



INSIGHT 360 FEEDBACK FOR LEADERS

Company Name: YYC

Name: BOEY WONG POH CHUAN

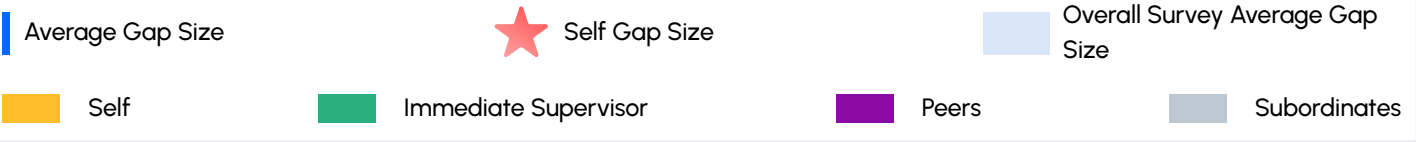
Date: 19/07/2023

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STRENGTHS AND DEVELOPMENT NEEDS

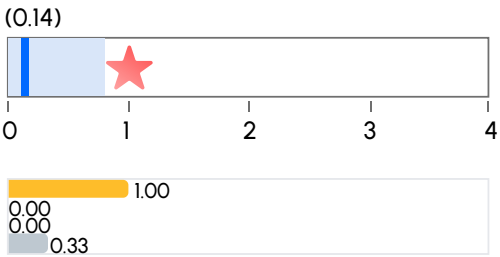
Strengths

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



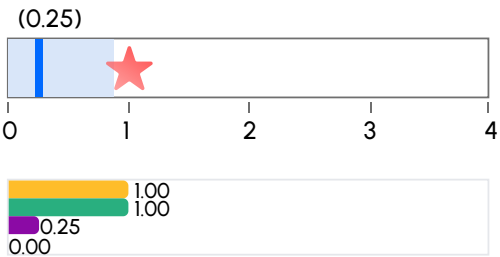
CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



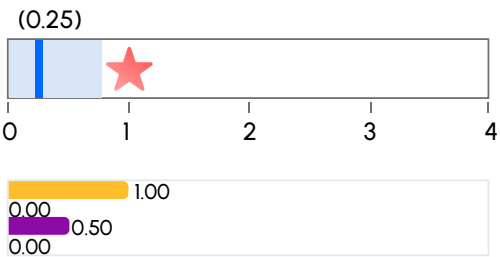
BUSINESS ACUMEN

Q12. Keep up to date with business trends and industry development for potential business opportunities?



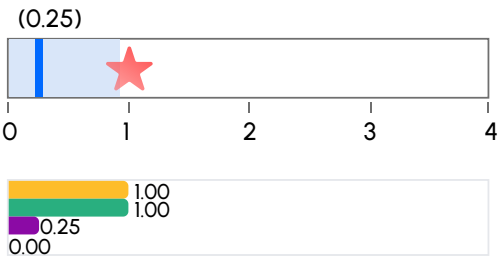
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



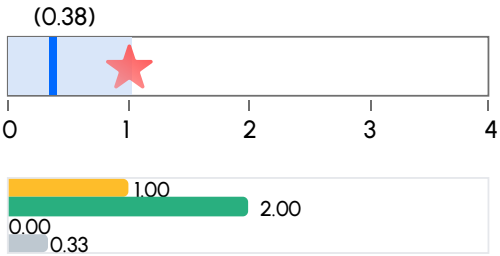
DRIVES FOR RESULT

Q25. Push himself/herself and others every day for results?



CLIENT-FOCUSED

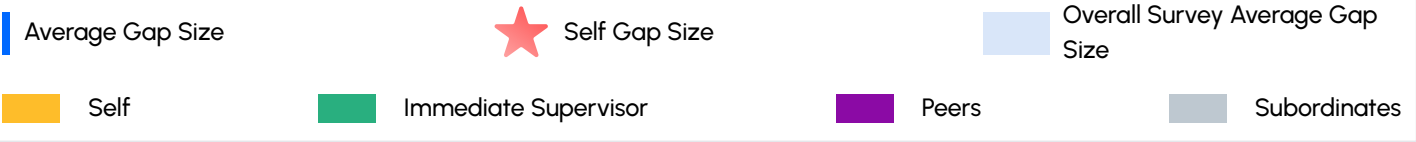
Q15. Build cross functional team relationship that can effectively address the needs of clients?



STRENGTHS AND DEVELOPMENT NEEDS

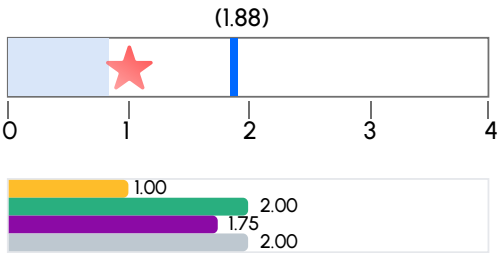
Development Needs

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



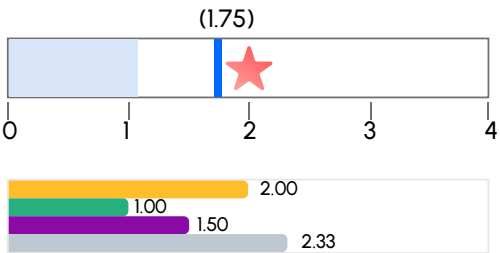
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



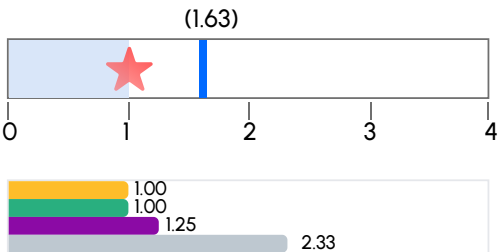
DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



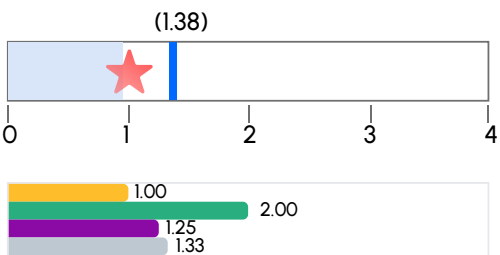
DEVELOP SELF AND OTHERS

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?



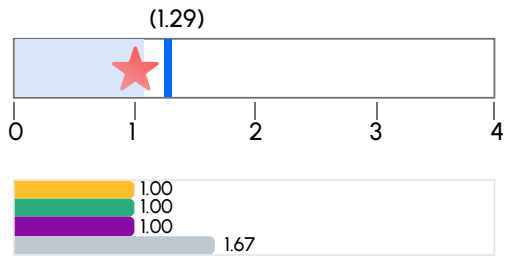
FOSTER TEAMWORK

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



COMPETENCIES REPORT IN ASCENDING ORDER

Average Gap Size

Self Gap Size

Overall Survey Average Gap Size

CLIENT-FOCUSED



BUSINESS ACUMEN



DRIVES FOR RESULT



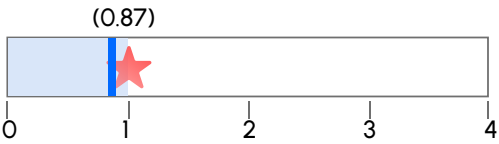
INNOVATIVE AND CRITICAL THINKING



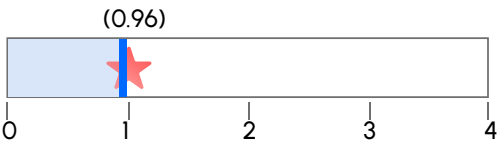
TECHNICAL CAPABILITIES



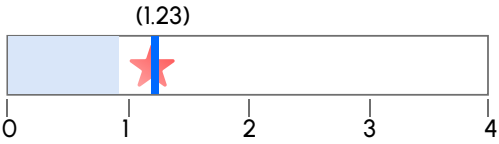
SETS CLEAR DIRECTIONS



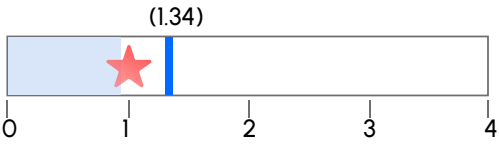
COMMUNICATE WITH IMPACT



DEVELOP SELF AND OTHERS



FOSTER TEAMWORK



INDIVIDUAL PRACTICES REPORT

Technical Capabilities

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?

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	0.67	-	1	2	-	-	-

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?

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	0.33	-	2	1	-	-	-

Innovative and Critical Thinking

Q3. Develop well thought-out conclusions and solutioning plan?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.33	-	2	1	-	-	-

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?

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

Q5. Challenge the status quo and push for positive change and impact?

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

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	1	1	2	-	-
Subordinates	0.33	-	2	1	-	-	-

Foster Teamwork

Q7. Treat all team members in a respectful, courteous and professional 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	2.00	-	-	-	3	-	-

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?

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	1.33	-	-	2	1	-	-

Q9. Take accountability and ownership of his/her team’s performance?

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

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	0.67	-	2	-	1	-	-

Business Acumen

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?

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	1.00	-	1	1	1	-	-

Q12. Keep up to date with business trends and industry development for potential business opportunities?

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

Q13. Instill a business-oriented mindset that drives the business of YYC?

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	-	3	-	-	-	-

Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?

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	0.33	-	2	1	-	-	-

Client-Focused

Q15. Build cross functional team relationship that can effectively address the needs of clients?

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

Q16. Respond and Resolve client issues effectively?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	1.33	-	-	2	1	-	-

Q17. Demonstrate personal accountability to serve clients well?

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	0.33	-	2	1	-	-	-

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?

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

Sets Clear Directions

Q19. Take action despite ambiguity?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.75	1	1	1	1	-	-
Subordinates	1.33	-	-	2	1	-	-

Q20. Align people and build commitment towards achieving YYC’s BHAG & XPX?

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	0.00	-	3	-	-	-	-

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?

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	0.33	-	2	1	-	-	-

Q22. Set priorities which help subordinates focus on the most important issues or objectives.

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

Drives For Result

Q23. Show initiative, energy and the feeling that the work must be done quickly?

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

Q24. Deal in a clear, strong way with subordinates who are not performing?

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	1.00	-	1	1	1	-	-

Q25. Push himself/herself and others every day for results?

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

Q26. Bring clarity and decisiveness during crisis management?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.33	-	1	-	2	-	-

Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?

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	0.67	-	1	2	-	-	-

Communicate With Impact

Q28. Communicate with enthusiasm and passion to inspire and motivate others?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	2	1	-	1	-
Subordinates	1.33	-	1	-	2	-	-

Q29. Convey persuasive thoughts and views with confidence and clarity?

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

Q30. Express concept in writing, clearly, concisely and with positive impact?

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

Develop Self And Others

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?

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	0.00	-	3	-	-	-	-

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.00	-	-	3	-	-	-
Subordinates	1.67	-	-	1	2	-	-

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.75	-	2	1	1	-	-
Subordinates	1.67	-	-	1	2	-	-

Q34. Active listening, without making judgements, to help others explore solutions?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.50	-	-	2	2	-	-
Subordinates	2.33	-	-	-	2	1	-

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?

Rater Group	Avg Gap Size	R	0	1	2	3	4
Self	1.00	-	-	1	-	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	1.25	-	-	3	1	-	-
Subordinates	2.33	-	-	-	2	1	-

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	0.14
Q12. Keep up to date with business trends and industry development for potential business opportunities?	0.25
Q13. Instill a business-oriented mindset that drives the business of YYC?	0.25
Q25. Push himself/herself and others every day for results?	0.25
Q15. Build cross functional team relationship that can effectively address the needs of clients?	0.38
Q17. Demonstrate personal accountability to serve clients well?	0.38
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	0.38
Q5. Challenge the status quo and push for positive change and impact?	0.50
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	0.63
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	0.63
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	0.63
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	0.63
Q3. Develop well thought-out conclusions and solutioning plan?	0.75
Q16. Respond and Resolve client issues effectively?	0.75

Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	0.75
Q23. Show initiative, energy and the feeling that the work must be done quickly?	0.75
Q24. Deal in a clear, strong way with subordinates who are not performing?	0.75
Q29. Convey persuasive thoughts and views with confidence and clarity?	0.75
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	0.88
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	0.88
Q9. Take accountability and ownership of his/her team's performance?	0.88
Q19. Take action despite ambiguity?	0.88
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	0.88
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	1.00
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	1.00
Q26. Bring clarity and decisiveness during crisis management?	1.00
Q30. Express concept in writing, clearly, concisely and with positive impact?	1.00
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	1.13
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	1.13
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	1.25
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	1.29

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	1.38
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	1.63
Q34. Active listening, without making judgements, to help others explore solutions?	1.75
Q7. Treat all team members in a respectful, courteous and professional manner?	1.88

QUALITATIVE FEEDBACK

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

- Interpersonal skill , problem solving
- * Persistency to follow up with a prospect to engage with either as client or collaborative partner for YYC. * Detailed and opinionated. Boey is very hands on and thus able to maintain close to the market.
- 1. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills. Always keep in touch with clients and helped them when Clients are in need. 2. Give training to staff for each Big Event, for example Share Structure Webinar, BOSS, EOS and SPOS.
- Work hard and can drive results
- Drive results Strong networking
- 2 top strengths - Aggressively, passionate to looking for new big clients - Strong in persuasiveness, execution and communication skill

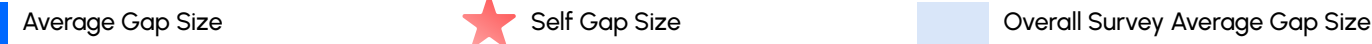
What are the 2 areas that the participant can develop to make him or her more effective in the organisation?

- Coaching skill , priority skill
- * Active listening. Spending time to listen to understand and get ideas from others.
- 1. To deliver more Multiplier management skills 2. Listen to the voice from staff patiently
- Learn how to delegate and manage her team better
- Need to improve on team coaching and support Need to motivate the team much more
- 1. Listening skill - Try to listen staff's voices patiently 2. Multiplier leadership - Enhance multiplier leadership skill

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

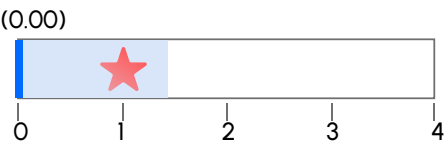
Strengths

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



INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



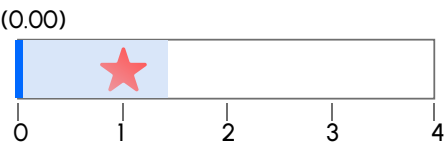
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



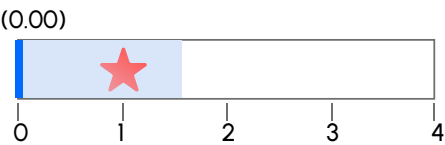
BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?



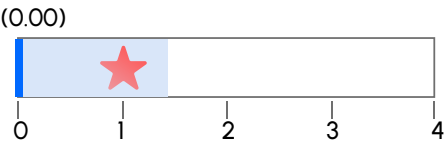
CLIENT-FOCUSED

Q17. Demonstrate personal accountability to serve clients well?



CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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

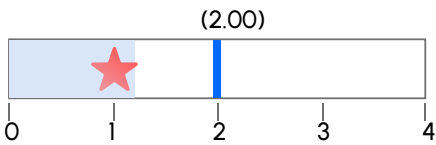
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

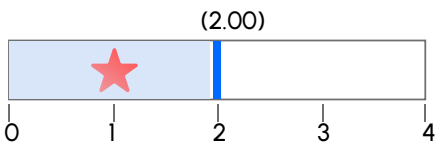
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



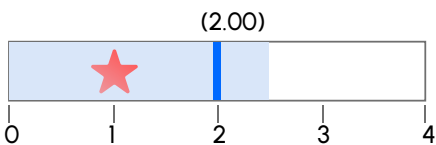
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



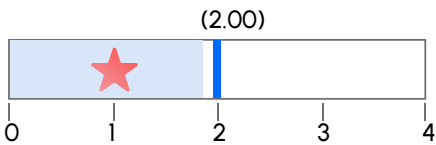
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



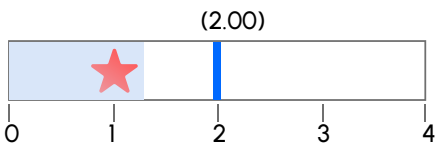
TECHNICAL CAPABILITIES

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



FOSTER TEAMWORK

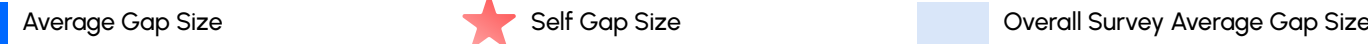
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

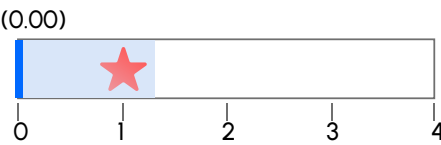
Strengths

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



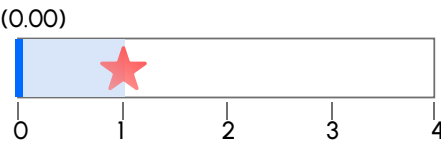
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



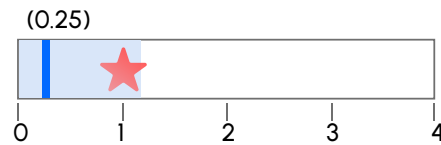
CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



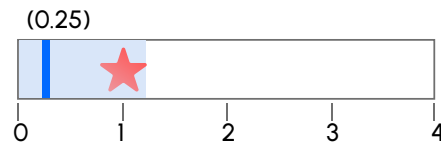
DEVELOP SELF AND OTHERS

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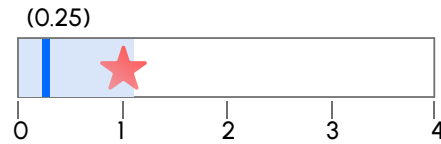
BUSINESS ACUMEN

Q12. Keep up to date with business trends and industry development for potential business opportunities?



CLIENT-FOCUSED

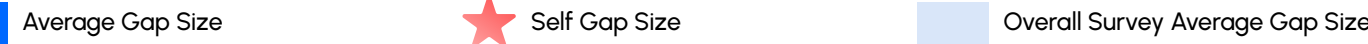
Q16. Respond and Resolve client issues effectively?



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

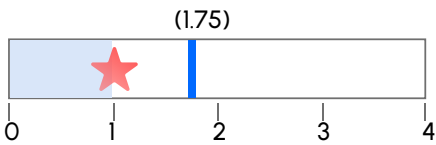
Development Needs

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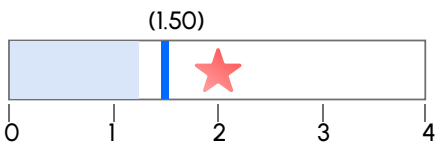
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



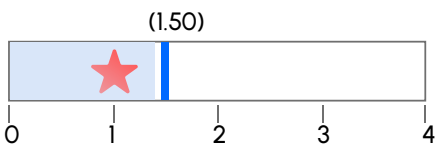
DEVELOP SELF AND OTHERS

Q34. Active listening, without making judgements, to help others explore solutions?



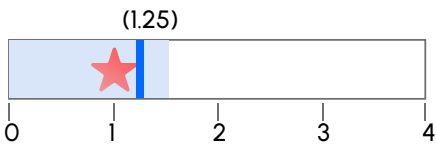
FOSTER TEAMWORK

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



FOSTER TEAMWORK

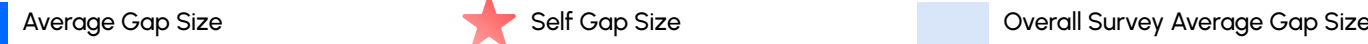
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

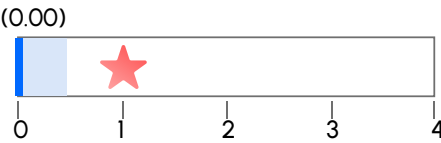
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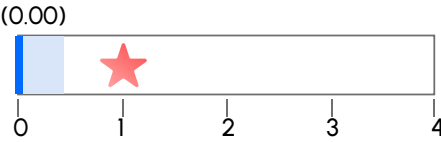
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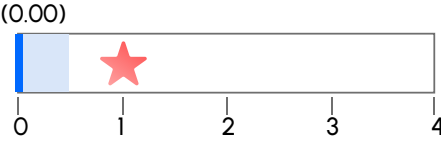
BUSINESS ACUMEN

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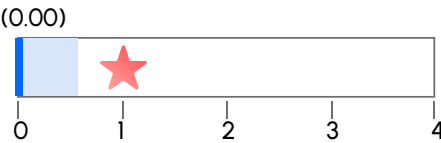
SETS CLEAR DIRECTIONS

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



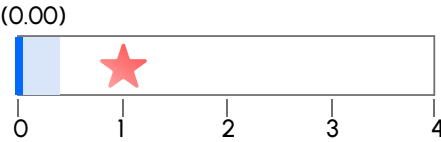
INNOVATIVE AND CRITICAL THINKING

Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?



BUSINESS ACUMEN

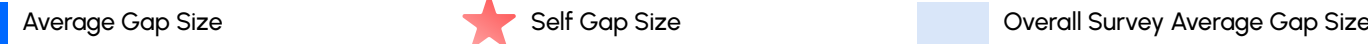
Q13. Instill a business-oriented mindset that drives the business of YYC?



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

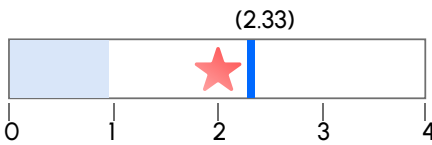
Development Needs

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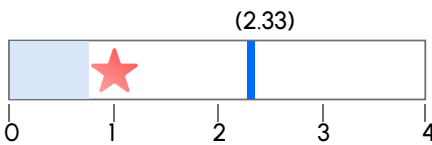
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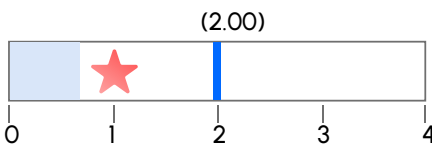
DEVELOP SELF AND OTHERS

Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?



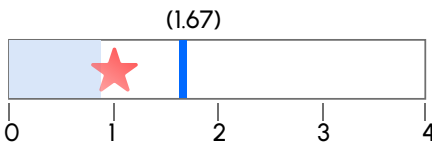
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



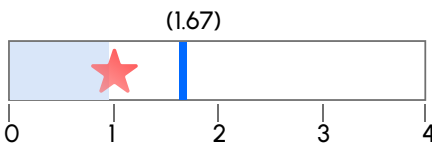
DEVELOP SELF AND OTHERS

Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



DEVELOP SELF AND OTHERS

Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



AVERAGE GAP SIZE AGAINST SELF GAP GROUPED BY COMPETENCY

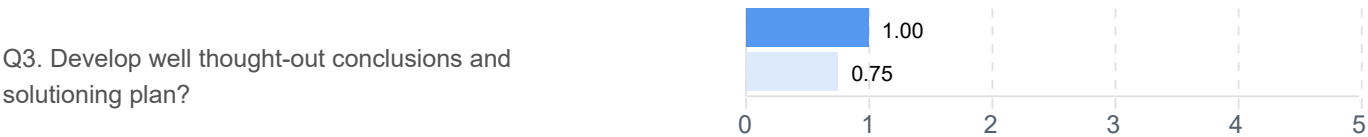
TECHNICAL CAPABILITIES

Self Gap Size Average Gap Size



INNOVATIVE AND CRITICAL THINKING

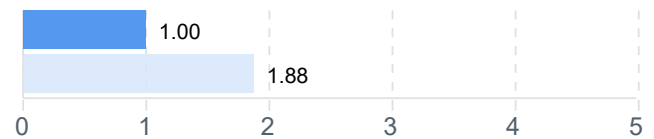
Self Gap Size Average Gap Size



FOSTER TEAMWORK

Self Gap Size Average Gap Size

Q7. Treat all team members in a respectful, courteous and professional manner?



Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



Q9. Take accountability and ownership of his/her team's performance?



Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?



BUSINESS ACUMEN

■ Self Gap Size ■ Average Gap Size

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



Q12. Keep up to date with business trends and industry development for potential business opportunities?



Q13. Instill a business-oriented mindset that drives the business of YYC?



Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?



CLIENT-FOCUSED

Self Gap Size Average Gap Size

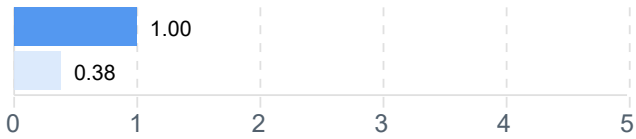
Q15. Build cross functional team relationship that can effectively address the needs of clients?



Q16. Respond and Resolve client issues effectively?



Q17. Demonstrate personal accountability to serve clients well?



Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



SETS CLEAR DIRECTIONS

Self Gap Size Average Gap Size

Q19. Take action despite ambiguity?



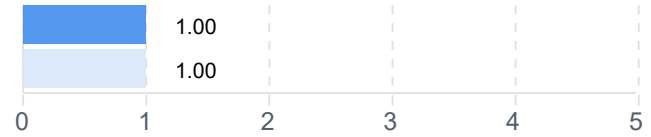
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?



Q22. Set priorities which help subordinates focus on the most important issues or objectives.



DRIVES FOR RESULT

■ Self Gap Size ■ Average Gap Size

Q23. Show initiative, energy and the feeling that the work must be done quickly?



Q24. Deal in a clear, strong way with subordinates who are not performing?



Q25. Push himself/herself and others every day for results?



Q26. Bring clarity and decisiveness during crisis management?



Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



COMMUNICATE WITH IMPACT

■ Self Gap Size ■ Average Gap Size

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



Q29. Convey persuasive thoughts and views with confidence and clarity?



Q30. Express concept in writing, clearly, concisely and with positive impact?



DEVELOP SELF AND OTHERS

■ Self Gap Size ■ Average Gap Size

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



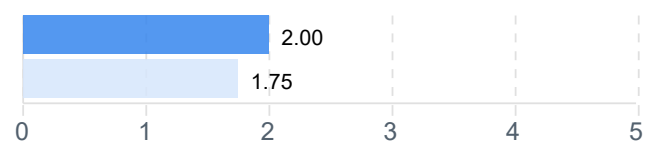
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?



Q34. Active listening, without making judgements, to help others explore solutions?



Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?



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

CLIENT-FOCUSED

Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?



BUSINESS ACUMEN

Q12. Keep up to date with business trends and industry development for potential business opportunities?



DRIVES FOR RESULT

Q25. Push himself/herself and others every day for results?



BUSINESS ACUMEN

Q13. Instill a business-oriented mindset that drives the business of YYC?

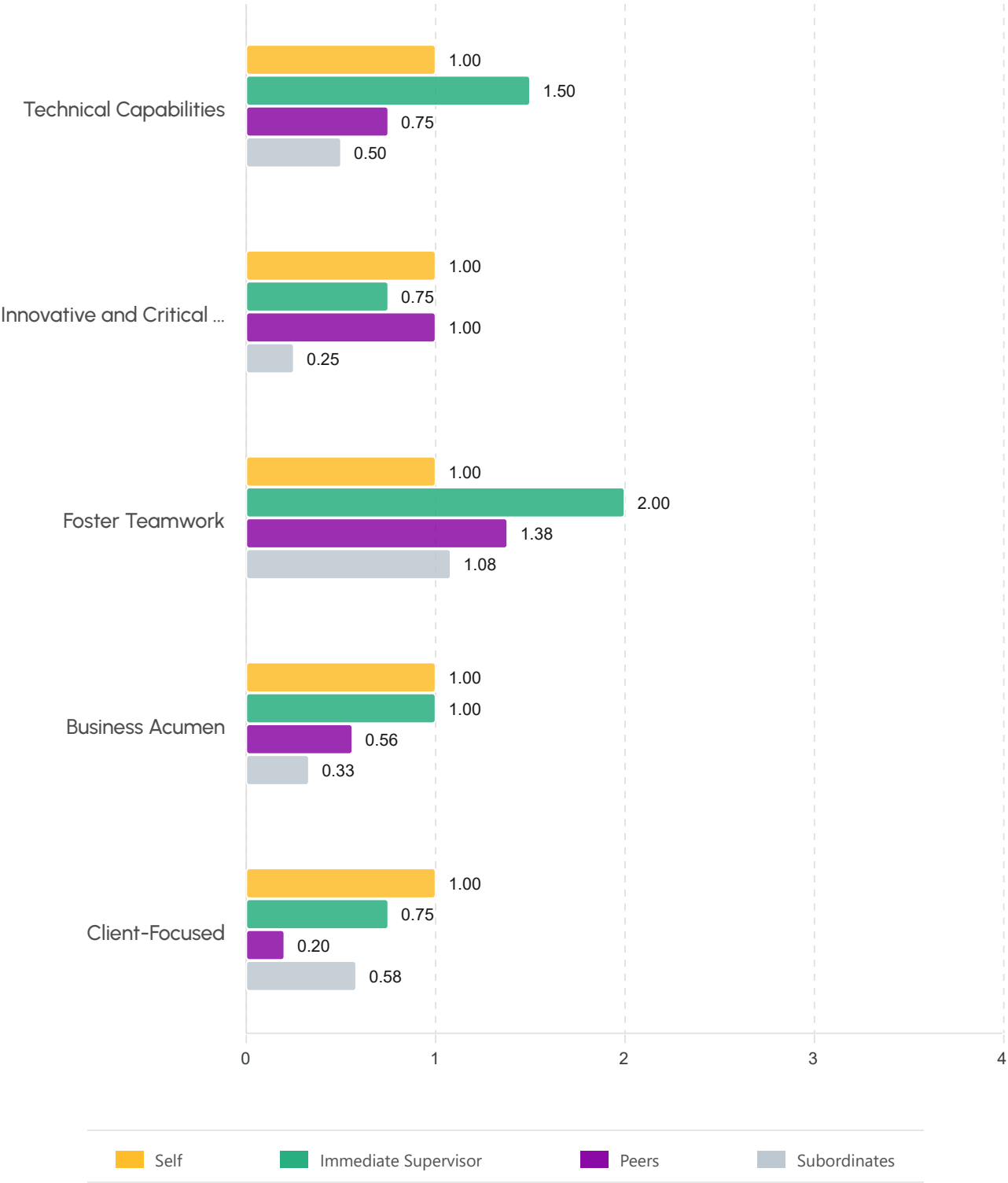


DEVELOP SELF AND OTHERS

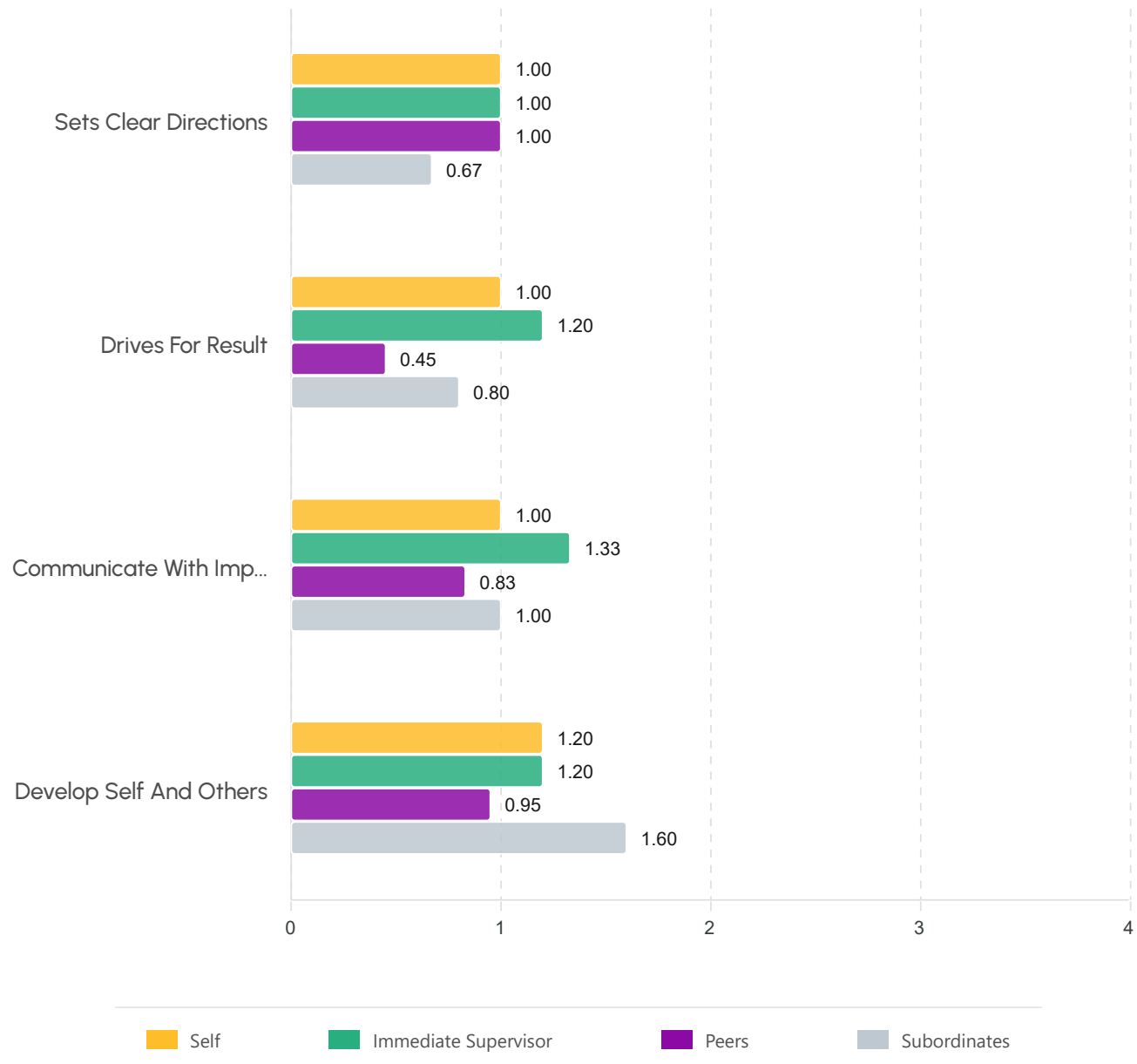
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



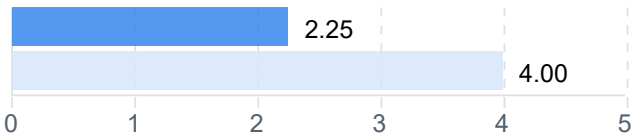
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

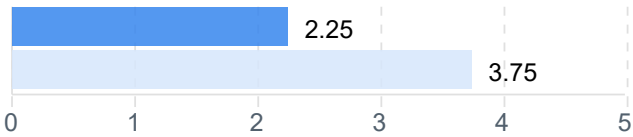
FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



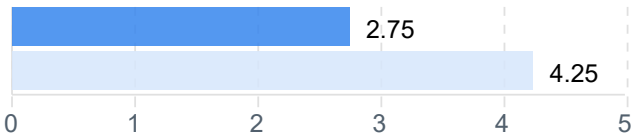
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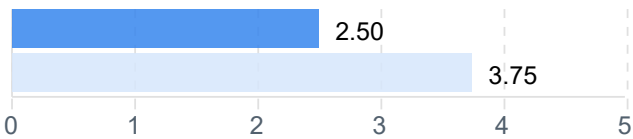
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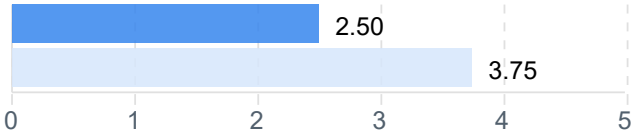
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Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



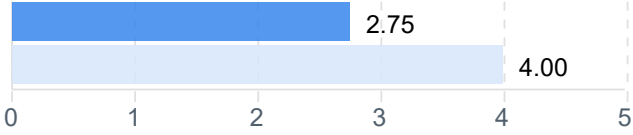
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Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?



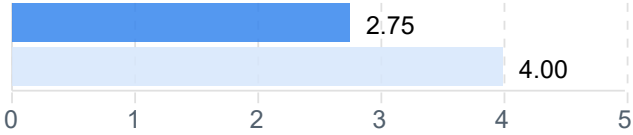
INNOVATIVE AND CRITICAL THINKING

Q3. Develop well thought-out conclusions and solutioning plan?



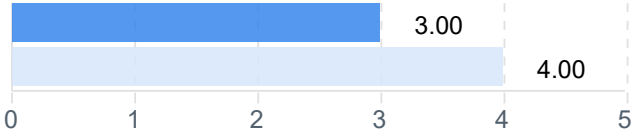
INNOVATIVE AND CRITICAL THINKING

Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?



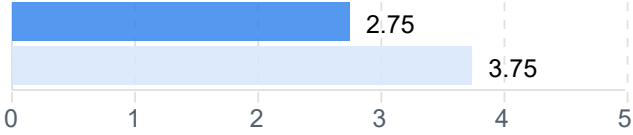
BUSINESS ACUMEN

Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?



TECHNICAL CAPABILITIES

Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?



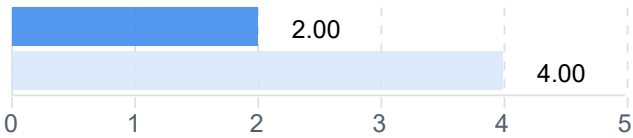
CURRENT & EXPECTED BEHEIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

CurrentExpected

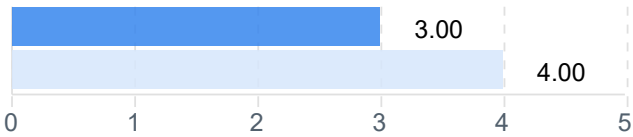
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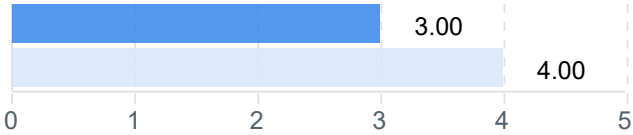
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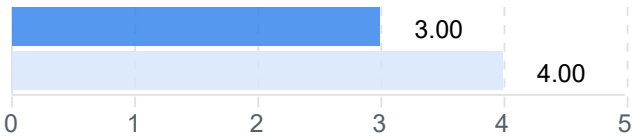
DRIVES FOR RESULT

Q23. Show initiative, energy and the feeling that the work must be done quickly?



SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



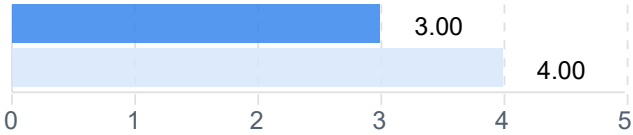
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Q15. Build cross functional team relationship that can effectively address the needs of clients?



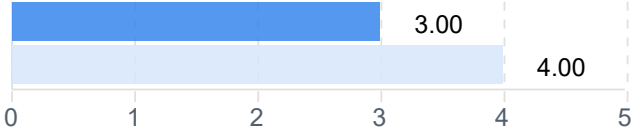
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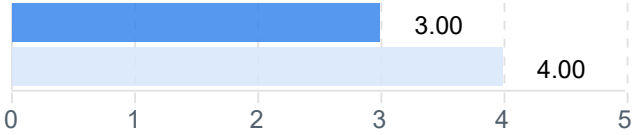
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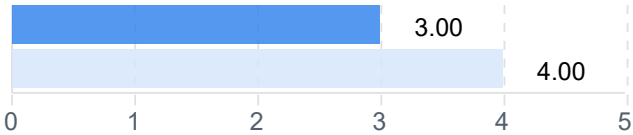
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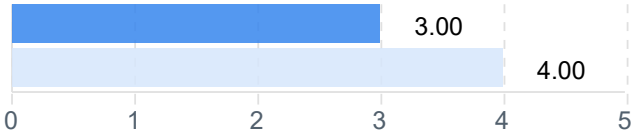
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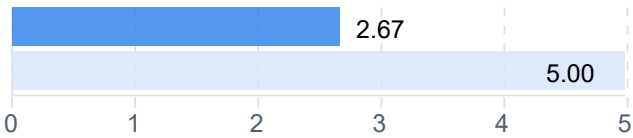
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Current Expected

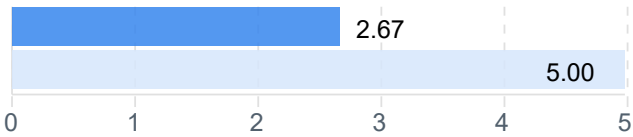
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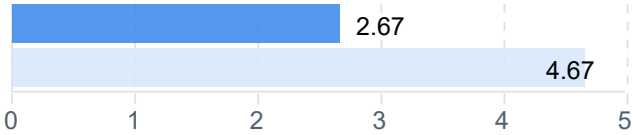
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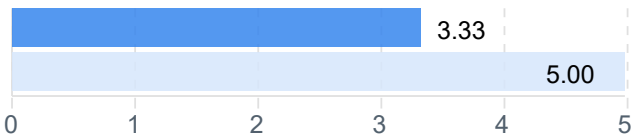
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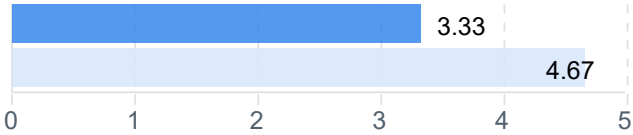
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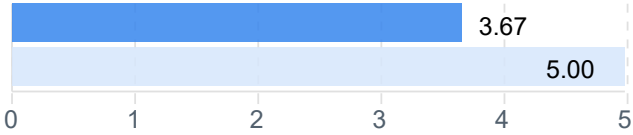
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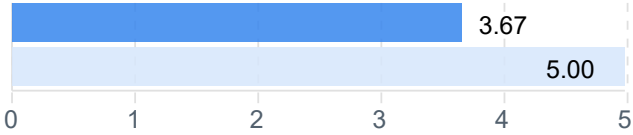
SETS CLEAR DIRECTIONS

Q19. Take action despite ambiguity?



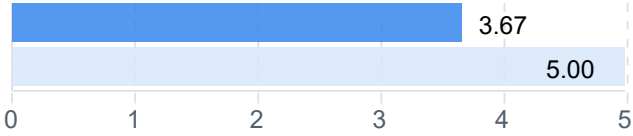
COMMUNICATE WITH IMPACT

Q28. Communicate with enthusiasm and passion to inspire and motivate others?



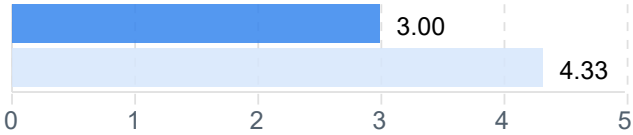
CLIENT-FOCUSED

Q16. Respond and Resolve client issues effectively?



DRIVES FOR RESULT

Q26. Bring clarity and decisiveness during crisis management?



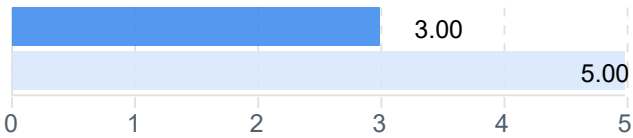
CURRENT & EXPECTED BEHEUIOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

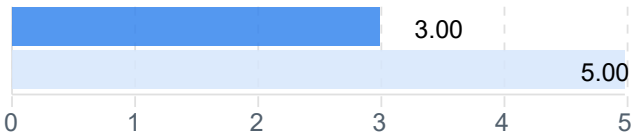
DEVELOP SELF AND OTHERS

Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?



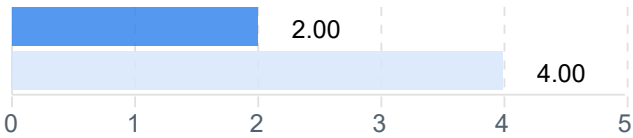
CLIENT-FOCUSED

Q15. Build cross functional team relationship that can effectively address the needs of clients?



FOSTER TEAMWORK

Q7. Treat all team members in a respectful, courteous and professional manner?



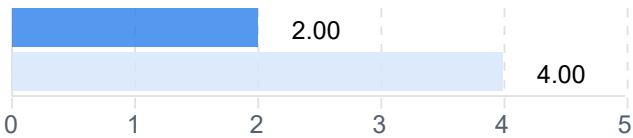
TECHNICAL CAPABILITIES

Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?



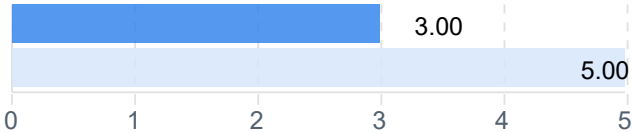
FOSTER TEAMWORK

Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?



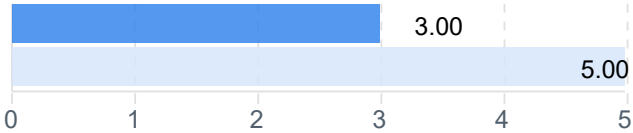
SETS CLEAR DIRECTIONS

Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?



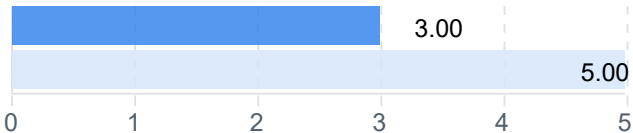
DRIVES FOR RESULT

Q24. Deal in a clear, strong way with subordinates who are not performing?



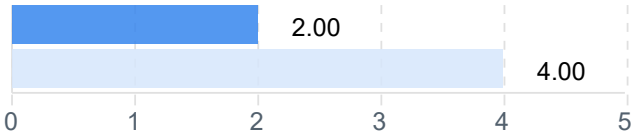
FOSTER TEAMWORK

Q9. Take accountability and ownership of his/her team's performance?



COMMUNICATE WITH IMPACT

Q30. Express concept in writing, clearly, concisely and with positive impact?



FOSTER TEAMWORK

Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?

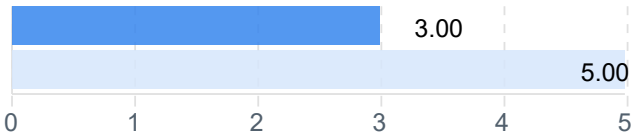


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

Always Never
 Sometimes
 Generally
 Almost Always
 Always

How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Resolve technical and complex issues with win-win solutions while complying with regulatory requirements?	2.8	3.8	3.0	4.0	3.7	4.3	3.0	4.0
Q2. Trusted by clients in the delivery of services with technical competence, proactive care and create positive experience to clients?	3.5	4.0	3.0	4.0	4.7	5.0	3.0	5.0
Q3. Develop well thought-out conclusions and solutioning plan?	2.8	4.0	3.0	4.0	4.3	4.7	4.0	4.0
Q4. Demonstrate resourcefulness and able to generate new approaches with limited resources or within constraints?	3.5	4.3	3.0	4.0	4.7	4.7	4.0	5.0
Q5. Challenge the status quo and push for positive change and impact?	3.5	3.8	3.0	4.0	4.7	5.0	3.0	4.0
Q6. Create a work environment that encourages and recognizes innovative and entrepreneurial thinking and business judgement?	2.8	4.0	3.0	4.0	4.0	4.3	3.0	4.0
Q7. Treat all team members in a respectful, courteous and professional manner?	2.3	4.0	3.0	4.0	2.7	4.7	2.0	4.0
Q8. Encourage teams to express their ideas and opinions and draw their strengths to achieve desired results?	2.5	3.8	3.0	4.0	3.3	4.7	2.0	4.0
Q9. Take accountability and ownership of his/her team's performance?	3.0	4.0	3.0	4.0	4.7	5.0	3.0	5.0
Q10. Cooperate with team and cross business units to accomplish tasks to deliver XPX to clients?	2.8	4.3	3.0	4.0	4.0	4.7	3.0	5.0
Q11. Show curiosity and an open mind to new ideas and concepts to add value to the business?	3.0	4.0	3.0	4.0	3.3	4.3	3.0	4.0
Q12. Keep up to date with business trends and industry development for potential business opportunities?	3.8	4.0	3.0	4.0	5.0	5.0	3.0	4.0

How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Instill a business-oriented mindset that drives the business of YYC?	3.3	3.8	3.0	4.0	5.0	5.0	4.0	4.0
Q14. Leverage knowledge of best practices and leading technology to support development of methods, products or services?	3.3	3.8	3.0	4.0	4.3	4.7	2.0	4.0
Q15. Build cross functional team relationship that can effectively address the needs of clients?	4.0	4.0	3.0	4.0	4.3	4.7	3.0	5.0
Q16. Respond and Resolve client issues effectively?	4.0	4.3	3.0	4.0	3.7	5.0	4.0	5.0
Q17. Demonstrate personal accountability to serve clients well?	4.0	4.5	3.0	4.0	4.3	4.7	5.0	5.0
Q18. Establish and maintain effective relationship with clients with good rapport, active listening and relationship skills?	4.7	4.7	3.0	4.0	4.7	5.0	4.0	4.0
Q19. Take action despite ambiguity?	3.0	3.5	3.0	4.0	3.7	5.0	4.0	4.0
Q20. Align people and build commitment towards achieving YYC's BHAG & XPX?	3.0	4.3	3.0	4.0	4.7	4.7	3.0	5.0
Q21. Effectively plan work tasks and projects, goals, actions and points to measure progress?	2.8	3.8	3.0	4.0	4.7	5.0	3.0	4.0
Q22. Set priorities which help subordinates focus on the most important issues or objectives.	2.7	3.7	3.0	4.0	4.0	5.0	3.0	4.0
Q23. Show initiative, energy and the feeling that the work must be done quickly?	3.5	3.8	3.0	4.0	3.7	4.7	4.0	5.0
Q24. Deal in a clear, strong way with subordinates who are not performing?	3.8	4.0	3.0	4.0	3.7	4.7	3.0	5.0
Q25. Push himself/herself and others every day for results?	3.5	3.8	3.0	4.0	5.0	5.0	4.0	5.0
Q26. Bring clarity and decisiveness during crisis management?	3.0	3.8	3.0	4.0	3.0	4.3	3.0	4.0
Q27. Provide to subordinates clear directions, standards of performance and objectives which are difficult (but possible) to achieve?	3.3	3.8	3.0	4.0	4.3	5.0	4.0	5.0

How often does this person demonstrate the following -	Peers		Self		Subordinates		Immediate Supervisor	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q28. Communicate with enthusiasm and passion to inspire and motivate others?	2.8	3.8	3.0	4.0	3.7	5.0	3.0	4.0
Q29. Convey persuasive thoughts and views with confidence and clarity?	3.3	3.8	3.0	4.0	3.7	4.7	3.0	4.0
Q30. Express concept in writing, clearly, concisely and with positive impact?	2.5	3.5	3.0	4.0	4.3	5.0	2.0	4.0
Q31. Take responsibility for own personal development, i.e. reading, exploring business news, sharpening business acumen?	3.8	3.8	3.0	4.0	5.0	5.0	3.0	5.0
Q32. Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?	2.7	3.7	3.0	4.0	3.3	5.0	3.0	4.0
Q33. Develop subordinates through challenging tasks, continuous coaching, and timely support?	3.0	3.8	3.0	4.0	3.3	5.0	3.0	4.0
Q34. Active listening, without making judgements, to help others explore solutions?	2.3	3.8	2.0	4.0	2.7	5.0	3.0	4.0
Q35. Motivate subordinates through empowerment, giving them control over their jobs, and provide meaningful work to them?	2.5	3.8	3.0	4.0	2.7	5.0	3.0	4.0

* Responses based on Rating scale of 1-5