



INSIGHT 360 FEEDBACK FOR LEADERS

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STRENGTHS AND DEVELOPMENT NEEDS

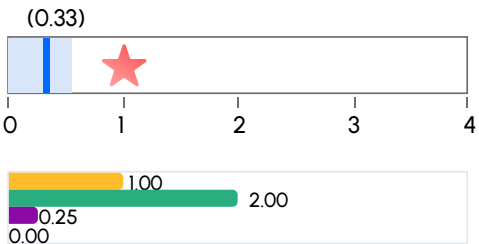
Strengths

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



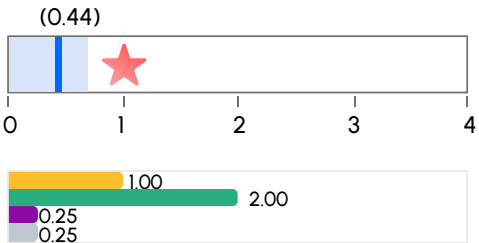
ENGAGE WITH EMPATHY

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



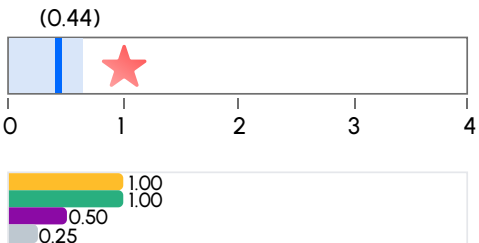
ENGAGE WITH EMPATHY

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



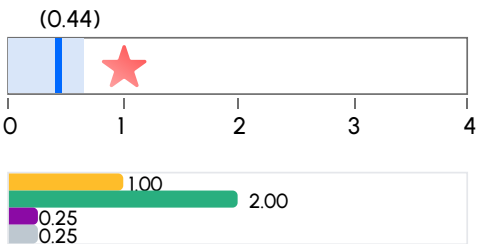
PURPOSEFUL PARTNERSHIP

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



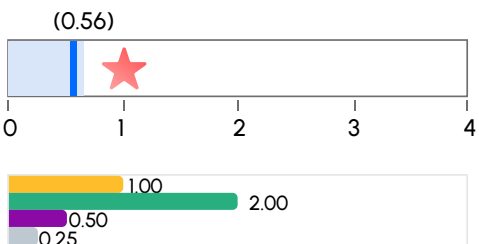
COURAGE TO ACT

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



STRENGTHS AND DEVELOPMENT NEEDS

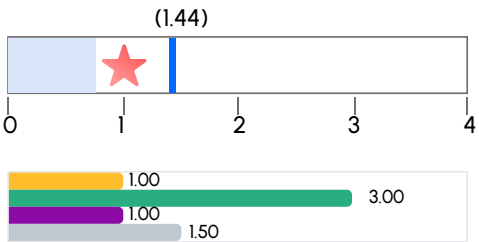
Development Needs

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



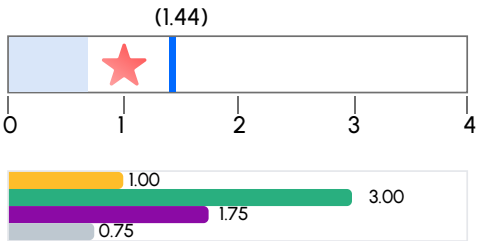
SPEAK UP

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



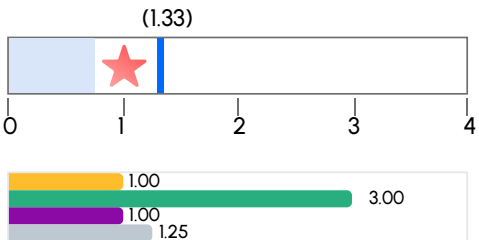
KEEP UP-TO-DATE

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



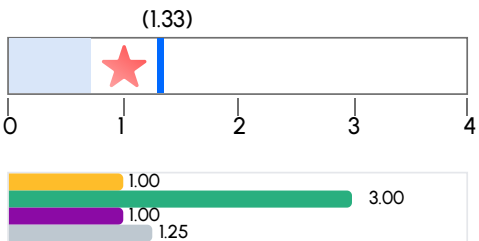
COURAGE TO ACT

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



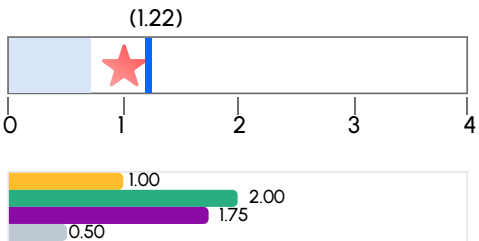
LIFELONG LEARNING

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



AGILE MINDSET

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



COMPETENCIES REPORT IN ASCENDING ORDER

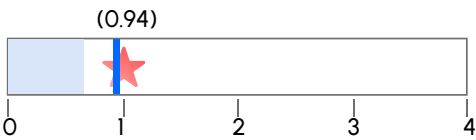
Average Gap Size

★ Self Gap Size

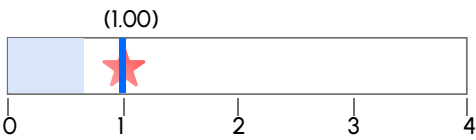
Overall Survey Average Gap Size



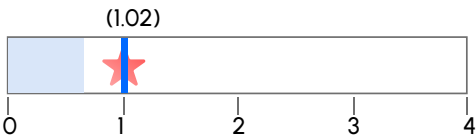
AGILE MINDSET



SPEAK UP



LIFELONG LEARNING



KEEP UP-TO-DATE



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.25	-	3	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	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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	2.00	-	-	-	1	-	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.75	-	1	3	-	-	-

Agile Mindset

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	0.50	-	2	2	-	-	-

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	0.75	-	1	3	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	2.00	-	-	-	1	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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	3.00	-	-	-	-	1	-
Peers	0.50	1	1	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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	3.00	-	-	-	-	1	-
Peers	1.00	-	-	4	-	-	-
Subordinates	0.50	-	3	-	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	2	1	-	1	-
Subordinates	0.25	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.25	-	3	1	-	-	-

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.25	-	3	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	1.00	-	1	2	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.25	1	2	1	-	-	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	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	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.75	-	-	2	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	2.00	-	-	-	1	-	-
Peers	1.75	-	-	2	1	1	-
Subordinates	0.25	-	3	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	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.25	-	3	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	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.50	-	1	1	1	1	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	2	1	-	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.25	-	1	2	-	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	3.00	-	-	-	-	1	-
Peers	1.00	-	-	4	-	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
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	2.00	-	-	-	1	-	-
Peers	1.50	-	-	3	-	1	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.25	1	2	1	-	-	-
Subordinates	0.25	-	3	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	3.00	-	-	-	-	1	-
Peers	1.75	-	-	1	3	-	-
Subordinates	0.75	-	2	1	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.25	-	3	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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.75	-	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.75	-	1	3	-	-	-

Lifelong Learning

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	0.50	-	2	2	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.75	-	2	1	1	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.75	-	2	1	1	-	-
Subordinates	0.25	-	3	1	-	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	3.00	-	-	-	-	1	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.75	-	1	3	-	-	-

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	3.00	-	-	-	-	1	-
Peers	1.00	-	1	2	1	-	-
Subordinates	1.25	-	1	1	2	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q15. Share similar experiences that may be adapted to their work circumstances.	0.33
Q16. Empathise whilst balancing the need of individuals and the business.	0.44
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.44
Q30. Give space for self and team members to take risks and learn from mistakes.	0.44
Q3. Identify new possibilities to address current business issues.	0.56
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.56
Q18. Leverage one's network and connection to gather market data.	0.56
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.56
Q28. Encourage and value innovative ideas and suggestions from others.	0.56
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.56
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.67
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.78
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.78
Q8. Provide coaching to help others adapt and be more versatile.	0.78
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.78

Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.89
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.89
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.89
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.89
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.89
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.89
Q4. Manage teams' resources to collate information from multiple sources.	1.00
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	1.00
Q23. Encourage constructive feedback and be objective in addressing disagreements.	1.00
Q27. Drive implementation with persistence to deliver results despite obstacles.	1.00
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	1.00
Q36. Purposefully manage career development and professional growth of team members.	1.00
Q38. Make effort to teach / coach/ mentor team members.	1.00
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	1.11
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	1.11
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	1.11
Q6. Ensure change plans are executed effectively and in a timely manner.	1.22

Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	1.22
Q29. Maintain focus to deliver the chosen strategy.	1.22
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	1.22
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	1.33
Q39. Nurture an environment that supports coaching and honest performance feedback.	1.33
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	1.44
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	1.44

QUALITATIVE FEEDBACK

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

- Courage to act & be empathy to gain trust
- 1. She has a strength and able to work under pressure. 2. She is active listeners, ensuring that their team understand the perspectives and concerns of others
- 1. Committed work ethic 2. Flexibility
- Empathy. Understand peers or subordinates situation. A good listener. Knowledgeable on her domain area. Walking dictionary.
- knowledgeable with vast experience from previous system take extra effort to understand in detail
- Have good knowledge and experience Willing to guide/teach others
- Empathy - always show empathy and encouragement to the team. However need to balance the needs of team and business.
Know your customer - Able to collaborate with stakeholders and provide insights to them
- Open to any idea/opinion Willing to help others in any situation
- 1) Good leader and shows as a role model for the team. 2) Willing to understand her subordinate's situation and provide necessary assistance if required.

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

- Speak up & agile mindset
- 1. Clear and effective communication is crucial for conveying ideas, collaborating with colleagues, and resolving conflicts.
- 2. Learning how to manage conflicts constructively and negotiate effectively are essential skills for a productive and harmonious work environment.
- Not sure
- 1) Leadership skill 2) Pro-active in issue handling and task dedication.
- actively promote and develop team. view things in high level/management perspective
- Prioritization of work as a senior manager (too focus on technical things and neglect management related work) To be fair in point of view (too protect her own team and should think of others point of view)

Agile mindset - encourage team to adapt to change and collaborate with others to achieve high performance and implement

- Continuous improvement in way of working. Holistic Thinking - have a wide view to think out of box in order to meet business direction and strategy.

- More decisive on decision making Resources management

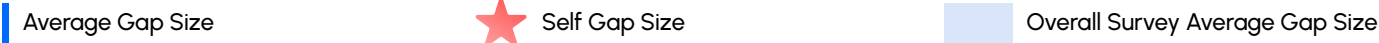
1) To know more details on what happening/feeling in the team by approaching/talking to team members personally more

- frequently. 2) Maybe can pre-inform team members few days earlier if there's any meeting that required to be attended. In order for her subordinates able to do assessment and provide feedback during the meeting.

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

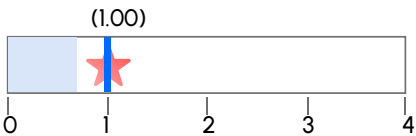
Strengths

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



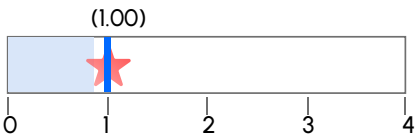
ENGAGE WITH EMPATHY

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



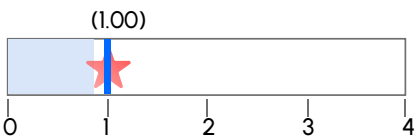
PURPOSEFUL PARTNERSHIP

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



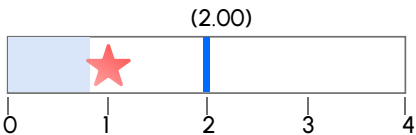
ENGAGE WITH EMPATHY

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



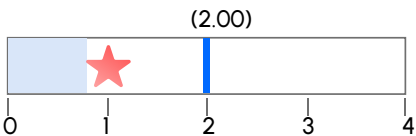
LIFELONG LEARNING

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



SPEAK UP

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



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.



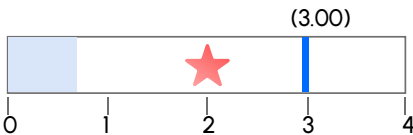
KEEP UP-TO-DATE

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



KNOW YOUR CUSTOMER

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



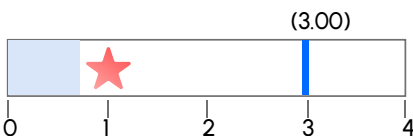
COURAGE TO ACT

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



HOLISTIC THINKING

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



HOLISTIC THINKING

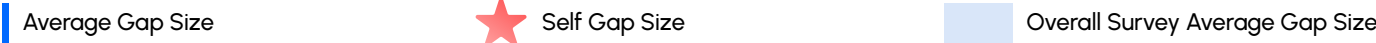
Q2. Examine issues and ideas, considering multiple scenarios and their’ pros and con in decision-making.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

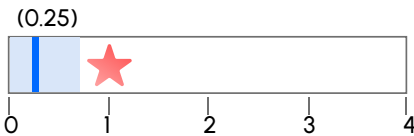
Strengths

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



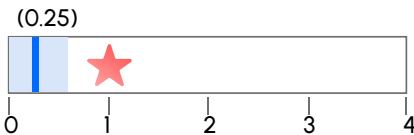
KEEP UP-TO-DATE

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



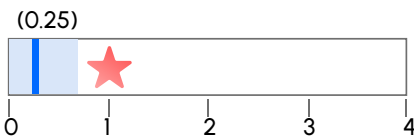
ENGAGE WITH EMPATHY

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



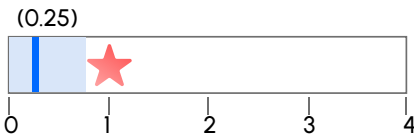
ENGAGE WITH EMPATHY

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



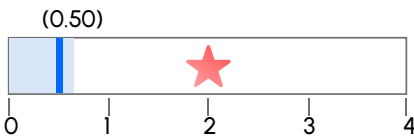
COURAGE TO ACT

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



KNOW YOUR CUSTOMER

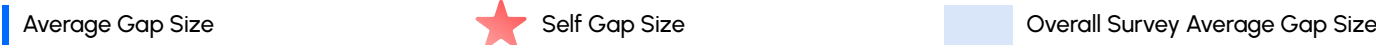
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

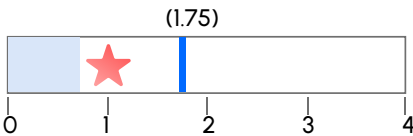
Development Needs

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



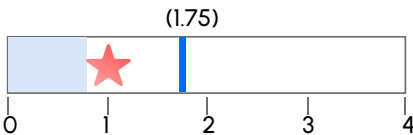
KEEP UP-TO-DATE

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



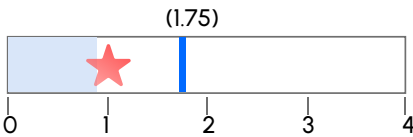
AGILE MINDSET

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



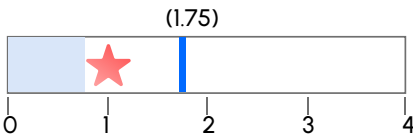
PURPOSEFUL PARTNERSHIP

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



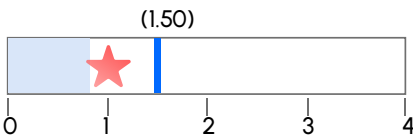
PURPOSEFUL PARTNERSHIP

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

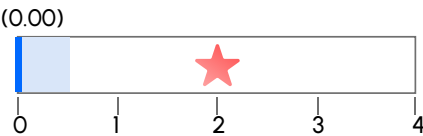
Strengths

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



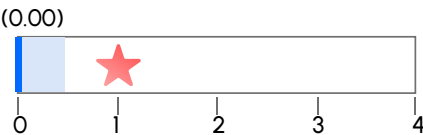
KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



ENGAGE WITH EMPATHY

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



SPEAK UP

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

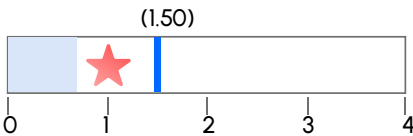
Development Needs

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



SPEAK UP

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



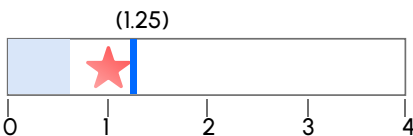
COURAGE TO ACT

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



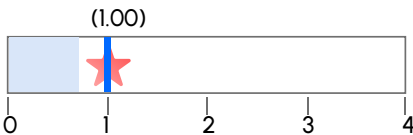
LIFELONG LEARNING

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



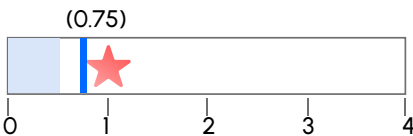
SPEAK UP

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



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

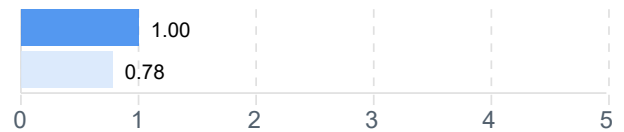
HOLISTIC THINKING

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.



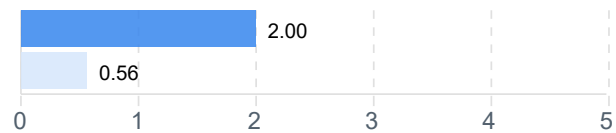
Q8. Provide coaching to help others adapt and be more versatile.



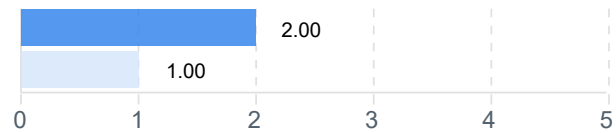
KNOW YOUR CUSTOMER

Self Gap Size Average Gap Size

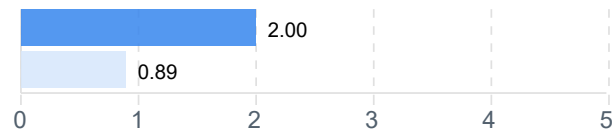
Q9. Analyse trends and Customers’ needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.



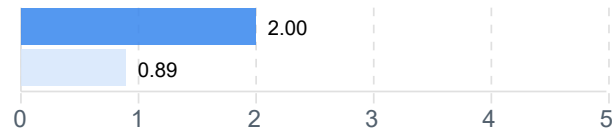
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.



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.



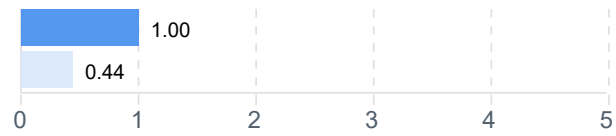
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one’s need for personal space.



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



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



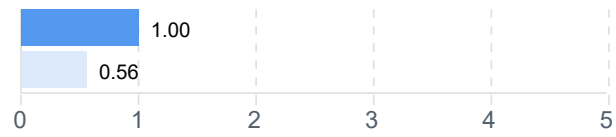
PURPOSEFUL PARTNERSHIP

Self Gap Size Average Gap Size

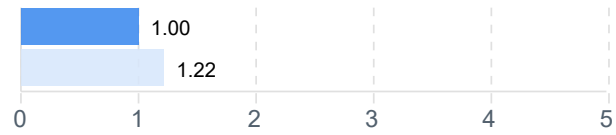
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.



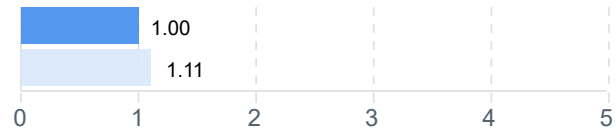
Q18. Leverage one’s network and connection to gather market data.



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

Self Gap Size Average Gap Size

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



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



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



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



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



COURAGE TO ACT

Self Gap Size Average Gap Size

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



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



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



Q29. Maintain focus to deliver the chosen strategy.



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



KEEP UP-TO-DATE

Self Gap Size Average Gap Size

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



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



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



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



LIFELONG LEARNING

Self Gap Size Average Gap Size

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



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



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



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



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



TOP 5 BLIND SPOTS

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

-- There are no Blind Spots to show --

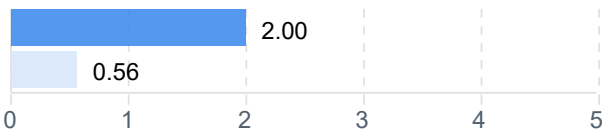
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

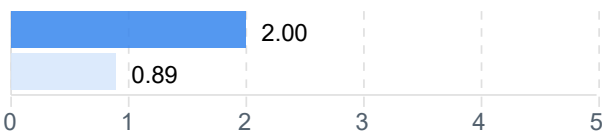
KNOW YOUR CUSTOMER

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



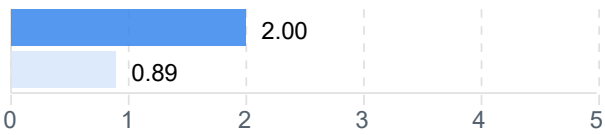
KNOW YOUR CUSTOMER

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



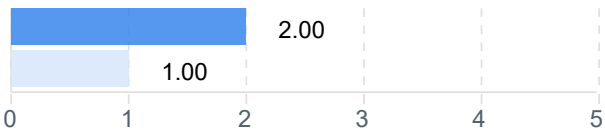
KNOW YOUR CUSTOMER

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



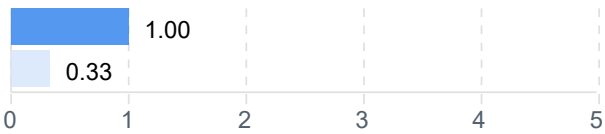
KNOW YOUR CUSTOMER

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

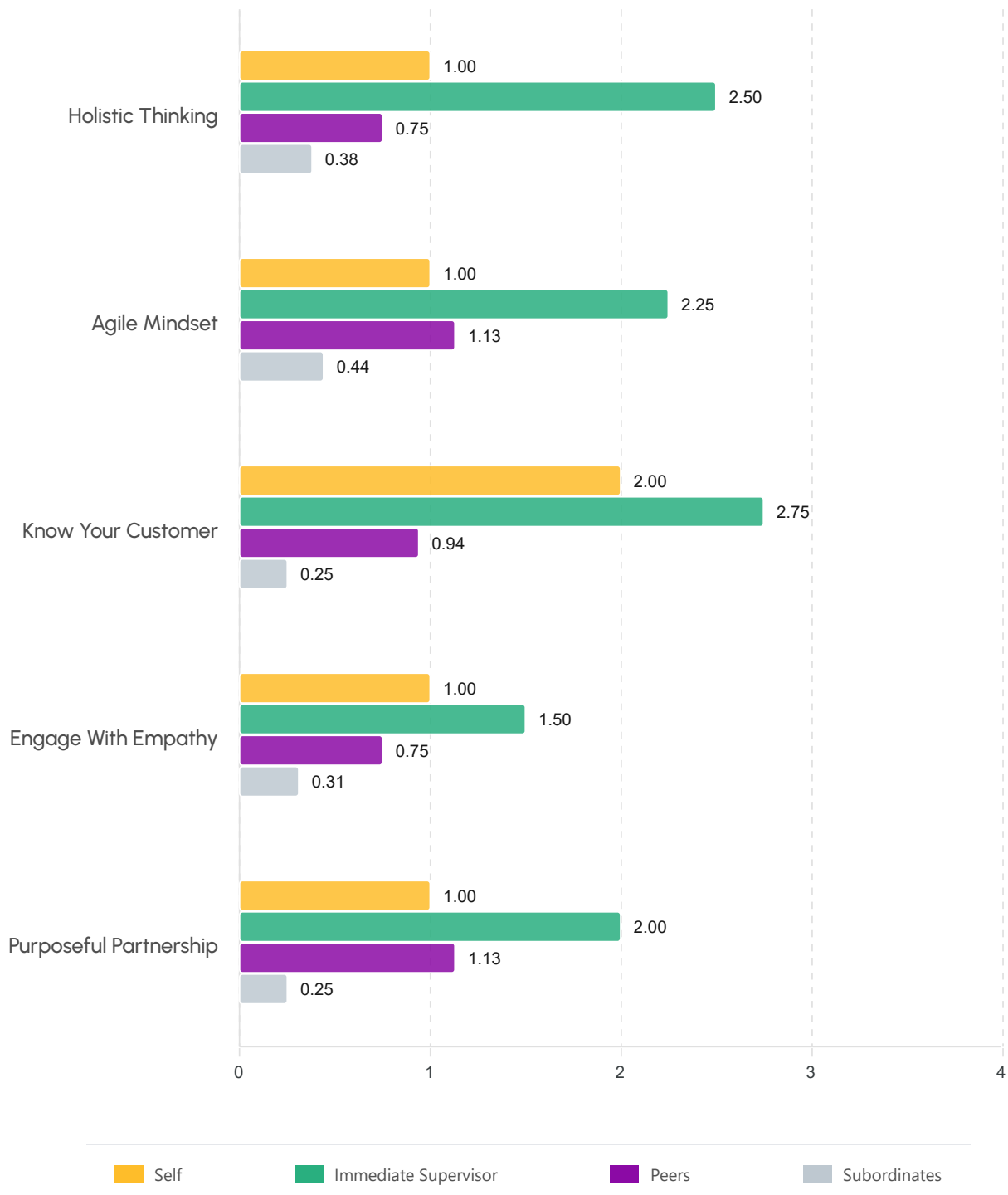


ENGAGE WITH EMPATHY

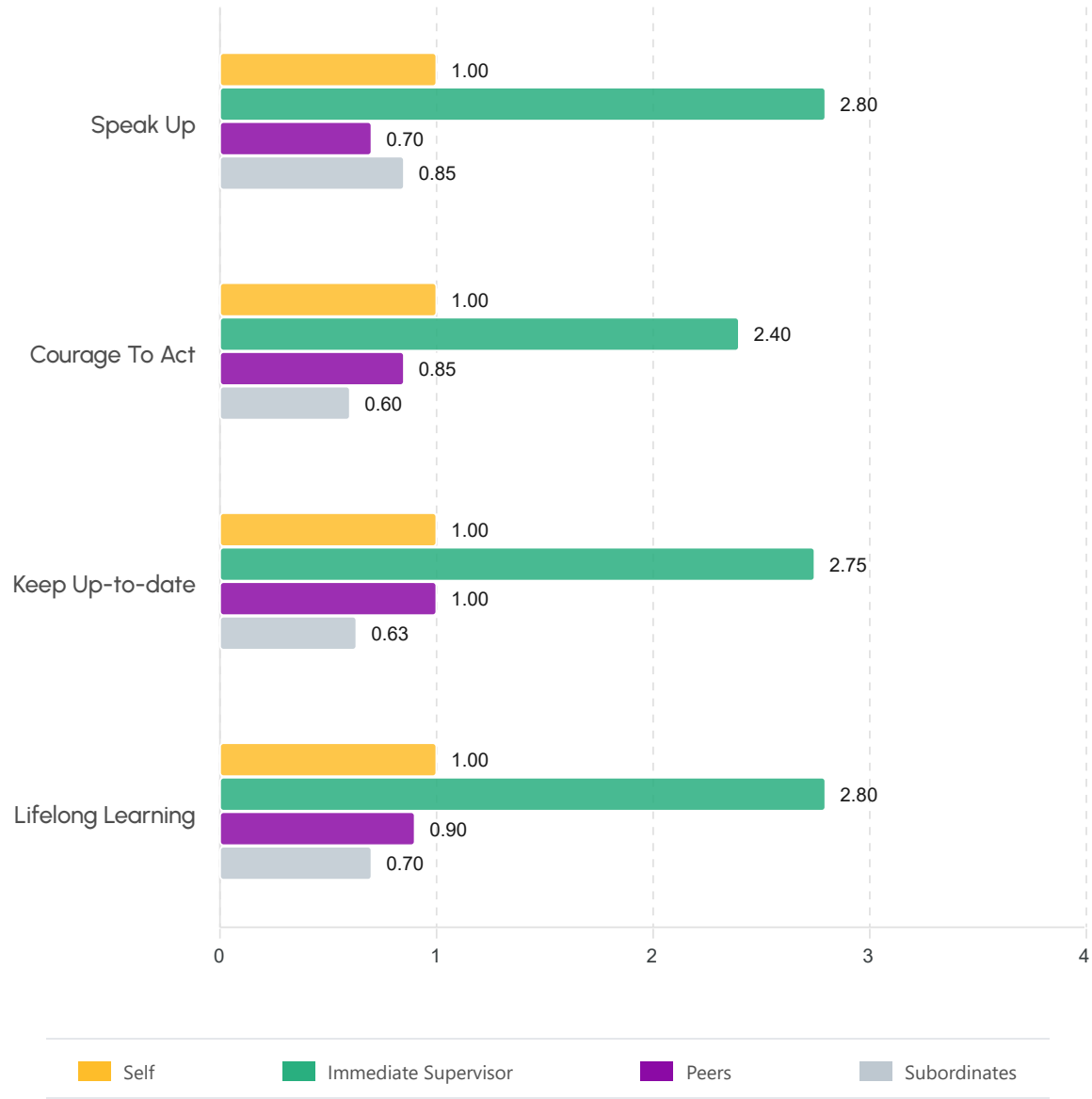
Q15. Share similar experiences that may be adapted to their work circumstances.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



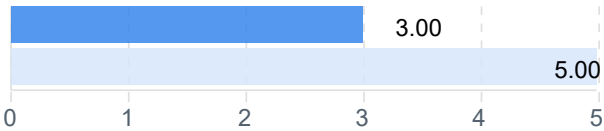
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

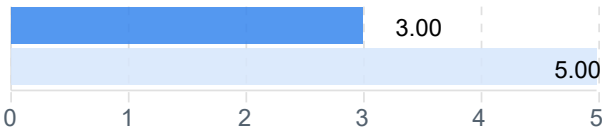
KNOW YOUR CUSTOMER

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



KNOW YOUR CUSTOMER

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



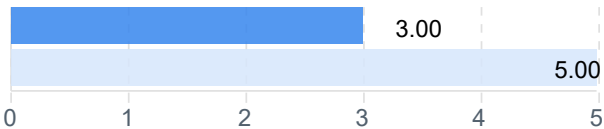
KNOW YOUR CUSTOMER

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



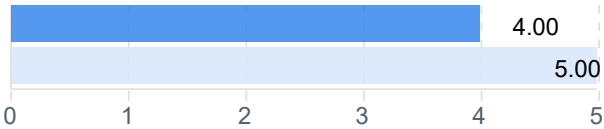
KNOW YOUR CUSTOMER

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



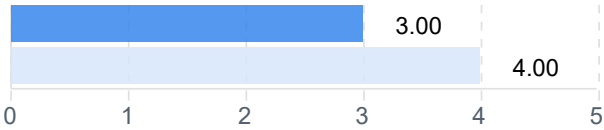
COURAGE TO ACT

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



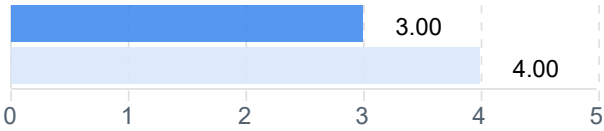
SPEAK UP

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



PURPOSEFUL PARTNERSHIP

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



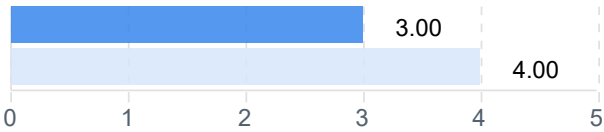
AGILE MINDSET

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



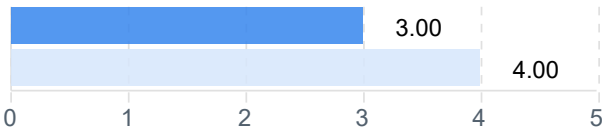
HOLISTIC THINKING

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



LIFELONG LEARNING

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



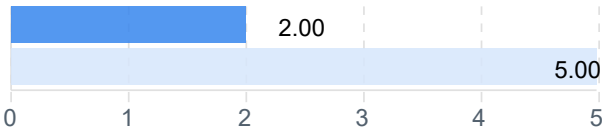
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

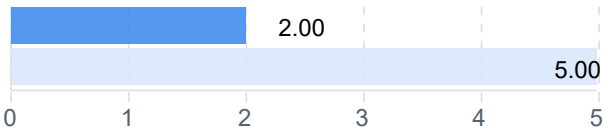
COURAGE TO ACT

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



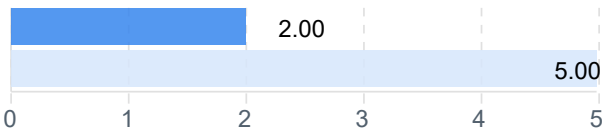
KNOW YOUR CUSTOMER

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



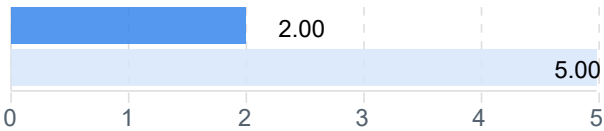
HOLISTIC THINKING

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



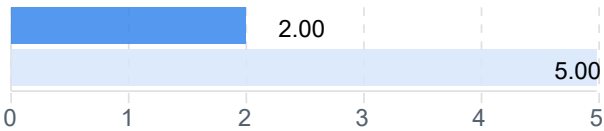
KEEP UP-TO-DATE

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



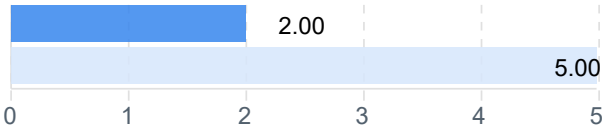
KEEP UP-TO-DATE

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



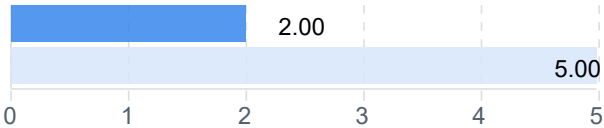
COURAGE TO ACT

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



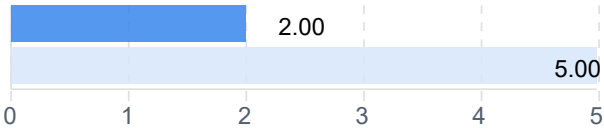
KNOW YOUR CUSTOMER

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



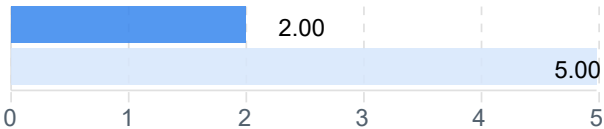
SPEAK UP

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



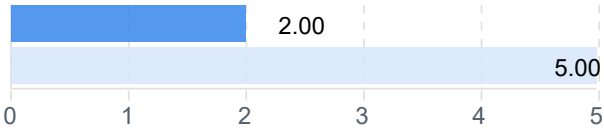
HOLISTIC THINKING

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



LIFELONG LEARNING

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



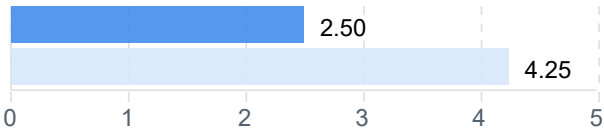
CURRENT & EXPECTED BEHEVIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

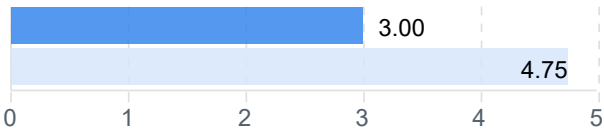
KEEP UP-TO-DATE

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



AGILE MINDSET

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



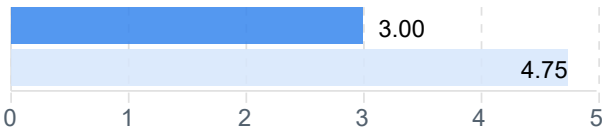
PURPOSEFUL PARTNERSHIP

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



PURPOSEFUL PARTNERSHIP

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



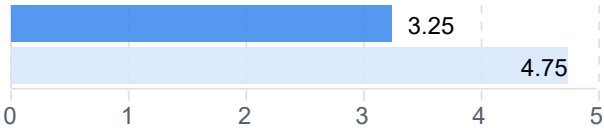
ENGAGE WITH EMPATHY

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



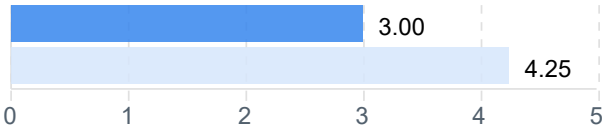
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



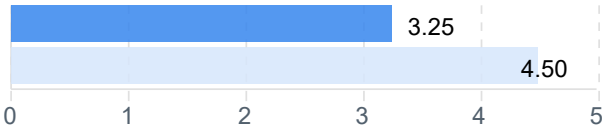
KEEP UP-TO-DATE

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



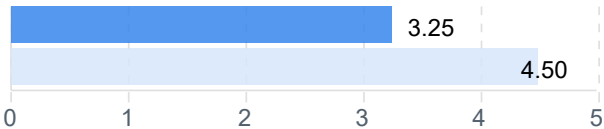
AGILE MINDSET

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



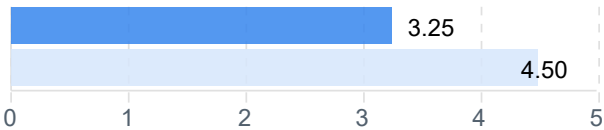
LIFELONG LEARNING

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



KNOW YOUR CUSTOMER

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



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

RATING FROM SUBORDINATES

Current Expected

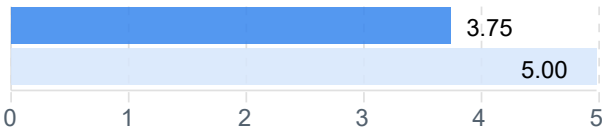
SPEAK UP

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



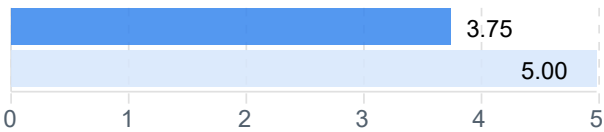
COURAGE TO ACT

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



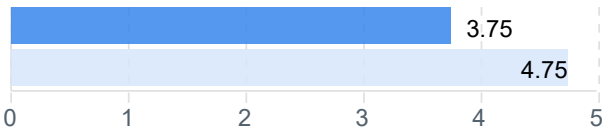
LIFELONG LEARNING

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



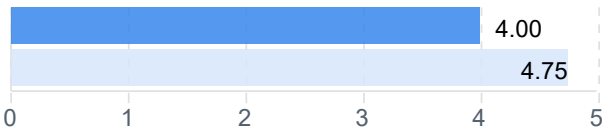
SPEAK UP

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



KEEP UP-TO-DATE

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



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.



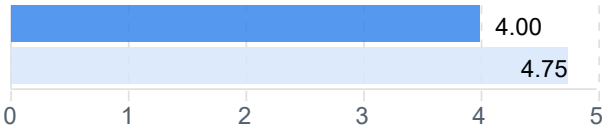
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



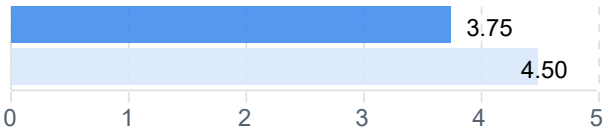
SPEAK UP

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



AGILE MINDSET

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



LIFELONG LEARNING

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

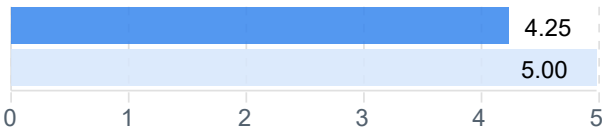


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

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

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q15. Share similar experiences that may be adapted to their work circumstances.	3.0	4.0	3.0	5.0	4.5	4.8	4.8	4.8
Q16. Empathise whilst balancing the need of individuals and the business.	3.0	4.0	3.0	5.0	4.5	4.5	4.8	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.0	4.0	4.0	5.0	4.0	4.5	4.8	5.0
Q18. Leverage one's network and connection to gather market data.	3.0	4.0	3.0	5.0	3.8	4.3	4.5	4.8
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	3.0	4.0	2.0	5.0	3.0	4.8	4.8	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	5.0	3.0	5.0	3.0	4.8	4.8	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	3.0	4.0	3.0	5.0	4.0	4.5	4.5	4.8
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	2.0	5.0	3.8	4.8	3.5	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	3.0	4.0	2.0	5.0	4.3	4.8	3.8	4.8
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	3.0	4.0	2.0	5.0	3.8	4.8	4.0	4.8
Q25. Facilitate discussions with various views to converge and achieve a common objective.	3.0	4.0	2.0	5.0	4.3	4.8	4.3	5.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	2.0	5.0	3.5	4.5	3.8	5.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	3.0	4.0	2.0	5.0	3.8	4.8	4.5	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	3.0	4.0	3.0	5.0	4.3	4.8	4.8	5.0
Q29. Maintain focus to deliver the chosen strategy.	3.0	4.0	3.0	5.0	3.3	4.8	4.0	4.8
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	4.0	3.0	5.0	4.5	4.5	4.5	4.8

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	2.0	5.0	2.5	4.3	4.0	4.8
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	3.0	4.0	2.0	5.0	4.0	4.3	4.8	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	4.0	3.0	5.0	3.5	4.3	3.8	4.5
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	3.0	4.0	2.0	5.0	3.0	4.3	3.8	4.5
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	3.0	4.0	3.0	5.0	3.3	4.5	4.3	4.8
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.0	2.0	5.0	3.5	4.3	4.3	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	4.0	2.0	5.0	3.8	4.5	4.8	5.0
Q38. Make effort to teach / coach/ mentor team members.	3.0	4.0	2.0	5.0	3.8	4.5	4.3	5.0
Q39. Nurture an environment that supports coaching and honest performance feedback.	3.0	4.0	2.0	5.0	3.3	4.3	3.8	5.0

* Responses based on Rating scale of 1-5