INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Cheong Mun Wai

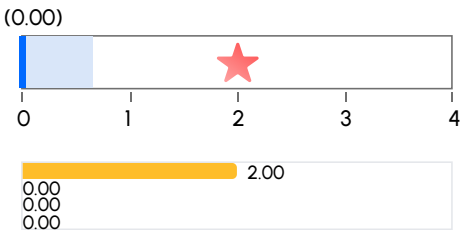**Date:** 19/07/2023

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.
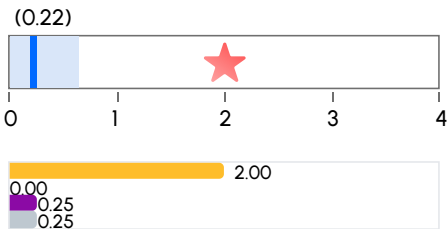
	Average Gap Size		Self Gap Size		Overall Survey Average Gap Size
	Self		Immediate Supervisor		Peers		Subordinates

KEEP UP-TO-DATE

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

(0.00)

2.00
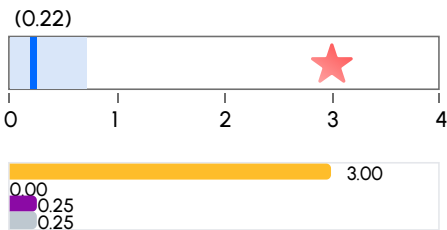0.00
0.00
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ENGAGE WITH EMPATHY

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

(0.22)

2.00
0.00
0.25
0.25

SPEAK UP

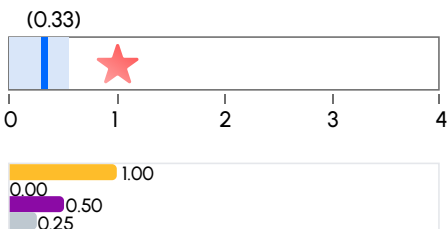Q23. Encourage constructive feedback and be objective in addressing disagreements.

(0.22)

3.00
0.00
0.25
0.25

ENGAGE WITH EMPATHY

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

(0.25)

2.00
1.00
0.33
0.00

ENGAGE WITH EMPATHY

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

(0.33)

1.00
0.00
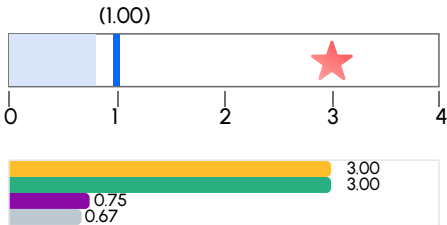0.50
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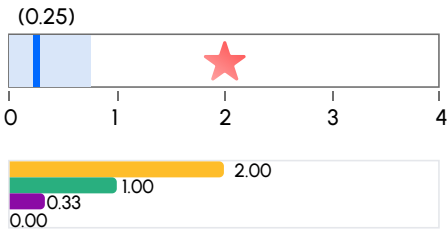
STRENGTHS AND DEVELOPMENT NEEDS

Development Needs

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

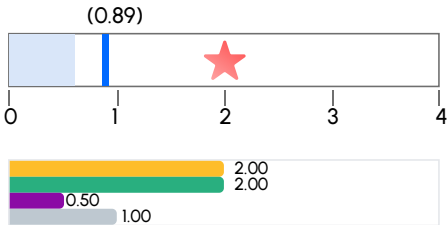|		
▌ Average Gap Size	★ Self Gap Size	▨ Overall Survey Average Gap Size
▬ Self	▬ Immediate Supervisor	▬ Peers ▬ Subordinates

COURAGE TO ACT

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.
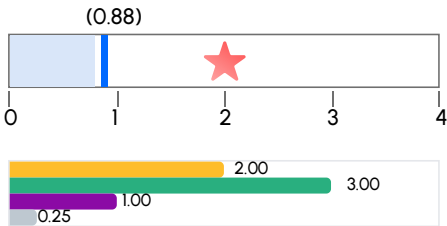
(1.00)

- Self: 3.00
- Immediate Supervisor: 3.00
- Peers: 0.75
- Subordinates: 0.67

AGILE MINDSET

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

(0.89)

- Self: 2.00
- Immediate Supervisor: 2.00
- Peers: 0.50
- Subordinates: 1.00

PURPOSEFUL PARTNERSHIP

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

(0.88)

- Self: 2.00
- Immediate Supervisor: 3.00
- Peers: 1.00
- Subordinates: 0.25

LIFELONG LEARNING

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

(0.88)

- Self: 3.00
- Immediate Supervisor: 4.00
- Peers: 0.00
- Subordinates: 0.75

LIFELONG LEARNING

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

(0.88)

- Self: 3.00
- Immediate Supervisor: 4.00
- Peers: 0.75
- Subordinates: 0.00
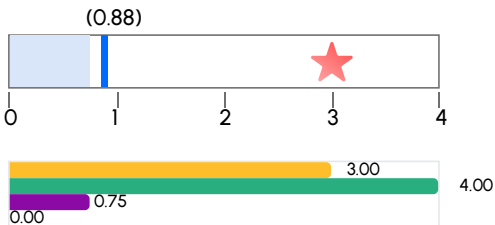
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size	Self Gap Size	Overall Survey Average Gap Size

KEEP UP-TO-DATE
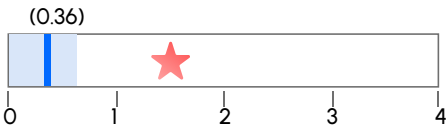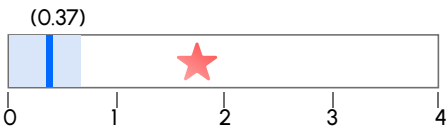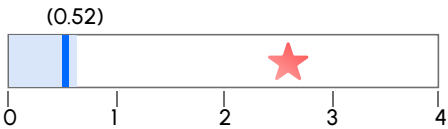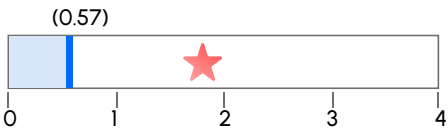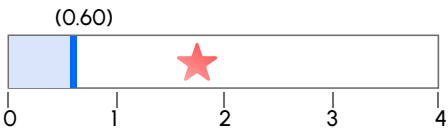
(0.36)

0   1   2   3   4

ENGAGE WITH EMPATHY

(0.37)

0   1   2   3   4

SPEAK UP

(0.52)

0   1   2   3   4

COURAGE TO ACT

(0.57)

0   1   2   3   4

PURPOSEFUL PARTNERSHIP

(0.60)

0   1   2   3   4

KNOW YOUR CUSTOMER

(0.62)

0   1   2   3   4

HOLISTIC THINKING

(0.67)

0　1　2　3　4

AGILE MINDSET

(0.69)

0　1　2　3　4

LIFELONG LEARNING

(0.79)
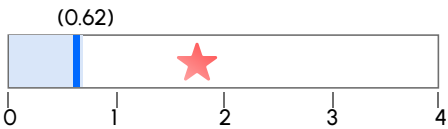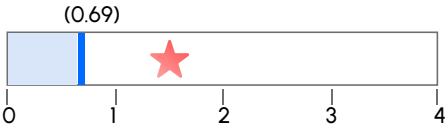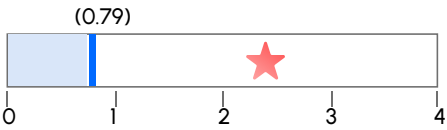
0　1　2　3　4

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

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	2.00	-	-	-	1	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.25	1	2	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	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
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	3.00	-	-	-	-	1	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	3	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	1.00	-	2	1	-	1	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.00	1	3	-	-	-	-

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	4.00	-	-	-	-	-	1
Peers	0.50	-	2	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	-	3	-	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	0.50	-	2	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.50	-	3	-	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	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.25	1	2	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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.25	-	3	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	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.25	1	2	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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	3.00	-	-	-	-	1	-
Peers	1.00	-	1	1	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	4.00	-	-	-	-	-	1
Peers	0.25	-	3	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	0.50	-	2	2	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	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	3.00	-	-	-	-	1	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.50	-	2	2	-	-	-

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.67	-	2	-	1	-	-

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

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

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	2.00	-	-	-	1	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.25	-	3	1	-	-	-

Q29. Maintain focus to deliver the chosen strategy.

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
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	4.00	-	-	-	-	-	1
Peers	0.25	-	3	1	-	-	-
Subordinates	0.25	1	2	1	-	-	-

Keep Up-to-date

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.67	-	1	2	-	-	-

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	3.00	-	-	-	-	1	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.25	-	3	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	4	-	-	-	-
Subordinates	0.00	-	3	-	-	-	-

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	3.00	-	-	-	-	1	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	3.00	-	-	-	-	1	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.00	-	2	-	-	-	-
Subordinates	0.00	-	3	-	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	0.00	-	3	-	-	-	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	0.75	-	2	1	1	-	-
Subordinates	0.00	1	2	-	-	-	-

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	4.00	-	-	-	-	-	1
Peers	0.67	-	2	-	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	3.00	-	-	-	-	1	-
Immediate Supervisor	4.00	-	-	-	-	-	1
Peers	0.33	-	2	1	-	-	-
Subordinates	0.25	-	3	1	-	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.00
Q16. Empathise whilst balancing the need of individuals and the business.	0.22
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.22
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.25
Q15. Share similar experiences that may be adapted to their work circumstances.	0.33
Q29. Maintain focus to deliver the chosen strategy.	0.33
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.33
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.38
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.44
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.44
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.44
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.44
Q28. Encourage and value innovative ideas and suggestions from others.	0.44
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.50
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.50
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.50

Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.56
Q18. Leverage one's network and connection to gather market data.	0.56
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.56
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.56
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.63
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.63
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.67
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.67
Q8. Provide coaching to help others adapt and be more versatile.	0.67
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.67
Q30. Give space for self and team members to take risks and learn from mistakes.	0.67
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.75
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.75
Q3. Identify new possibilities to address current business issues.	0.78
Q4. Manage teams' resources to collate information from multiple sources.	0.78
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.78
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.78
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.88

Q36. Purposefully manage career development and professional growth of team members.   **0.88**

Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.   **0.88**

Q38. Make effort to teach / coach/ mentor team members.   **0.88**

Q6. Ensure change plans are executed effectively and in a timely manner.   **0.89**

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.   **1.00**

QUALITATIVE FEEDBACK

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

- 1) Mun Wai has taken feedback positively and always tries to act on the feedback and show that he understands the feedback 2) Mun Wai is knowledgeable and experienced in his area, though he may not be as updated with new trends and approaches in the market

- 1. Very stable emotionally, knowledgeable, hardworking and able to adapt/work under pressure as demonstrated during the restructuring of the workplace 2. Approachable and listens to the views from others before making decisions, and these are often reflected at the workplace

- Open minded personality - can communicate and discuss openly any topics. Patient - can handle critical and difficult situation with positive thoughts.

- High technical competency via his work output (reviewing research reports of his subordinates) Ability to cultivate teamwork amongst his subordinates (demonstrated via several projects which require coordination amongst cross section/departments to complete tasks)

- 1. Strong technical skills, and thus able to assist the team whenever there are technical issues to be solved. For example, whenever there are technical issue that need to be addressed, I will gather a team to discuss the problem if I am unsure of the solution. 2. Leveraging on past experience and the team's experience to come up with solutions for problems. For example, will try to analyse various possibilities/outcomes with the team to ensure it is a holistic solution.

- 1. The willingness to assume bigger role and responsibilities. The person has been given the task to head the EqR section. 2. Openness to ideas. The person is open to any new ideas and encourage discussion among team members.

- 1) Strong sense of empathy to the team members. 2) Willingness to share technical knowledge and know-how

- 1. Responsible and committed to achieve team goals 2. Willingness to guide and coach others

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

- 1) Mun Wai needs to be a leader for his section. He is good technical skills, but have not developed his leadership skills, which is required for the position 2) Mun Wai needs to learn how to be a coach and mentor for his next liners, so that they can be leaders, coach and mentor for the junior team members. Without this capability, the rest of his section would not have a role model or benchmark to follow. This is the issue at Equity Research currently

- 1. Delegation of duties- Since his work scope is now bigger and takes much of his time and attention, he can consider delegating some of the responsibilities to that he can focus more on supervisory/leadership role 2. Learn to say no - maybe he can consider declining some requests/tasks from other parties (unless very crucial) if the timeline is not reasonable/the resources are insufficient to do it, so that the team does not compromise on quality of the work

- Handling team - improve skills in handling teams. Soft skills - improve soft skills especially related to administrative work functions.

- Developing further on leadership skills To be more assertive

- 1. Need to be able to effectively communicate with team members on the objectives/issues at hand, because there tends to be gaps in communication when under stress or there are lots of things to do. Feedback sessions are rarely done. 2. Need to be able to better plan on usage of manpower resources. Currently, may not be fully utilising the strengths of all staff.

- 1. Prioritizing the task. 2. Delegation of authority

- 1) Think holistically, particularly for the benefit of the team members.
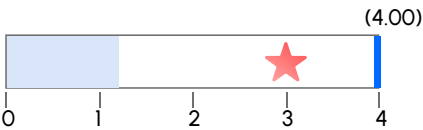
STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

These practices were identified by your Immediate Supervisor as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.
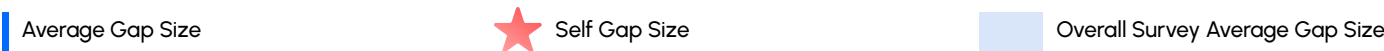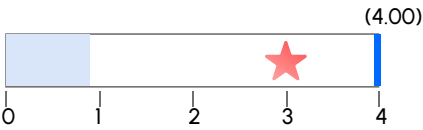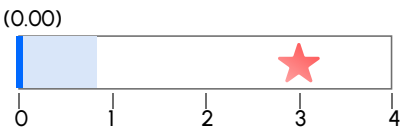
▌Average Gap Size	★ Self Gap Size	▢ Overall Survey Average Gap Size

COURAGE TO ACT

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

(0.00)

Self Gap Size ≈ 2 (scale 0–4)

KEEP UP-TO-DATE

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

(0.00)

Self Gap Size ≈ 2 (scale 0–4)

ENGAGE WITH EMPATHY

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

(0.00)

Self Gap Size ≈ 1 (scale 0–4)

SPEAK UP

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

(0.00)

Self Gap Size ≈ 3 (scale 0–4)
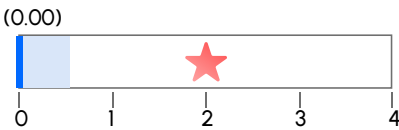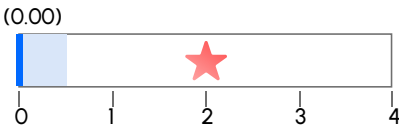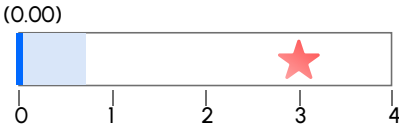
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.

(0.00)

Self Gap Size ≈ 1 (scale 0–4)
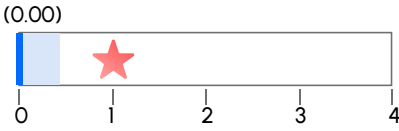
STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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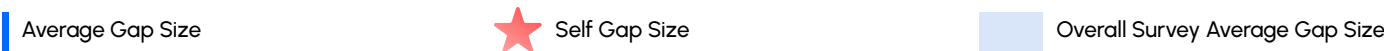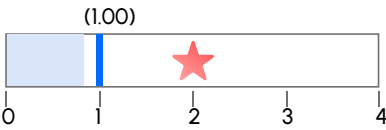
	Average Gap Size	★ Self Gap Size	Overall Survey Average Gap Size

LIFELONG LEARNING

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

(4.00)

LIFELONG LEARNING

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

(4.00)

LIFELONG LEARNING

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

(4.00)

PURPOSEFUL PARTNERSHIP

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

(4.00)

AGILE MINDSET

Q8. Provide coaching to help others adapt and be more versatile.
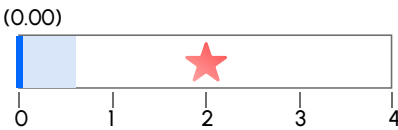
(4.00)
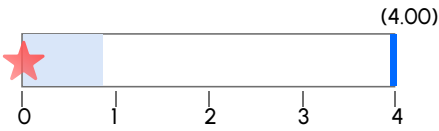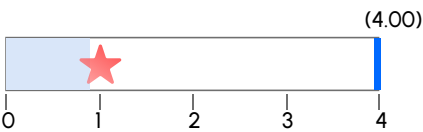
STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

These practices were identified by your Peers as your Strengths. They have the smallest Average Gap Size. Build on this strong foundation.
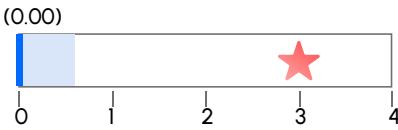
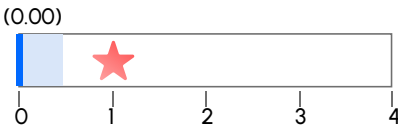| Average Gap Size	⭐ Self Gap Size	▮ Overall Survey Average Gap Size

LIFELONG LEARNING

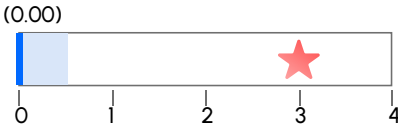Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.

(0.00)

LIFELONG LEARNING

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

(0.00)

KEEP UP-TO-DATE

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

(0.00)

KEEP UP-TO-DATE

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

(0.25)

HOLISTIC THINKING

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

(0.25)

STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

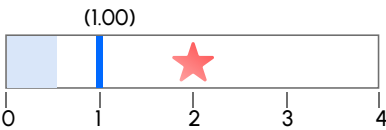### Development Needs

These practices were identified by your Peers as your Development Needs. They have the Largest Average Gap Size. Build on this feedback.
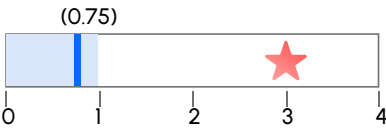
▌ Average Gap Size	★ Self Gap Size	▨ Overall Survey Average Gap Size

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.

(1.00)

PURPOSEFUL PARTNERSHIP

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

(1.00)

KNOW YOUR CUSTOMER

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

(0.75)

COURAGE TO ACT

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

(0.75)

LIFELONG LEARNING

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

(0.75)

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.

(0.00)

LIFELONG LEARNING

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

(0.00)

PURPOSEFUL PARTNERSHIP

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

(0.00)

PURPOSEFUL PARTNERSHIP

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

(0.00)

KEEP UP-TO-DATE

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

(0.00)

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.
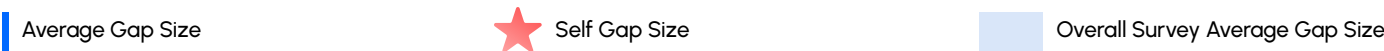
Average Gap Size	⭐ Self Gap Size	Overall Survey Average Gap Size

AGILE MINDSET

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

(1.00)

LIFELONG LEARNING

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

(0.75)

SPEAK UP

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

(0.67)

KEEP UP-TO-DATE

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

(0.67)

COURAGE TO ACT

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

(0.67)

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.

- Self Gap Size: 0.00
- Average Gap Size: 0.67

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

- Self Gap Size: 0.00
- Average Gap Size: 0.44

Q3. Identify new possibilities to address current business issues.

- Self Gap Size: 1.00
- Average Gap Size: 0.78

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

- Self Gap Size: 1.00
- Average Gap Size: 0.78

AGILE MINDSET

■ Self Gap Size   □ Average Gap Size

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

- Self Gap Size: 2.00
- Average Gap Size: 0.67

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

- Self Gap Size: 2.00
- Average Gap Size: 0.89

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

- Self Gap Size: 1.00
- Average Gap Size: 0.50

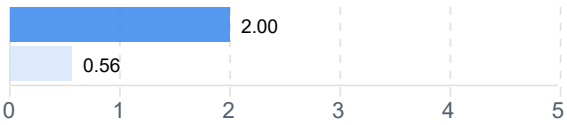Q8. Provide coaching to help others adapt and be more versatile.

1.00
0.67
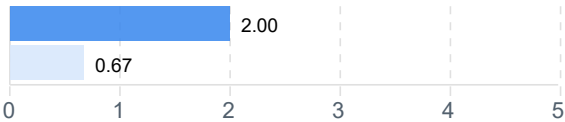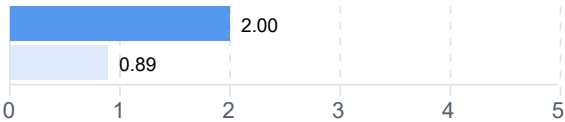
KNOW YOUR CUSTOMER

■ 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.
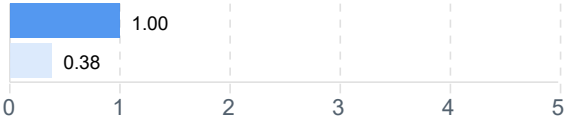
2.00
0.78

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

2.00
0.56

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

2.00
0.75

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

1.00
0.38

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.
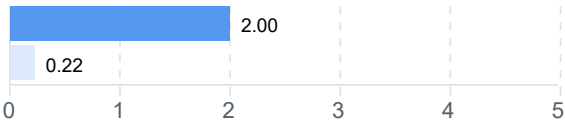
2.00
0.25

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

2.00
0.67

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

1.00
0.33

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

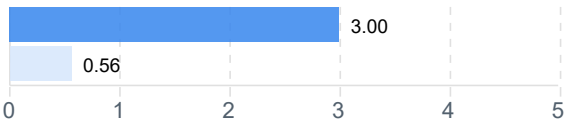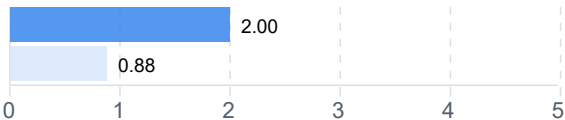|	Value
Self Gap Size	2.00
Average Gap Size	0.22
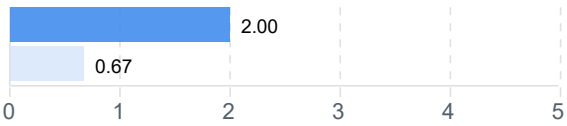
PURPOSEFUL PARTNERSHIP

Legend: Self Gap Size, Average Gap Size

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

	Value
Self Gap Size	1.00
Average Gap Size	0.44

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

	Value
Self Gap Size	3.00
Average Gap Size	0.56

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

	Value
Self Gap Size	2.00
Average Gap Size	0.88

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

	Value
Self Gap Size	1.00
Average Gap Size	0.56

SPEAK UP

Legend: Self Gap Size, Average Gap Size

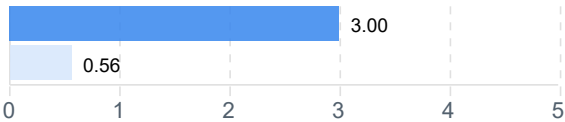Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.

	Value
Self Gap Size	2.00
Average Gap Size	0.63

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

	Value
Self Gap Size	3.00
Average Gap Size	0.44

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

	Value
Self Gap Size	3.00
Average Gap Size	0.22

Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.
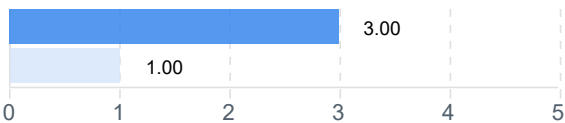
3.00
0.56

Q25. Facilitate discussions with various views to converge and achieve a common objective.
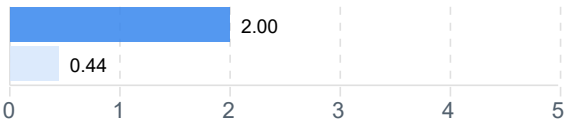
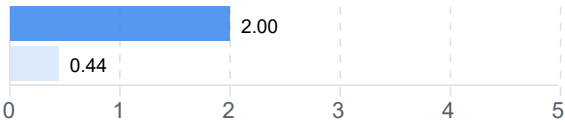**2.00**
0.78

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.

3.00
1.00

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

2.00
0.44

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

2.00
0.44

Q29. Maintain focus to deliver the chosen strategy.

1.00
0.33

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

1.00
0.67

KEEP UP-TO-DATE
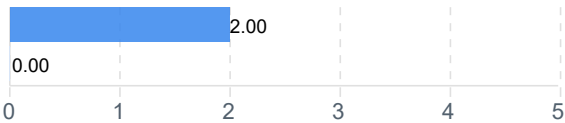
■ Self Gap Size   ■ Average Gap Size

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

1.00
0.50

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

0.00
0.63

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

2.00
0.00

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.
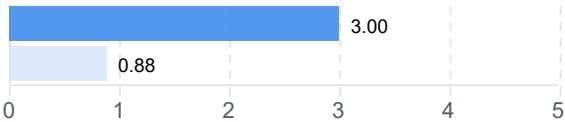
3.00
0.33

LIFELONG LEARNING

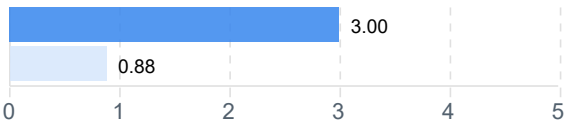**Legend:** ■ Self Gap Size   □ Average Gap Size

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

3.00
0.50

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

3.00
0.88

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

3.00
0.88

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

0.00
0.88

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

3.00
0.75

TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

■ Self Rating   ▢ Average Gap Rating

LIFELONG LEARNING

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

0
0.88

0   1   2   3   4   5

HOLISTIC THINKING

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

0
0.67

0   1   2   3   4   5

KEEP UP-TO-DATE

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

0
0.63

0   1   2   3   4   5

HOLISTIC THINKING

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

0
0.44

0   1   2   3   4   5

TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating   Average Gap Rating

SPEAK UP

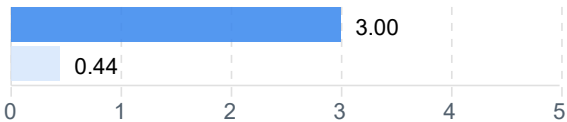Q23. Encourage constructive feedback and be objective in addressing disagreements.

3.00
0.22

KEEP UP-TO-DATE

Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.
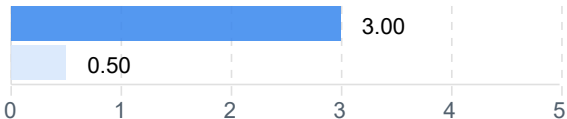
3.00
0.33

SPEAK UP

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

3.00
0.44

LIFELONG LEARNING

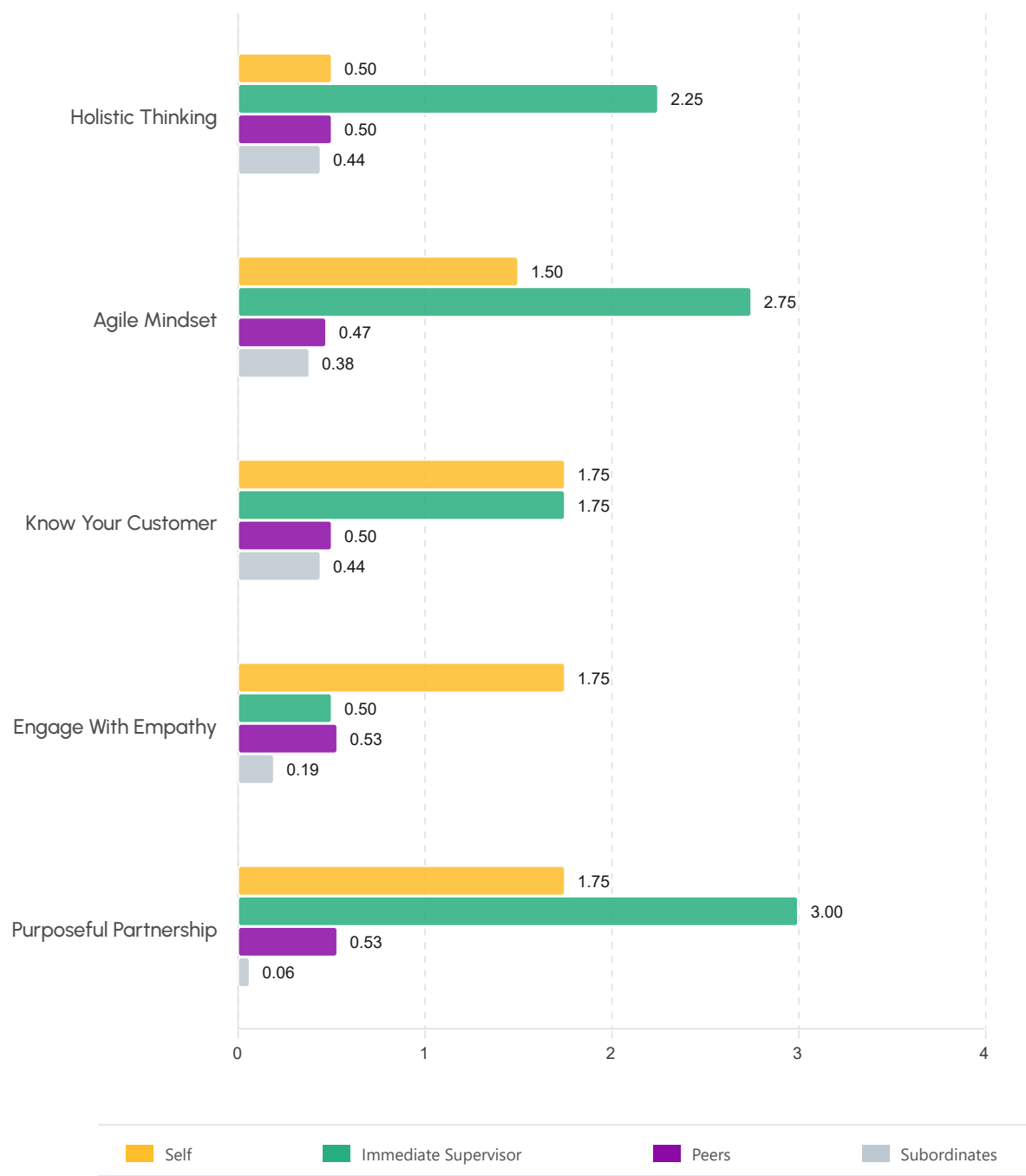Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.

3.00
0.50

PURPOSEFUL PARTNERSHIP

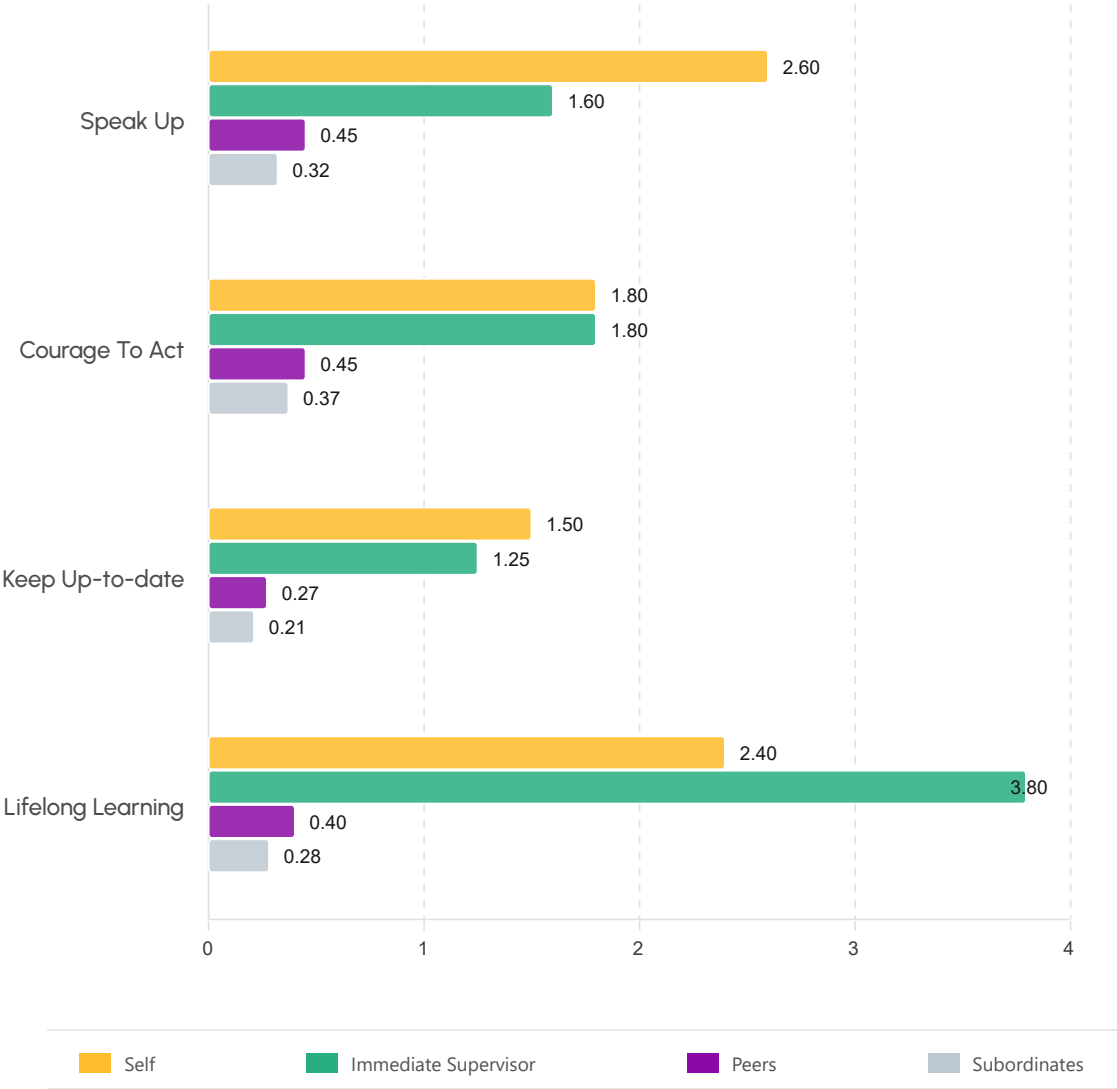Q18. Leverage one's network and connection to gather market data.

3.00
0.56

AVG GAP PER ROLE BY COMPETENCY

Holistic Thinking
- Self: 0.50
- Immediate Supervisor: 2.25
- Peers: 0.50
- Subordinates: 0.44

Agile Mindset
- Self: 1.50
- Immediate Supervisor: 2.75
- Peers: 0.47
- Subordinates: 0.38

Know Your Customer
- Self: 1.75
- Immediate Supervisor: 1.75
- Peers: 0.50
- Subordinates: 0.44

Engage With Empathy
- Self: 1.75
- Immediate Supervisor: 0.50
- Peers: 0.53
- Subordinates: 0.19

Purposeful Partnership
- Self: 1.75
- Immediate Supervisor: 3.00
- Peers: 0.53
- Subordinates: 0.06

Legend: Self | Immediate Supervisor | Peers | Subordinates

(Please Turn Over)

	Self	Immediate Supervisor	Peers	Subordinates
Speak Up	2.60	1.60	0.45	0.32
Courage To Act	1.80	1.80	0.45	0.37
Keep Up-to-date	1.50	1.25	0.27	0.21
Lifelong Learning	2.40	3.80	0.40	0.28

Legend: Self | Immediate Supervisor | Peers | Subordinates

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

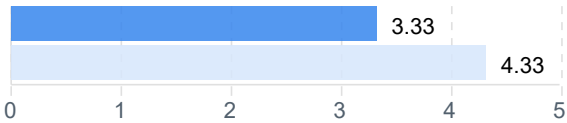**RATING FROM PEERS**   ■ Current   ■ Expected

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.
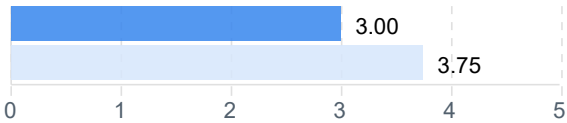
Current: 3.25
Expected: 4.25

PURPOSEFUL PARTNERSHIP

Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.
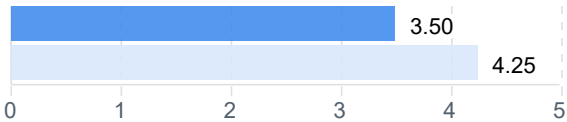
Current: 3.33
Expected: 4.33

COURAGE TO ACT

Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.
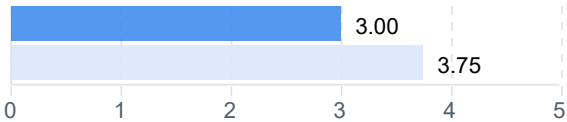
Current: 3.00
Expected: 3.75

HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.

Current: 3.50
Expected: 4.25

LIFELONG LEARNING

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

Current: 3.00
Expected: 3.75

KNOW YOUR CUSTOMER

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

Current: 3.25
Expected: 4.00

LIFELONG LEARNING

Q38. Make effort to teach / coach/ mentor team members.
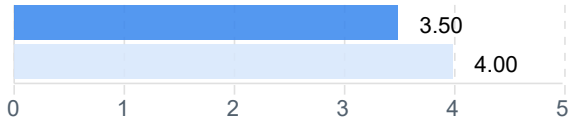
3.00
3.67

SPEAK UP

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.
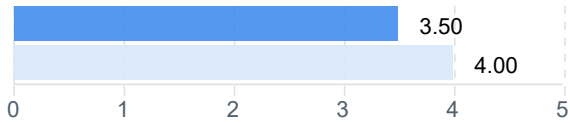
4.00
4.50

AGILE MINDSET

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

3.50
4.00

HOLISTIC THINKING

Q1. Leverage on own and others' relevant experience and insights to make decisions.
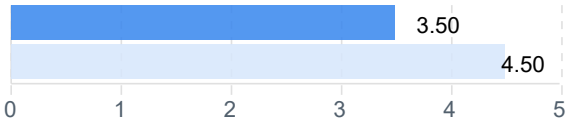
3.50
4.00

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

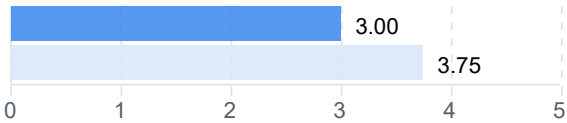**RATING FROM SUBORDINATES**

Current　　Expected

AGILE MINDSET

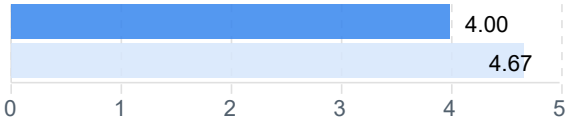Q6. Ensure change plans are executed effectively and in a timely manner.

3.50
4.50

LIFELONG LEARNING

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

3.00
3.75

SPEAK UP

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

4.00
4.67

KEEP UP-TO-DATE

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

3.00
3.67

COURAGE TO ACT

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

2.67
3.33

KNOW YOUR CUSTOMER

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

4.00
4.50

HOLISTIC THINKING

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

4.00
4.50

KNOW YOUR CUSTOMER

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

3.00
3.50

COURAGE TO ACT

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

3.00
3.50

HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.

3.00
3.50
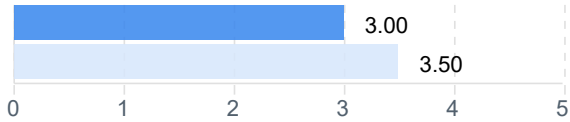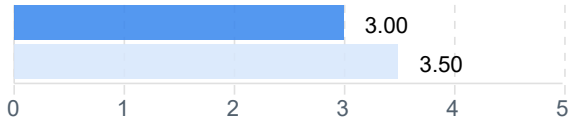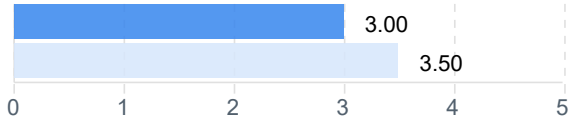
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

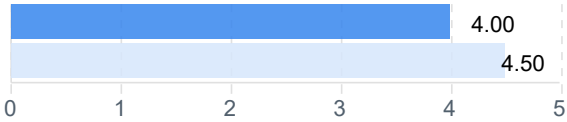**RATING FROM SELF**

Current Expected

COURAGE TO ACT

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

1.00
4.00

LIFELONG LEARNING

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

1.00
4.00

SPEAK UP

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

1.00
4.00

LIFELONG LEARNING

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

1.00
4.00

PURPOSEFUL PARTNERSHIP

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

1.00
4.00

SPEAK UP

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

1.00
4.00

LIFELONG LEARNING

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

1.00

4.00

KEEP UP-TO-DATE

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

1.00

4.00

SPEAK UP

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

1.00

4.00

LIFELONG LEARNING

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

1.00

4.00

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

RATING FROM IMMEDIATE SUPERVISOR

■ Current   ■ Expected

LIFELONG LEARNING

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

Current: 1.00
Expected: 5.00

LIFELONG LEARNING

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

Current: 1.00
Expected: 5.00

AGILE MINDSET

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

Current: 1.00
Expected: 5.00

PURPOSEFUL PARTNERSHIP

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

Current: 1.00
Expected: 5.00

LIFELONG LEARNING

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

Current: 1.00
Expected: 5.00

LIFELONG LEARNING

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

Current: 1.00
Expected: 5.00
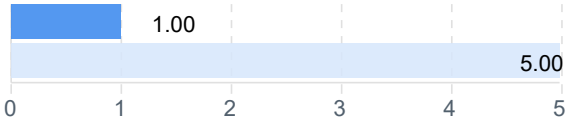
COURAGE TO ACT

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

1.00

5.00

COURAGE TO ACT

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

1.00

4.00

LIFELONG LEARNING

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

2.00

5.00

KEEP UP-TO-DATE

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

2.00

5.00

TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

■ Always Never	■ Sometimes	■ Generally	■ Almost Always	■ Always

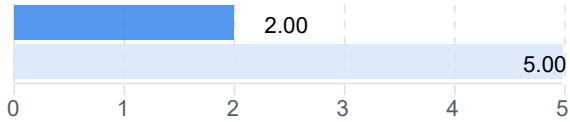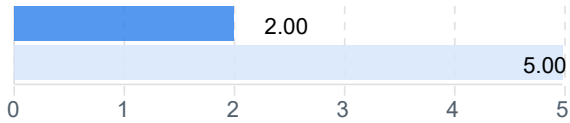| How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	3.5	4.0	4.0	4.5	4.0	4.0	2.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	4.0	4.3	4.3	4.3	4.0	4.0	2.0	4.0
Q3. Identify new possibilities to address current business issues.	3.5	4.3	3.0	3.5	3.0	4.0	2.0	4.0
Q4. Manage teams' resources to collate information from multiple sources.	3.8	4.3	3.5	4.0	3.0	4.0	2.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	3.5	4.0	3.8	4.0	2.0	4.0	2.0	4.0
Q6. Ensure change plans are executed effectively and in a timely manner.	4.0	4.5	3.5	4.5	2.0	4.0	3.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	4.3	4.5	4.3	3.0	4.0	2.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	3.5	4.0	3.8	3.8	3.0	4.0	1.0	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.3	4.0	4.0	4.5	2.0	4.0	3.0	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.5	4.0	3.0	3.5	2.0	4.0	3.0	4.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	3.7	4.0	3.0	3.5	2.0	4.0	2.0	5.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.7	4.0	3.5	3.5	3.0	4.0	3.0	4.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	4.3	4.8	4.8	2.0	4.0	3.0	4.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	3.3	4.3	4.0	4.3	2.0	4.0	3.0	4.0
Q15. Share similar experiences that may be adapted to their work circumstances.	3.8	4.3	4.0	4.3	3.0	4.0	4.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	3.8	4.0	3.8	3.8	2.0	4.0	4.0	4.0

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.8	4.3	4.0	4.0	3.0	4.0	2.0	4.0
Q18. Leverage one's network and connection to gather market data.	3.8	4.3	4.5	4.5	1.0	4.0	2.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.3	4.3	3.5	3.8	2.0	4.0	2.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.3	4.5	4.0	4.0	3.0	4.0	1.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	4.5	4.0	4.7	2.0	4.0	4.0	5.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	4.0	4.5	3.5	3.8	1.0	4.0	3.0	4.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.8	4.0	4.0	4.3	1.0	4.0	4.0	4.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.3	3.8	3.8	3.8	1.0	4.0	2.0	5.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.8	4.3	3.8	4.3	2.0	4.0	2.0	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	3.0	3.8	2.7	3.3	1.0	4.0	1.0	4.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.5	4.0	3.0	3.5	2.0	4.0	4.0	4.0
Q28. Encourage and value innovative ideas and suggestions from others.	4.3	4.5	3.8	4.0	2.0	4.0	3.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	3.8	4.3	3.8	4.0	3.0	4.0	4.0	4.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.5	3.8	4.3	4.3	3.0	4.0	1.0	5.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.3	4.5	3.0	3.7	3.0	4.0	3.0	4.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.7	4.0	4.3	4.5	4.0	4.0	2.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	4.3	4.3	4.3	4.3	2.0	4.0	4.0	4.0
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp

How often does this person demonstrate the following -	Peers		Subordinates		Self		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.5	4.0	4.5	4.5	1.0	4.0	3.0	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.5	3.5	4.0	4.0	1.0	4.0	2.0	5.0
Q36. Purposefully manage career development and professional growth of team members.	3.3	3.3	3.0	3.8	1.0	4.0	1.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	3.8	4.0	3.7	1.0	4.0	1.0	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.0	3.7	4.0	4.3	4.0	4.0	1.0	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	3.3	3.8	4.0	1.0	4.0	1.0	5.0

* Responses based on Rating scale of 1-5