



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: EPF

Name: Tafzani bin Ahmad Kamal

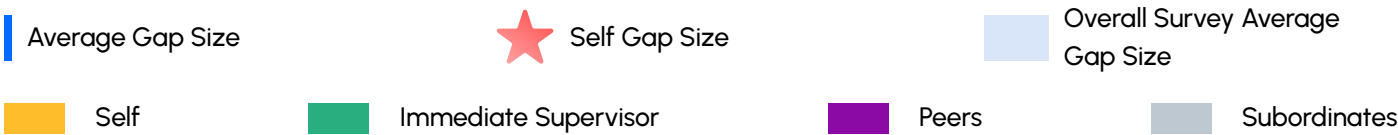
Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

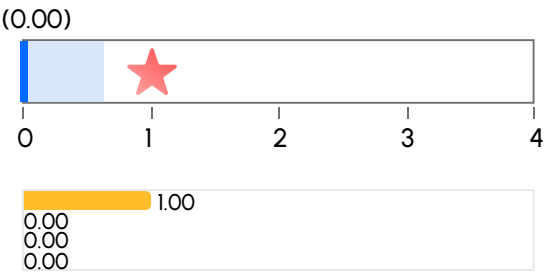
Strengths

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



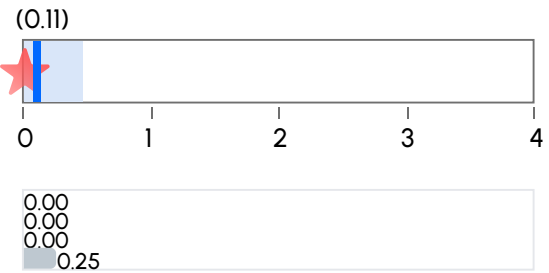
SPEAK UP

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



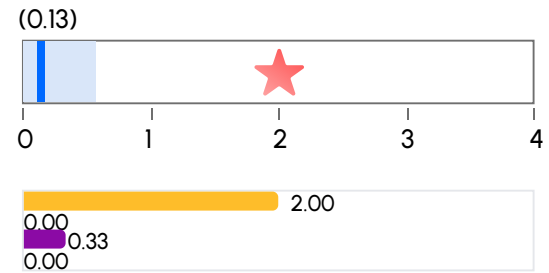
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



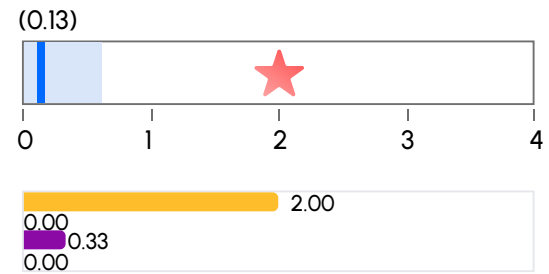
HOLISTIC THINKING

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



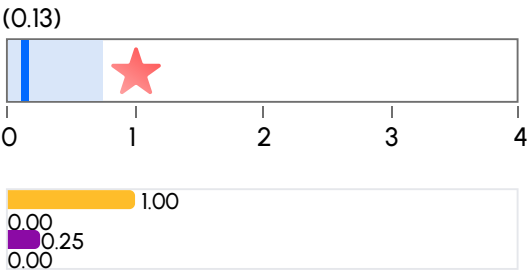
AGILE MINDSET

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



KNOW YOUR CUSTOMER

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



STRENGTHS AND DEVELOPMENT NEEDS

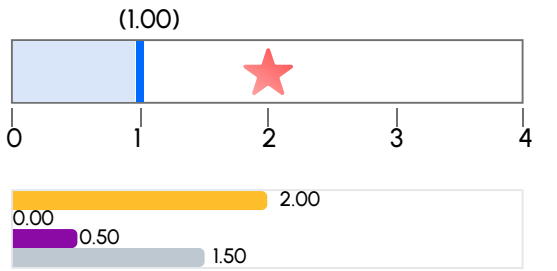
Development Needs

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



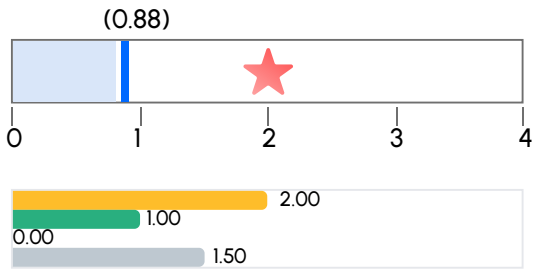
LIFELONG LEARNING

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



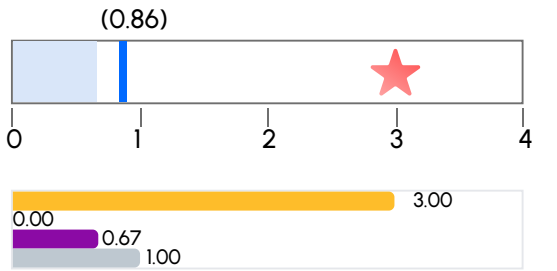
COURAGE TO ACT

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



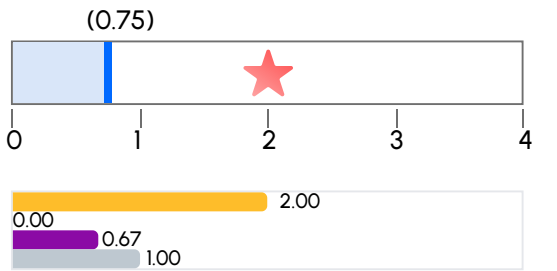
KEEP UP-TO-DATE

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



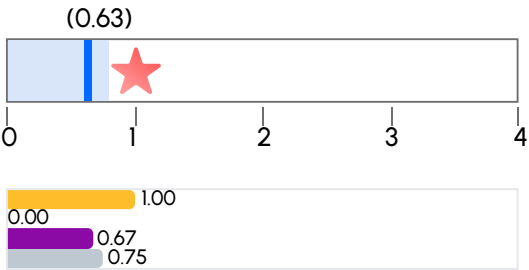
LIFELONG LEARNING

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



AGILE MINDSET

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



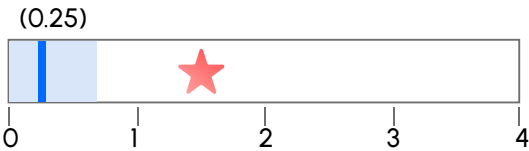
COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

Self Gap Size

Overall Survey Average Gap Size

KNOW YOUR CUSTOMER



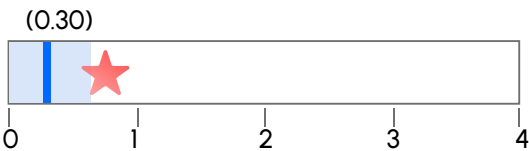
SPEAK UP



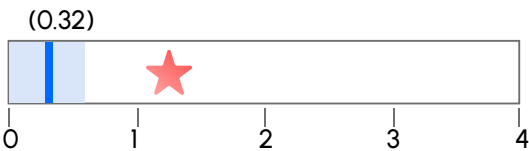
ENGAGE WITH EMPATHY



AGILE MINDSET



HOLISTIC THINKING





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	0.00	-	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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.00	-	4	-	-	-	-

Q3. Identify new possibilities to address current business issues.

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.00	-	4	-	-	-	-

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

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

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.75	-	2	1	1	-	-

Know Your Customer

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.00	-	-	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	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

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

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

Engage With Empathy

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.25	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	2	2	-	-	-
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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	2	-	1	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	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	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	0.75	-	2	1	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.75	-	2	1	1	-	-

Speak Up

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

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

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

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

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

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

Courage To Act

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	1.50	-	1	1	1	1	-

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

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

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	0.00	-	1	-	-	-	-
Peers	0.33	-	2	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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	4	-	-	-	-
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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	0.50	-	2	2	-	-	-

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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
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	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	1.00	-	1	2	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	3.00	-	-	-	-	1	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.00	-	1	2	1	-	-

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

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

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.50	-	1	1	-	-	-
Subordinates	1.50	1	1	-	-	2	-

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	0.00	-	1	-	-	-	-
Peers	0.00	-	3	-	-	-	-
Subordinates	1.00	-	2	-	2	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.67	-	1	2	-	-	-
Subordinates	1.00	-	1	2	1	-	-

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

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.33	-	2	1	-	-	-
Subordinates	0.75	-	2	1	1	-	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.00
Q29. Maintain focus to deliver the chosen strategy.	0.11
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.13
Q6. Ensure change plans are executed effectively and in a timely manner.	0.13
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.13
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.13
Q15. Share similar experiences that may be adapted to their work circumstances.	0.14
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.22
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.22
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.22
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.22
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.25
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.25

Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.25
Q28. Encourage and value innovative ideas and suggestions from others.	0.25
Q30. Give space for self and team members to take risks and learn from mistakes.	0.25
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.29
Q4. Manage teams' resources to collate information from multiple sources.	0.33
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.33
Q16. Empathise whilst balancing the need of individuals and the business.	0.33
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.33
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.33
Q3. Identify new possibilities to address current business issues.	0.38
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.38
Q18. Leverage one's network and connection to gather market data.	0.38
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.38
Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.44
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.44
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.44

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.50
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.50
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.50
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.50
Q8. Provide coaching to help others adapt and be more versatile.	0.63
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.63
Q38. Make effort to teach / coach/ mentor team members.	0.75
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.86
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.88
Q36. Purposefully manage career development and professional growth of team members.	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?

- Integrity Reliability and competence
- -Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes. -Drive implementation with persistence to deliver results despite obstacles.
- Focused and diligent in delivering outcomes; not distracted by obstacles and will effectively manage issues to ensure goals are met. Able to consider and appreciate different point of views before forming judgement and taking action.
- 1. Analytical - provide insight and reports on investment performance
- Great breadth and depth of knowledge within area of expertise. He is very hands on with the work and tasks on hand, thus able to deliver great results. Great leader with good understanding of staff's work-life balance. He knows how and when to push staffs during crucial times, and when to allow some flexibility during more BAU times.
- Knowledge on EPF's investment and cashflow. Demonstrated through presentations to the management investment committee Analytical
- 1. he has good ability to motivate his teammate 2. he would like to set high yet realistic standards and expect his teammates to meet them.
- Perseverance. Dependable

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

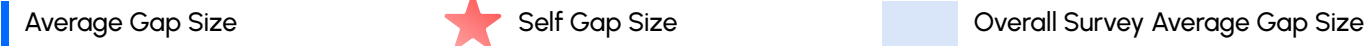
- -Adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure. -Offer guidance to others on how to understand relevant trends and industry advancements.
- Managing resources more effectively and developing potentials of the subordinates through coaching/mentoring.
- Probably could improve on the ability to better leverage on the resources available (i.e staffs) and provide a more balanced work segregation between all.

- Ability to look at bigger picture
- 1. Communication - effective communication with peers and teammate 2. Agile and be open to new ideas from his teammates
- Interpersonal, communicative

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

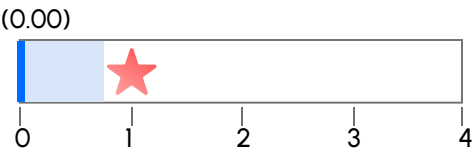
Strengths

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



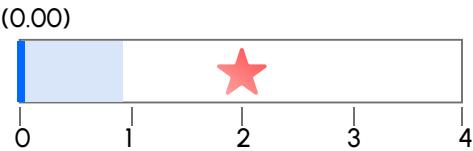
ENGAGE WITH EMPATHY

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



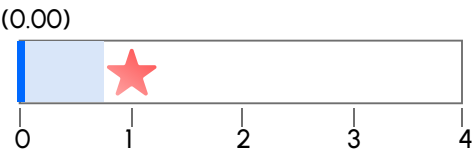
KNOW YOUR CUSTOMER

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



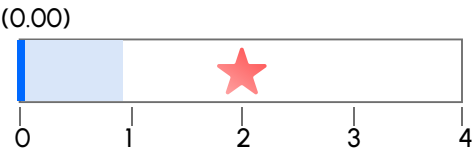
SPEAK UP

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



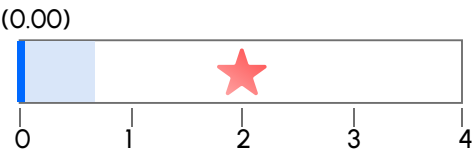
LIFELONG LEARNING

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



KEEP UP-TO-DATE

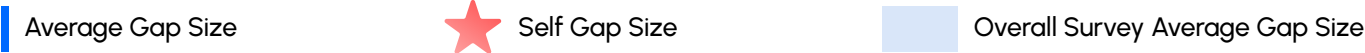
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

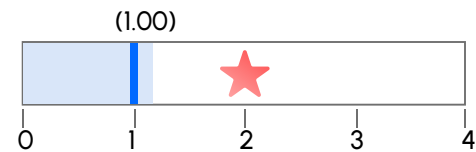
Development Needs

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



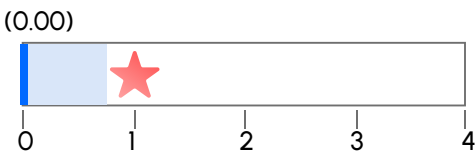
COURAGE TO ACT

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



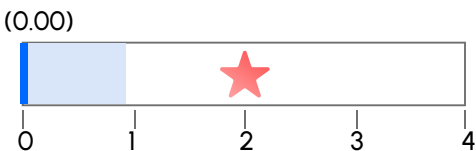
ENGAGE WITH EMPATHY

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



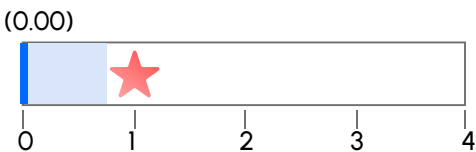
KNOW YOUR CUSTOMER

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



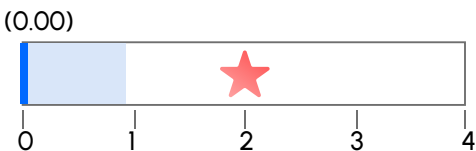
SPEAK UP

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



LIFELONG LEARNING

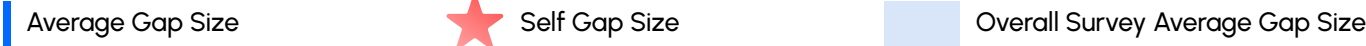
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

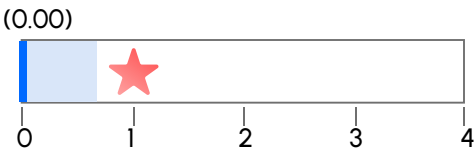
Strengths

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



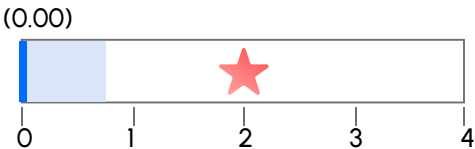
SPEAK UP

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



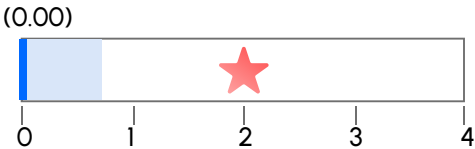
COURAGE TO ACT

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



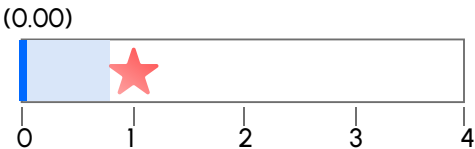
KEEP UP-TO-DATE

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



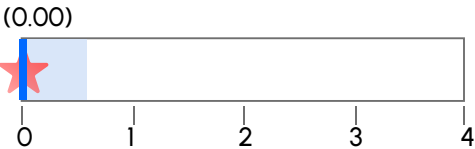
SPEAK UP

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



ENGAGE WITH EMPATHY

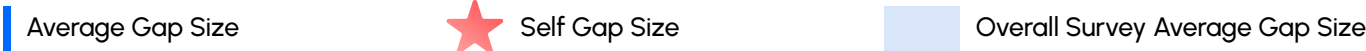
Q15. Share similar experiences that may be adapted to their work circumstances.



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

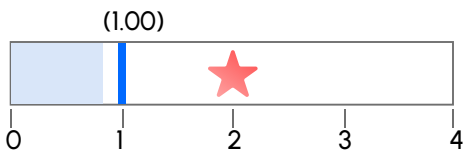
Development Needs

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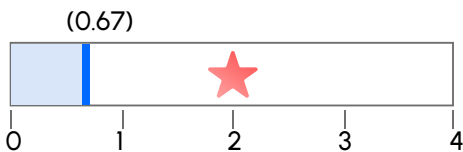
KNOW YOUR CUSTOMER

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



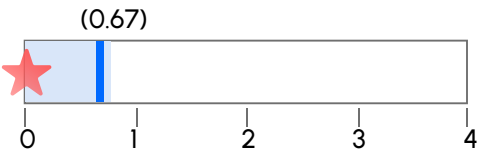
PURPOSEFUL PARTNERSHIP

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



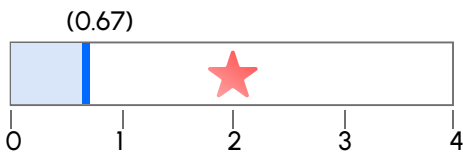
AGILE MINDSET

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



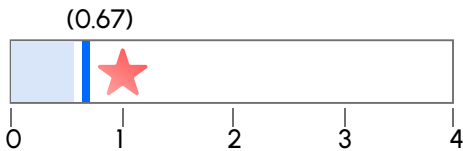
KNOW YOUR CUSTOMER

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



PURPOSEFUL PARTNERSHIP

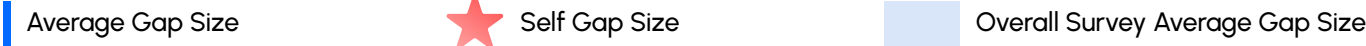
Q18. Leverage one’s network and connection to gather market data.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

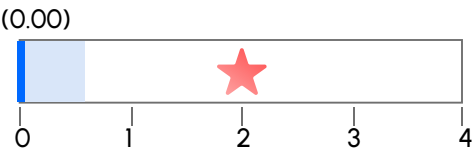
Strengths

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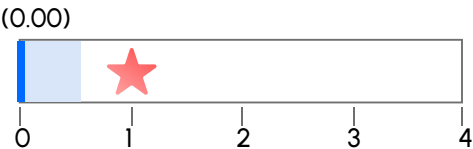
KNOW YOUR CUSTOMER

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



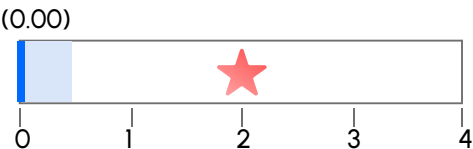
SPEAK UP

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



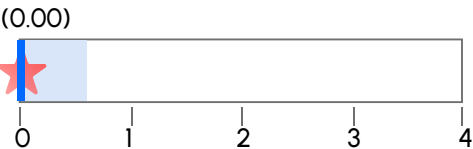
PURPOSEFUL PARTNERSHIP

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



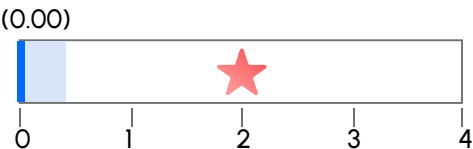
AGILE MINDSET

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



HOLISTIC THINKING

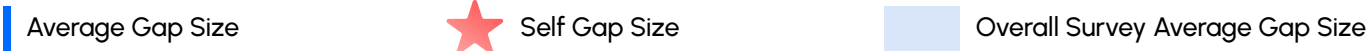
Q2. Examine issues and ideas, considering multiple scenarios and their’ pros and con in decision-making.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

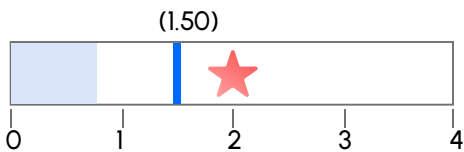
Development Needs

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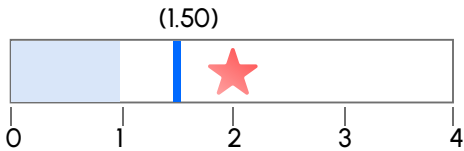
COURAGE TO ACT

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



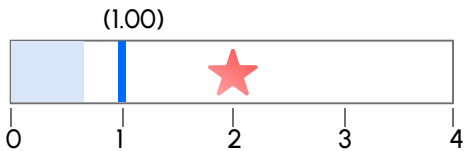
LIFELONG LEARNING

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



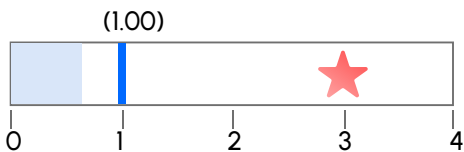
KEEP UP-TO-DATE

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



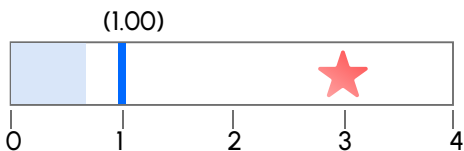
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

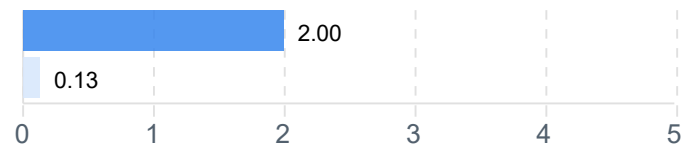
HOLISTIC THINKING

Self Gap Size Average Gap Size

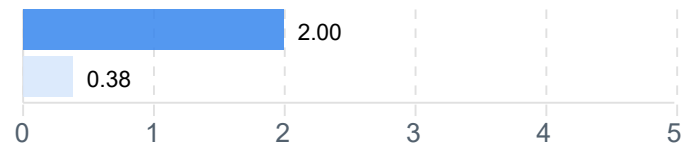
Q1. Leverage on own and others' relevant experience and insights to make decisions.



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.



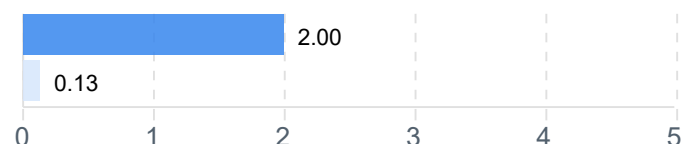
AGILE MINDSET

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.



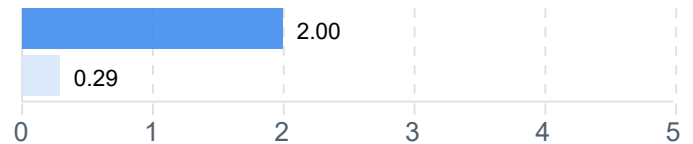
Q8. Provide coaching to help others adapt and be more versatile.



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.



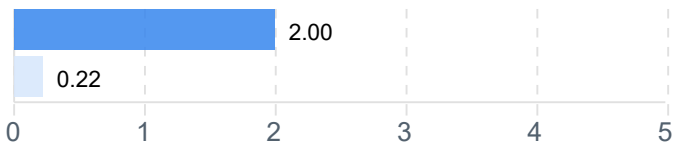
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.



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.



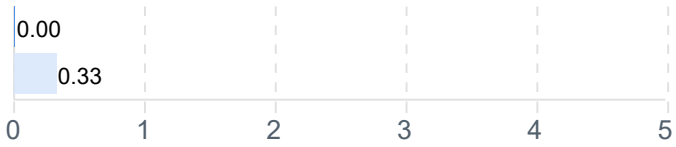
COURAGE TO ACT

Self Gap Size Average Gap Size

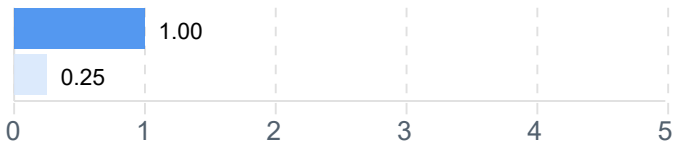
Q26. Explore and adopt innovative approaches to increase the team’s performance through changing work policies, modeling, and structure.



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



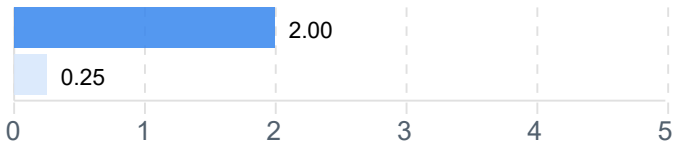
Q28. Encourage and value innovative ideas and suggestions from others.



Q29. Maintain focus to deliver the chosen strategy.



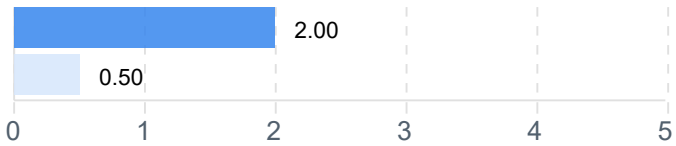
Q30. Give space for self and team members to take risks and learn from mistakes.



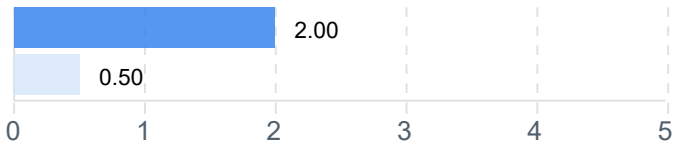
KEEP UP-TO-DATE

Self Gap Size Average Gap Size

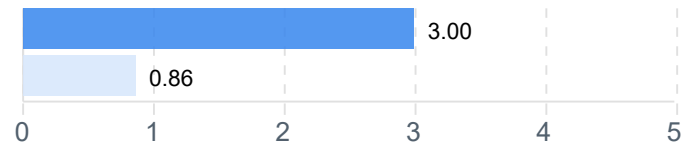
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.



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



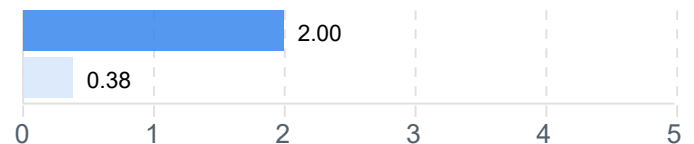
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.



LIFELONG LEARNING

■ Self Gap Size ■ Average Gap Size

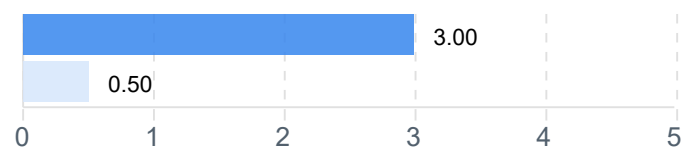
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.



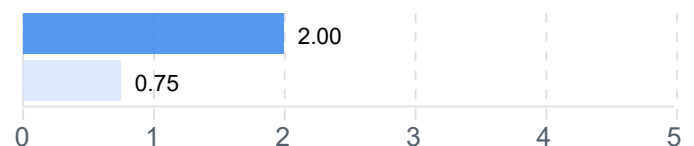
Q36. Purposefully manage career development and professional growth of team members.



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

HOLISTIC THINKING

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



PURPOSEFUL PARTNERSHIP

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



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.



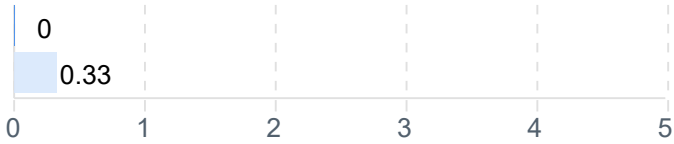
COURAGE TO ACT

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



ENGAGE WITH EMPATHY

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



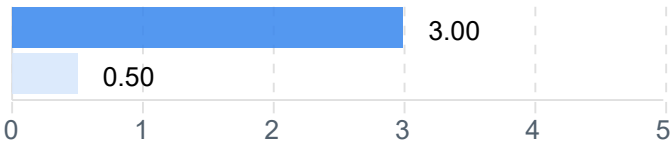
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self RatingAverage Gap Rating

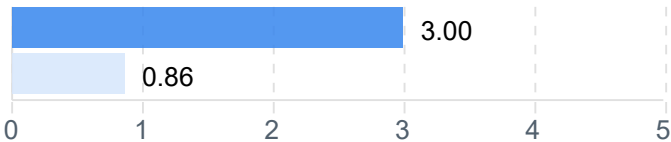
LIFELONG LEARNING

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



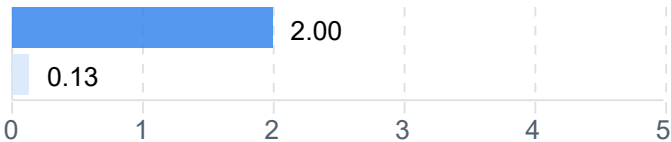
KEEP UP-TO-DATE

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



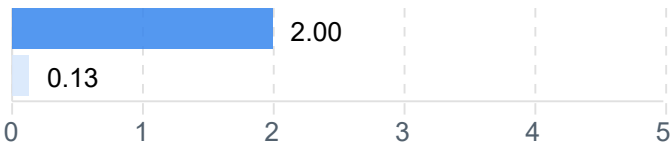
HOLISTIC THINKING

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



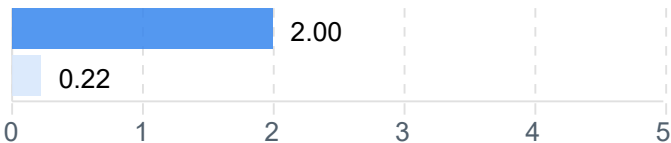
AGILE MINDSET

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

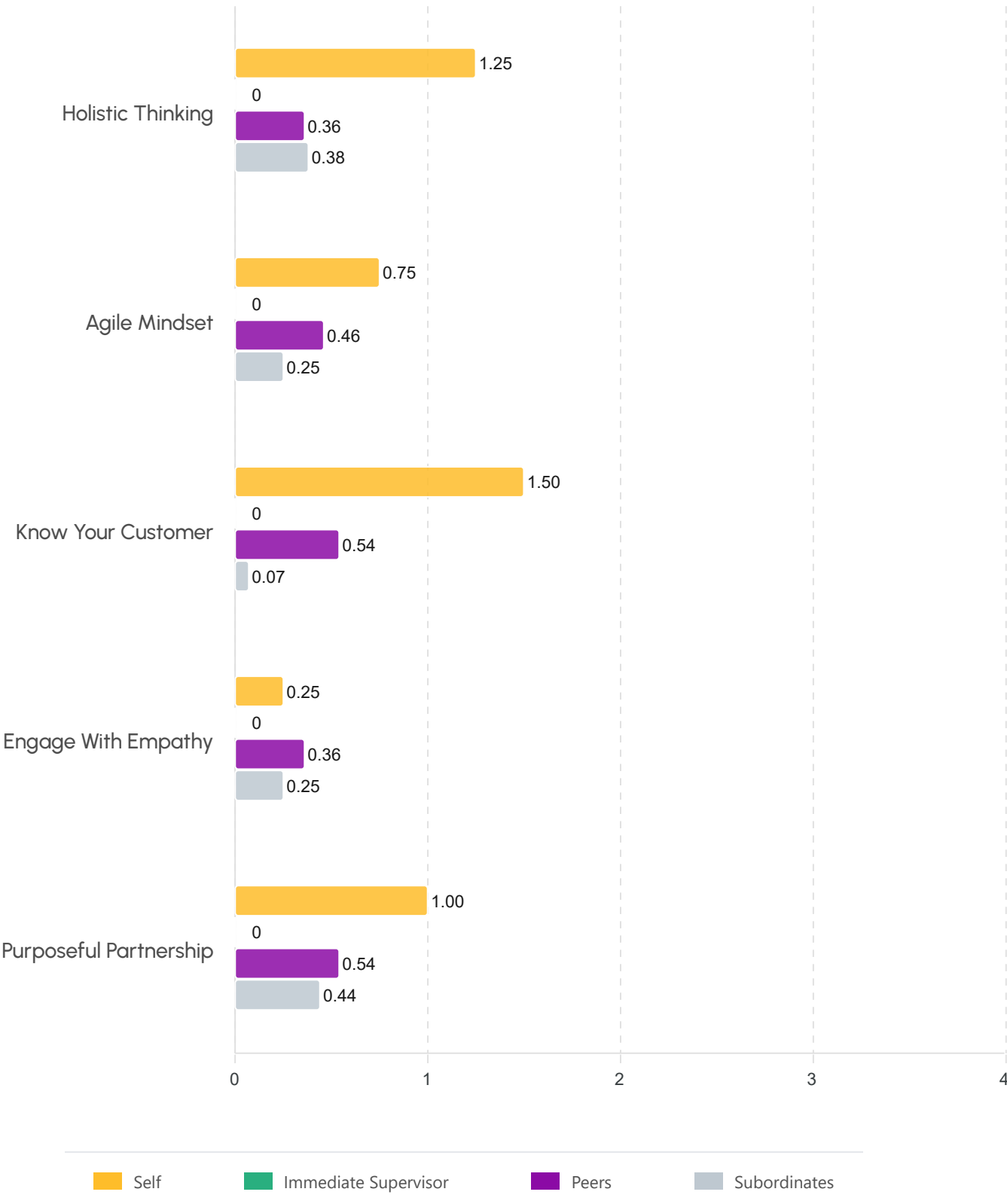


SPEAK UP

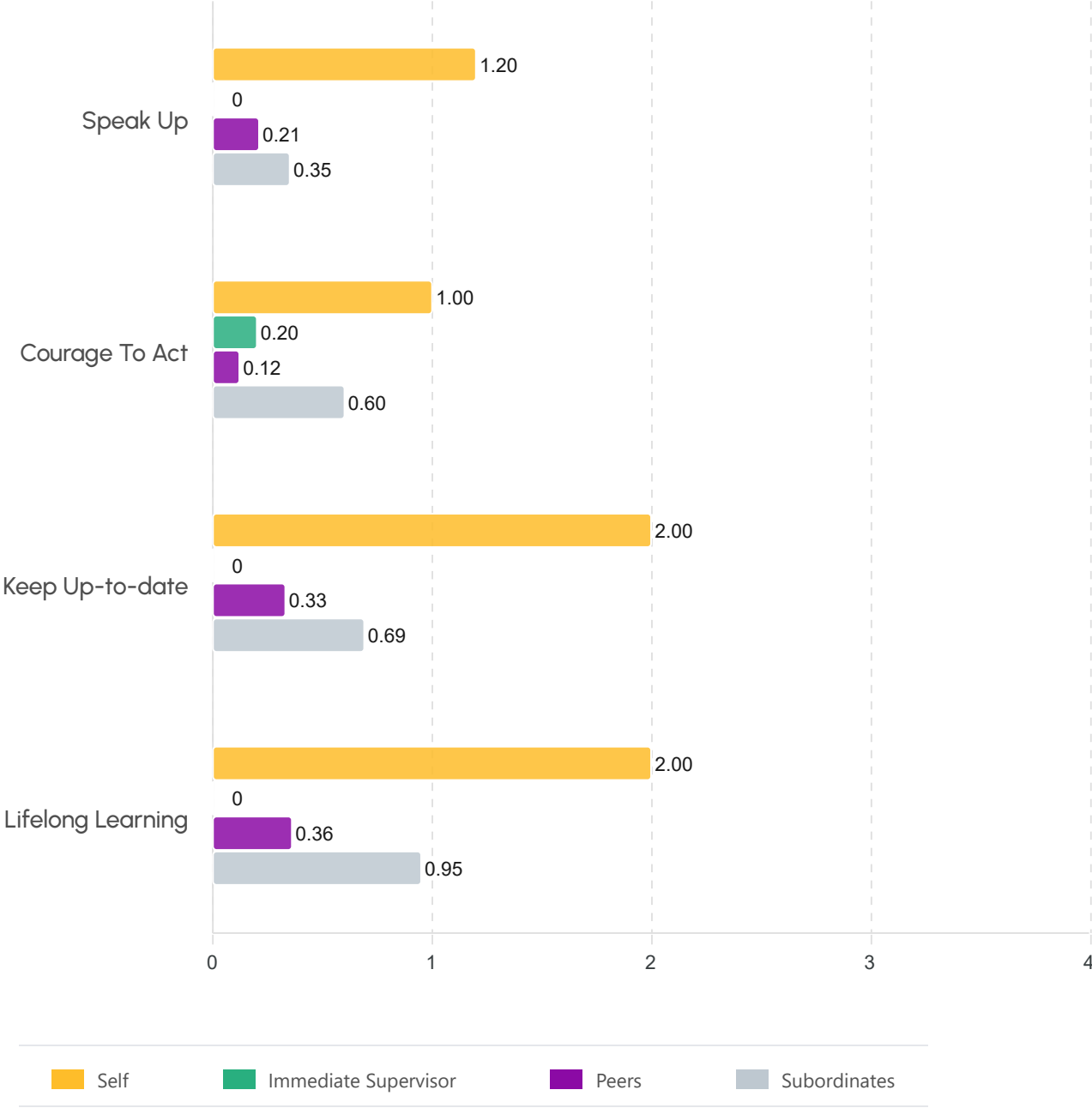
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



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

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

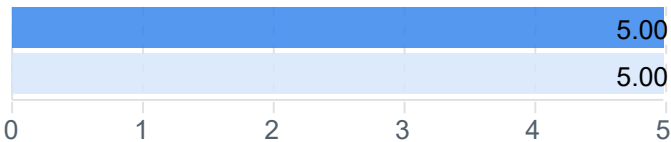
COURAGE TO ACT

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



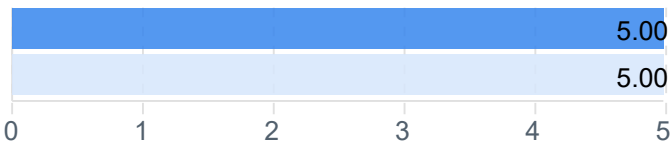
AGILE MINDSET

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.



KEEP UP-TO-DATE

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



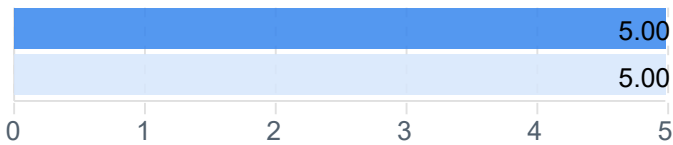
KNOW YOUR CUSTOMER

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



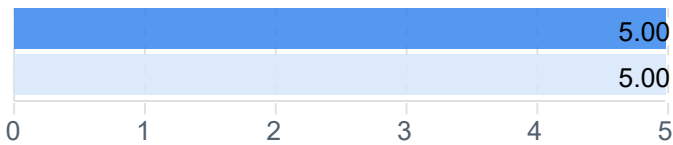
PURPOSEFUL PARTNERSHIP

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



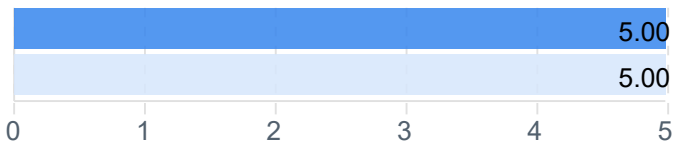
SPEAK UP

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



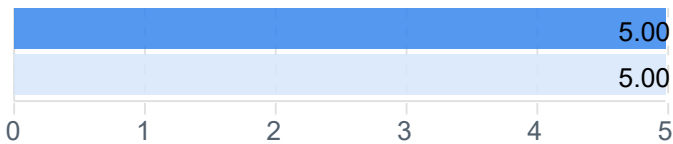
HOLISTIC THINKING

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



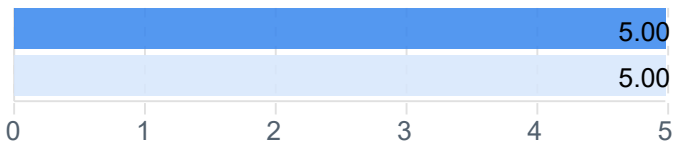
ENGAGE WITH EMPATHY

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



KNOW YOUR CUSTOMER

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



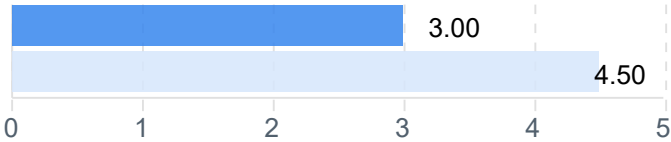
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

CurrentExpected

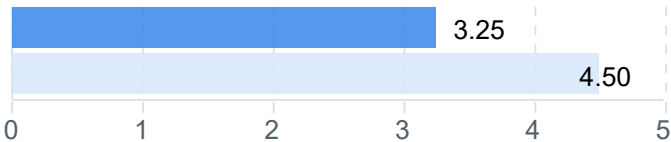
COURAGE TO ACT

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



LIFELONG LEARNING

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



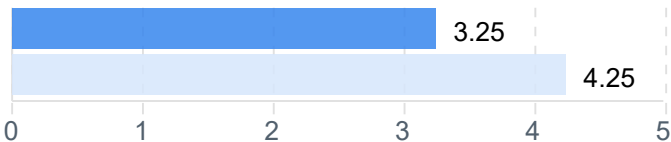
KEEP UP-TO-DATE

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



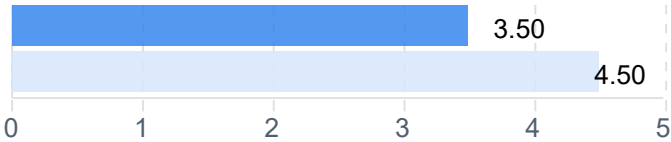
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



LIFELONG LEARNING

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



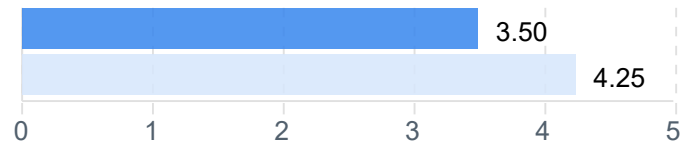
SPEAK UP

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



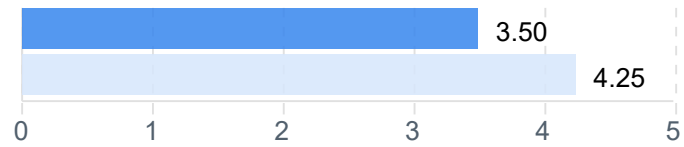
SPEAK UP

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



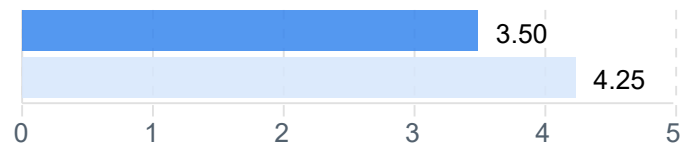
AGILE MINDSET

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



LIFELONG LEARNING

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



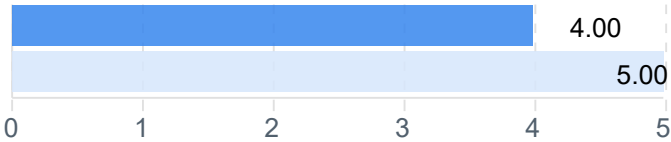
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

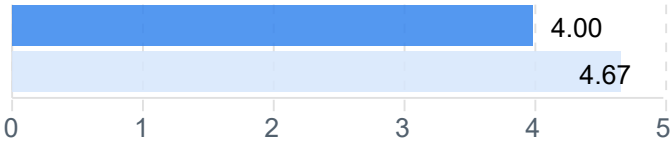
KNOW YOUR CUSTOMER

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



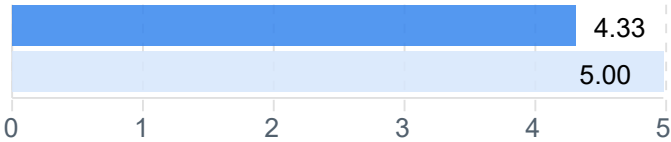
AGILE MINDSET

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



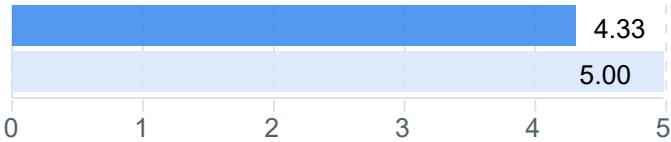
PURPOSEFUL PARTNERSHIP

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



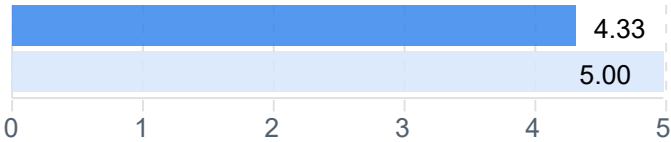
KNOW YOUR CUSTOMER

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



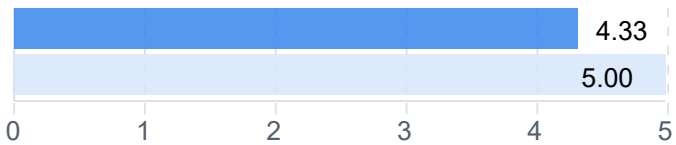
KEEP UP-TO-DATE

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



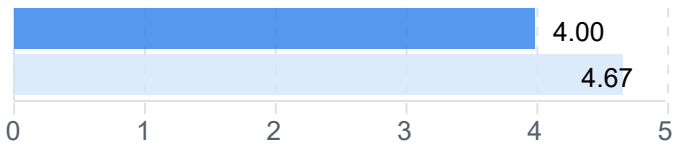
PURPOSEFUL PARTNERSHIP

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



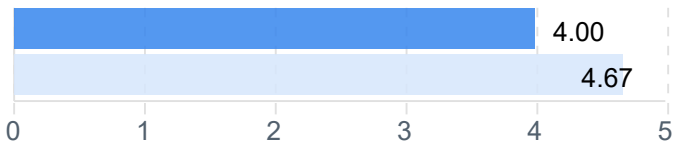
AGILE MINDSET

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



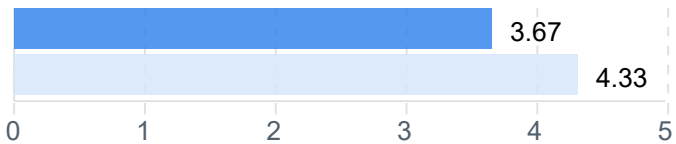
LIFELONG LEARNING

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



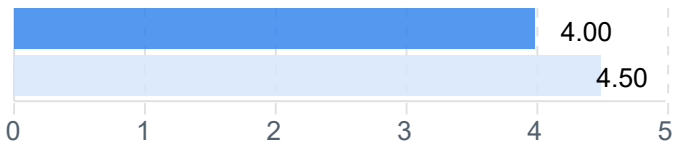
PURPOSEFUL PARTNERSHIP

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



HOLISTIC THINKING

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



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

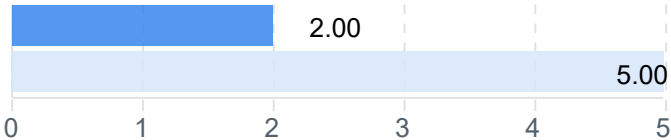
RATING FROM SELF

Current

Expected

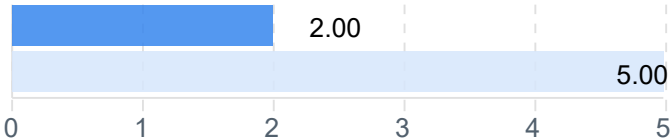
KEEP UP-TO-DATE

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



LIFELONG LEARNING

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



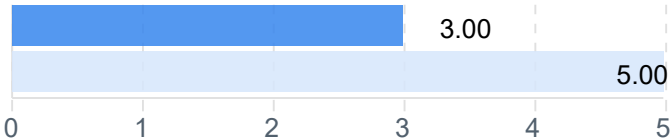
COURAGE TO ACT

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



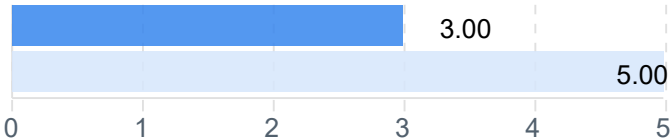
LIFELONG LEARNING

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



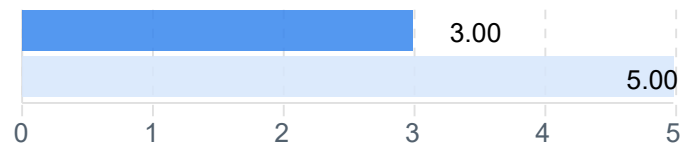
KEEP UP-TO-DATE

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



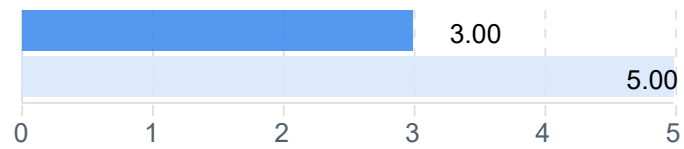
KNOW YOUR CUSTOMER

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



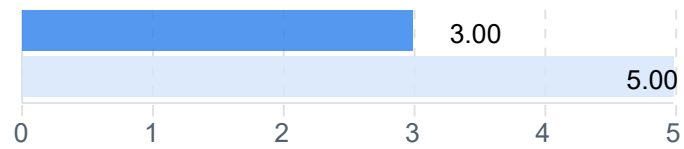
PURPOSEFUL PARTNERSHIP

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



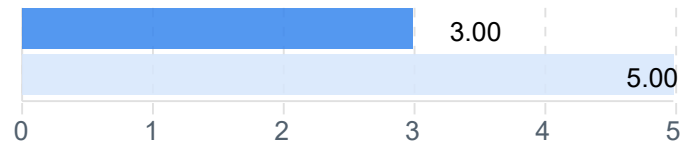
KNOW YOUR CUSTOMER

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



AGILE MINDSET

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



LIFELONG LEARNING

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

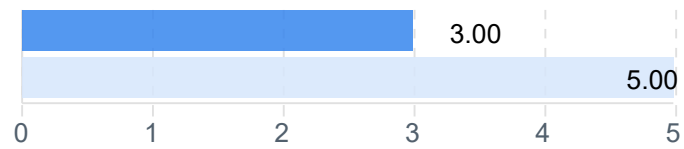


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

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

How often does this person demonstrate the following -	Immediate Supervisor		Subordinates		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	5.0	5.0	4.3	4.8	4.0	4.5	5.0	5.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	5.0	5.0	4.8	4.8	4.3	4.7	3.0	5.0
Q3. Identify new possibilities to address current business issues.	5.0	5.0	4.3	4.8	4.3	4.7	3.0	5.0
Q4. Manage teams' resources to collate information from multiple sources.	5.0	5.0	4.0	4.5	4.5	4.8	4.0	5.0
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	5.0	5.0	4.8	4.8	4.0	4.7	5.0	5.0
Q6. Ensure change plans are executed effectively and in a timely manner.	5.0	5.0	4.5	4.5	4.3	4.7	3.0	5.0
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	5.0	5.0	4.5	4.8	4.3	4.5	5.0	5.0
Q8. Provide coaching to help others adapt and be more versatile.	5.0	5.0	3.5	4.3	4.0	4.7	4.0	5.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	5.0	5.0	4.5	4.5	4.0	5.0	3.0	5.0
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	5.0	5.0	4.3	4.5	4.3	5.0	3.0	5.0
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	5.0	5.0	4.7	4.7	4.0	4.3	3.0	4.0

How often does this person demonstrate the following -	Immediate Supervisor		Subordinates		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q12. Promote a Customer-centric culture by role modeling the behavior.	5.0	5.0	4.5	4.5	4.0	4.5	4.0	5.0
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	5.0	5.0	4.0	4.3	4.3	4.5	4.0	5.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	5.0	5.0	3.5	3.8	4.0	4.5	5.0	5.0
Q15. Share similar experiences that may be adapted to their work circumstances.	5.0	5.0	3.8	4.0	4.5	4.5	4.0	4.0
Q16. Empathise whilst balancing the need of individuals and the business.	5.0	5.0	3.8	4.0	4.3	4.8	5.0	5.0
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	5.0	5.0	4.5	4.5	4.3	5.0	3.0	5.0
Q18. Leverage one's network and connection to gather market data.	5.0	5.0	4.0	4.3	3.7	4.3	4.0	5.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	5.0	5.0	3.8	4.5	4.3	5.0	4.0	5.0
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	5.0	5.0	3.8	4.5	4.3	4.5	5.0	5.0
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	5.0	5.0	3.8	3.8	4.3	4.3	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	4.0	3.5	4.3	4.5	4.5	4.0	5.0
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	4.0	3.5	4.3	4.3	4.5	4.0	5.0
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	5.0	5.0	4.8	4.8	4.3	4.8	3.0	5.0

How often does this person demonstrate the following -	Immediate Supervisor		Subordinates		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q25. Facilitate discussions with various views to converge and achieve a common objective.	5.0	5.0	4.5	4.8	4.3	4.7	3.0	4.0
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	3.0	4.5	4.7	4.7	3.0	5.0
Q27. Drive implementation with persistence to deliver results despite obstacles.	5.0	5.0	4.3	4.8	4.3	4.5	5.0	5.0
Q28. Encourage and value innovative ideas and suggestions from others.	5.0	5.0	4.3	4.5	4.3	4.7	4.0	5.0
Q29. Maintain focus to deliver the chosen strategy.	5.0	5.0	4.5	4.8	4.5	4.5	5.0	5.0
Q30. Give space for self and team members to take risks and learn from mistakes.	3.0	3.0	3.8	4.3	4.3	4.3	2.0	4.0
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	5.0	5.0	3.8	4.5	4.3	4.7	3.0	5.0
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	5.0	5.0	3.3	4.3	4.7	4.7	3.0	5.0
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	-	-	3.3	4.3	4.3	5.0	2.0	5.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	5.0	5.0	4.5	4.5	4.7	5.0	4.0	5.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	5.0	5.0	3.8	4.0	4.7	5.0	3.0	5.0
Q36. Purposefully manage career development and professional growth of team members.	5.0	5.0	3.3	4.5	4.0	4.5	3.0	5.0
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	5.0	5.0	3.5	4.5	4.7	4.7	2.0	5.0
Q38. Make effort to teach / coach/ mentor team members.	5.0	5.0	3.3	4.3	4.0	4.7	2.0	4.0

How often does this person demonstrate the following -	Immediate Supervisor		Subordinates		Peers		Self	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q39. Nurture an environment that supports coaching and honest performance feedback.	5.0	5.0	3.5	4.3	4.7	5.0	4.0	5.0

* Responses based on Rating scale of 1-5