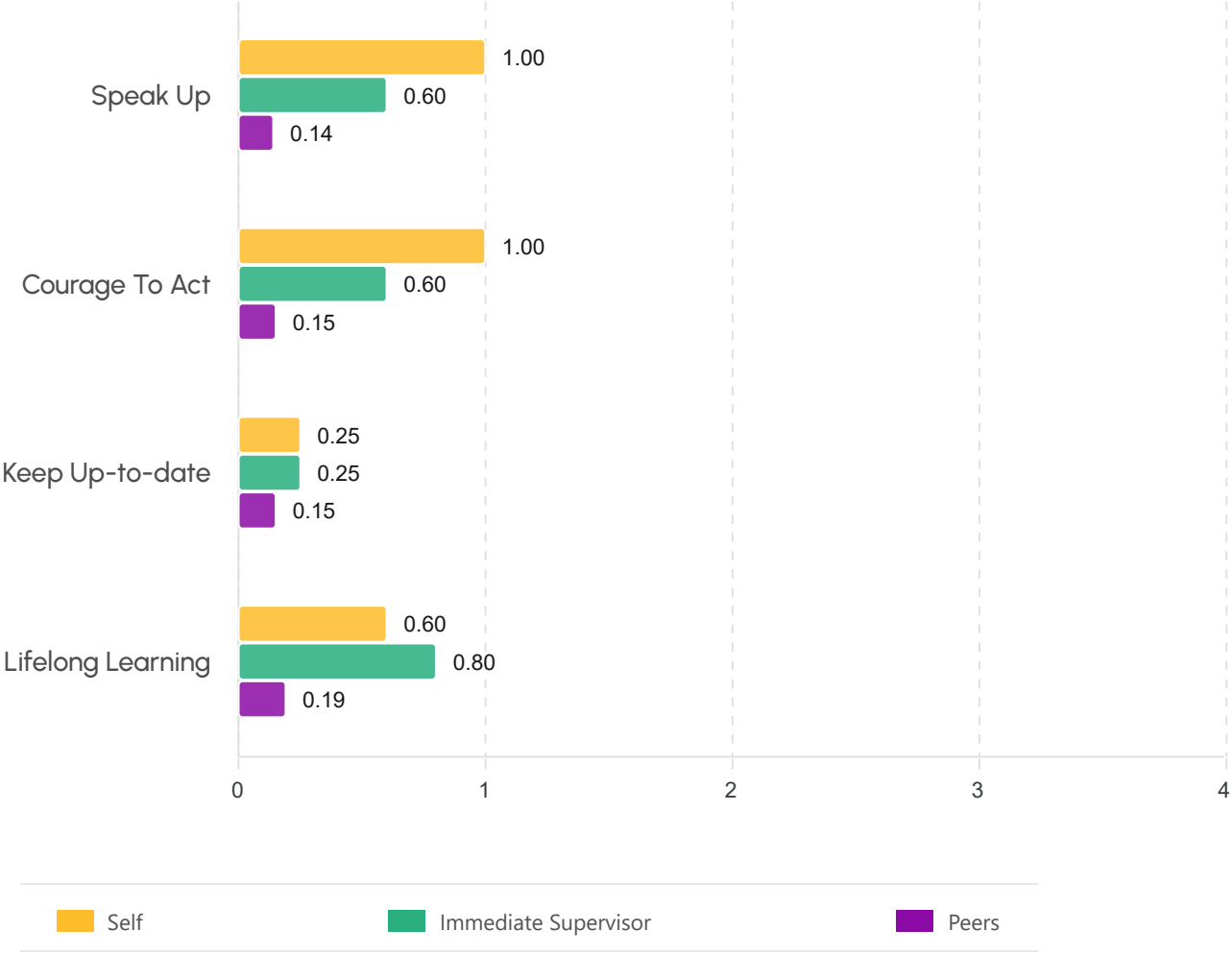
Q6. Ensure change plans are executed effectively and in a timely manner.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



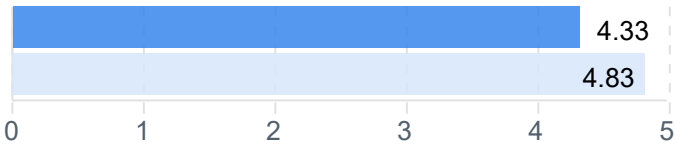
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

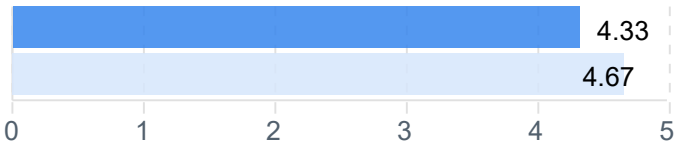
HOLISTIC THINKING

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



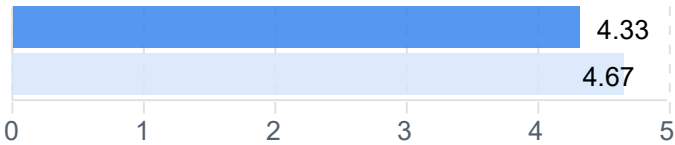
KNOW YOUR CUSTOMER

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



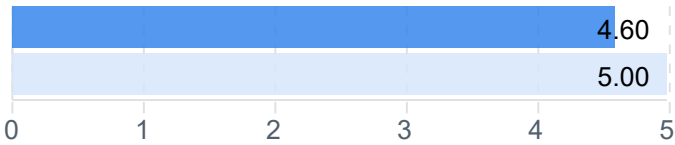
ENGAGE WITH EMPATHY

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



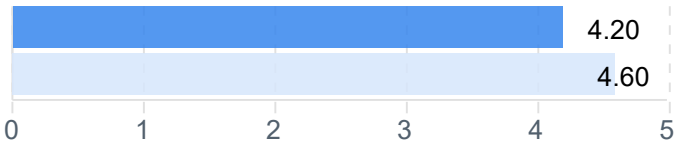
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



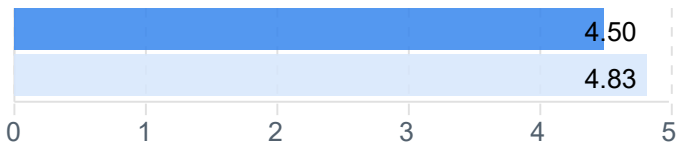
ENGAGE WITH EMPATHY

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



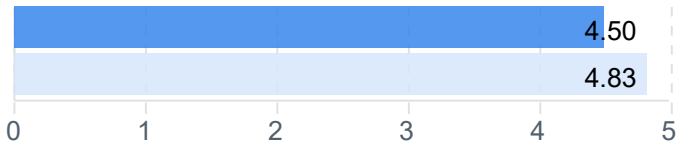
ENGAGE WITH EMPATHY

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



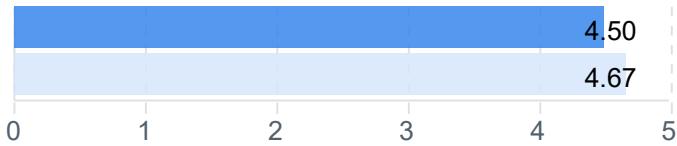
SPEAK UP

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



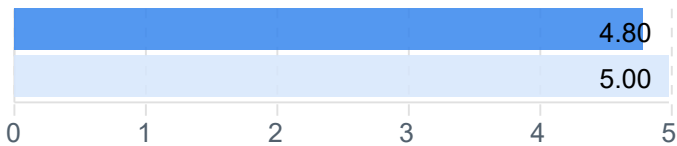
SPEAK UP

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.



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

RATING FROM SUBORDINATES

Current Expected

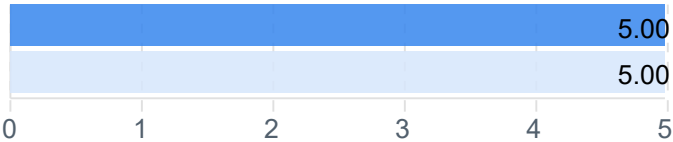
SPEAK UP

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



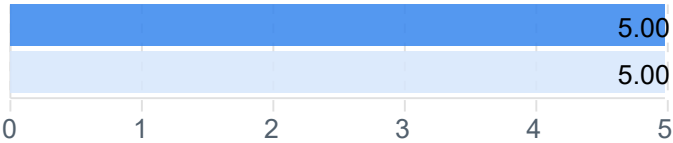
LIFELONG LEARNING

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



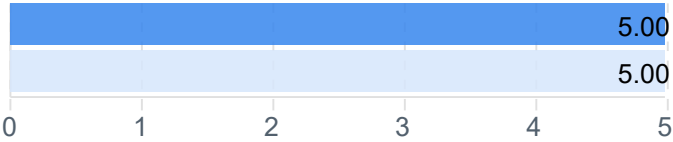
AGILE MINDSET

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



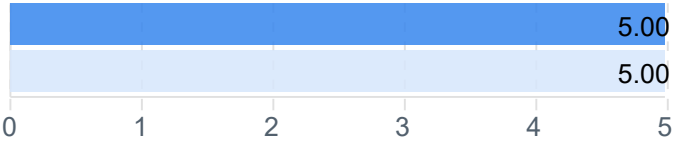
COURAGE TO ACT

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



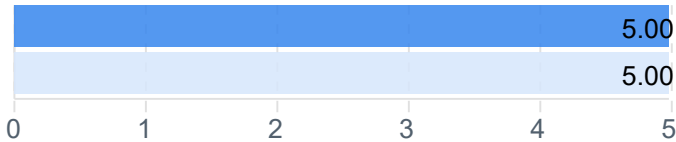
KNOW YOUR CUSTOMER

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



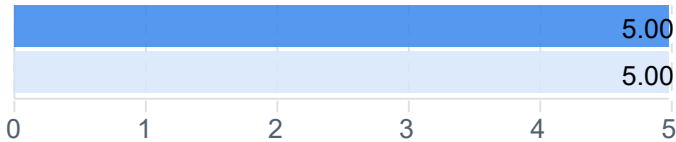
KEEP UP-TO-DATE

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



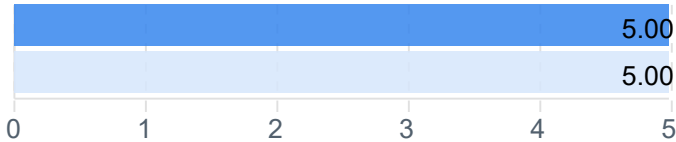
HOLISTIC THINKING

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



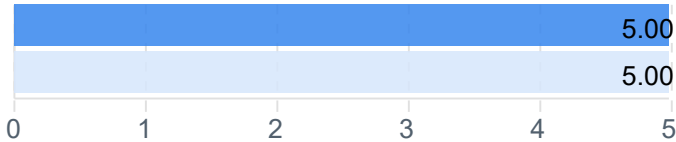
PURPOSEFUL PARTNERSHIP

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



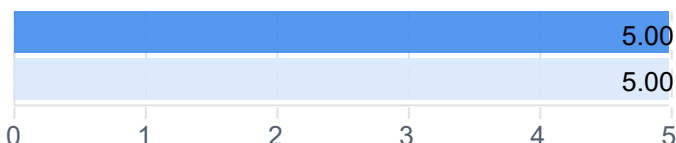
ENGAGE WITH EMPATHY

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.



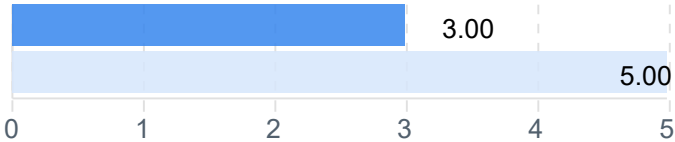
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

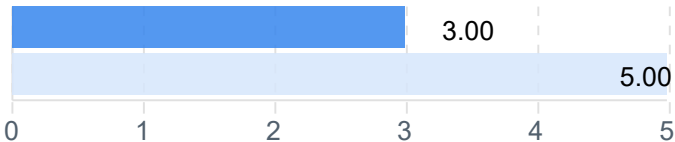
COURAGE TO ACT

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



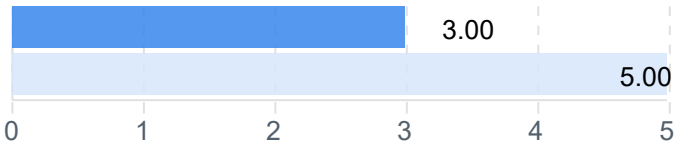
PURPOSEFUL PARTNERSHIP

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



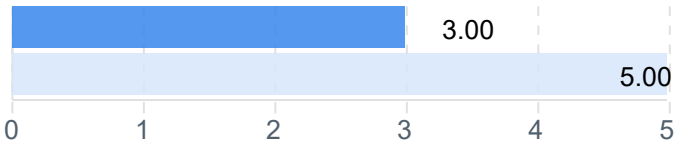
AGILE MINDSET

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



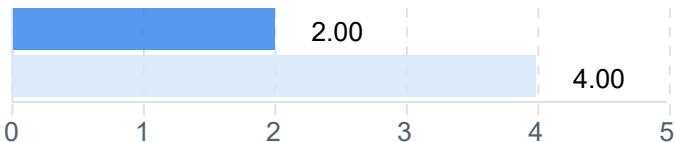
SPEAK UP

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



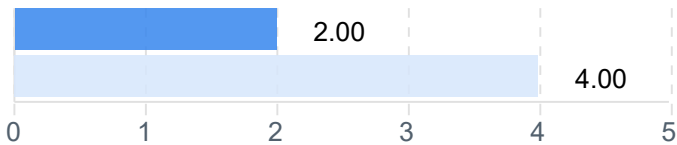
KNOW YOUR CUSTOMER

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



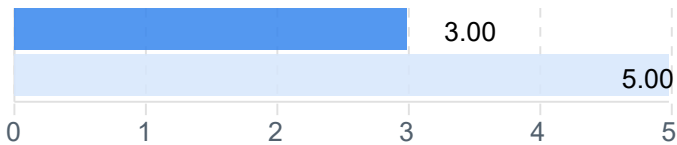
PURPOSEFUL PARTNERSHIP

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



KNOW YOUR CUSTOMER

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



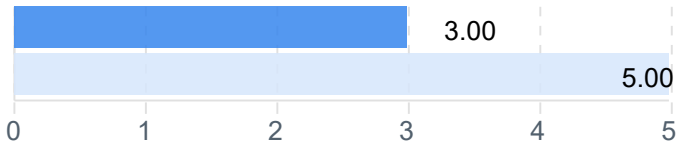
COURAGE TO ACT

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



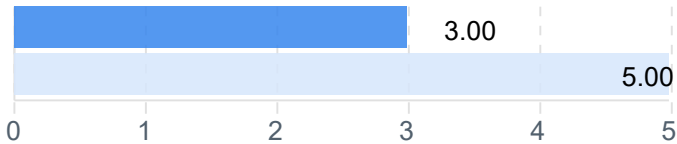
SPEAK UP

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



ENGAGE WITH EMPATHY

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



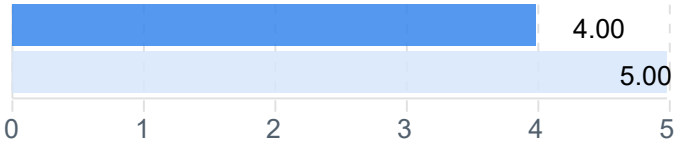
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

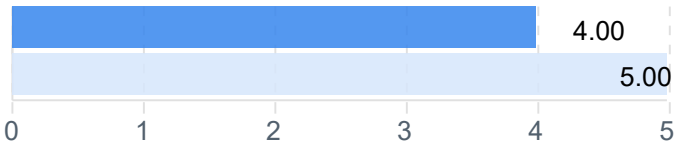
LIFELONG LEARNING

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



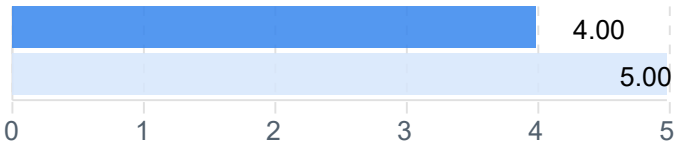
AGILE MINDSET

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



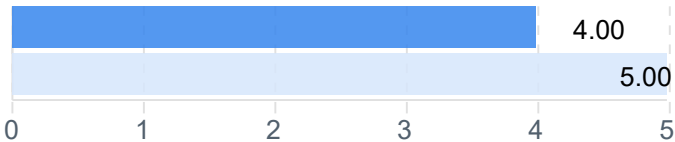
COURAGE TO ACT

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



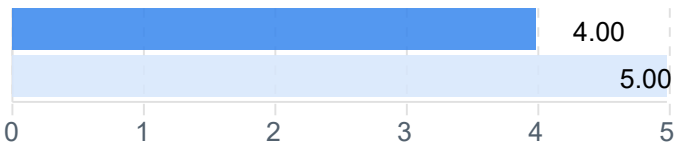
KNOW YOUR CUSTOMER

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



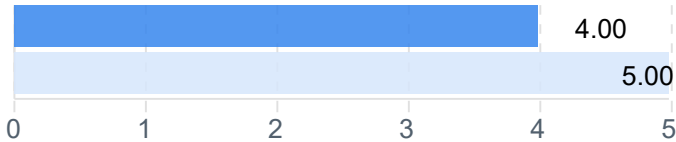
HOLISTIC THINKING

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



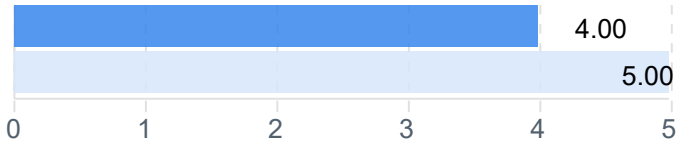
ENGAGE WITH EMPATHY

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



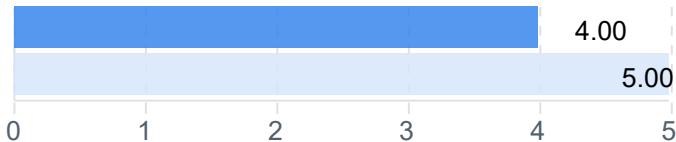
ENGAGE WITH EMPATHY

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



LIFELONG LEARNING

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



SPEAK UP

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



HOLISTIC THINKING

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



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.	4.7	4.8	5.0	5.0	5.0	5.0	4.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.3	4.8	5.0	5.0	5.0	5.0	4.0	5.0
Q3. Identify new possibilities to address current business issues.	4.8	4.8	5.0	5.0	3.0	4.0	5.0	5.0
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	5.0	5.0	5.0	5.0	4.0	4.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	5.0	5.0	5.0	5.0	4.0	5.0	4.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.8	5.0	5.0	5.0	3.0	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.	4.7	4.8	5.0	5.0	5.0	5.0	4.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	4.6	4.8	5.0	5.0	5.0	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.	4.3	4.7	5.0	5.0	4.0	5.0	4.0	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	4.6	5.0	5.0	5.0	2.0	4.0	4.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	4.6	4.8	5.0	5.0	3.0	5.0	4.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q12. Promote a Customer-centric culture by role modeling the behavior.	4.2	4.6	5.0	5.0	4.0	5.0	5.0	5.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.3	4.7	5.0	5.0	5.0	5.0	4.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.2	4.5	5.0	5.0	4.0	5.0	4.0	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	4.5	4.8	5.0	5.0	5.0	5.0	4.0	5.0
Q16. Empathise whilst balancing the need of individuals and the business.	4.3	4.5	5.0	5.0	3.0	5.0	4.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	4.7	4.8	5.0	5.0	3.0	5.0	5.0	5.0
Q18. Leverage one's network and connection to gather market data.	4.7	4.8	5.0	5.0	2.0	3.0	5.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.8	5.0	5.0	5.0	2.0	4.0	4.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	5.0	5.0	3.0	5.0	5.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.5	4.7	5.0	5.0	4.0	5.0	5.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.8	5.0	5.0	5.0	3.0	5.0	4.0	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.5	4.8	5.0	5.0	5.0	5.0	4.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.8	4.8	5.0	5.0	3.0	5.0	5.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q25. Facilitate discussions with various views to converge and achieve a common objective.	4.5	4.5	5.0	5.0	5.0	5.0	4.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	5.0	5.0	5.0	5.0	3.0	5.0	4.0	5.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.6	4.8	5.0	5.0	4.0	5.0	5.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.5	4.7	5.0	5.0	3.0	5.0	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	4.6	4.8	5.0	5.0	5.0	5.0	4.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	4.4	4.6	5.0	5.0	3.0	3.0	5.0	5.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.8	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	4.7	4.3	5.0	5.0	5.0	5.0	5.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.4	4.4	5.0	5.0	5.0	5.0	4.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	4.8	5.0	5.0	5.0	4.0	5.0	5.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	4.6	4.6	5.0	5.0	5.0	5.0	4.0	5.0
Q36. Purposefully manage career development and professional growth of team members.	4.6	4.6	5.0	5.0	4.0	5.0	4.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	4.6	4.8	5.0	5.0	4.0	5.0	4.0	5.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q38. Make effort to teach / coach/ mentor team members.	4.7	4.7	5.0	5.0	5.0	5.0	5.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.8	5.0	5.0	5.0	4.0	5.0	4.0	5.0

* Responses based on Rating scale of 1-5