



INSIGHT 360 FEEDBACK FOR LEADERS

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Date: 02/08/2023

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STRENGTHS AND DEVELOPMENT NEEDS

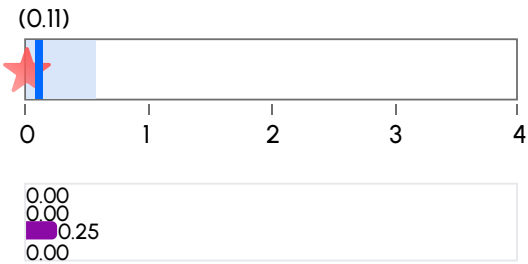
Strengths

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



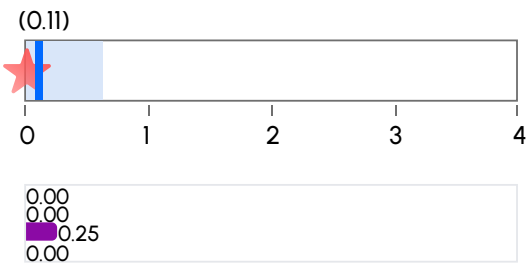
HOLISTIC THINKING

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



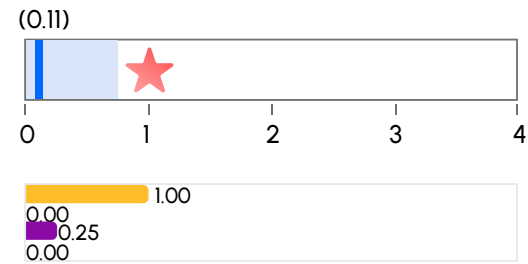
SPEAK UP

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



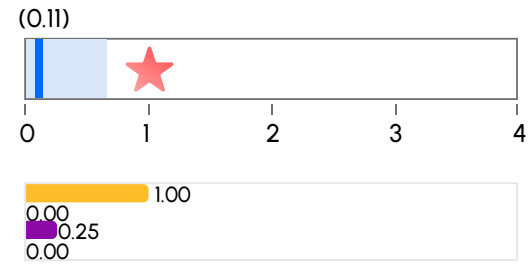
SPEAK UP

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



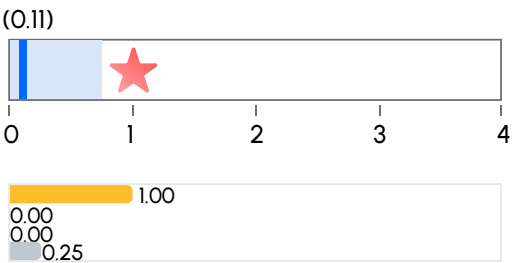
SPEAK UP

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



COURAGE TO ACT

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



STRENGTHS AND DEVELOPMENT NEEDS

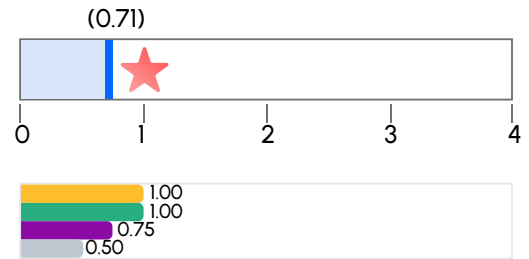
Development Needs

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



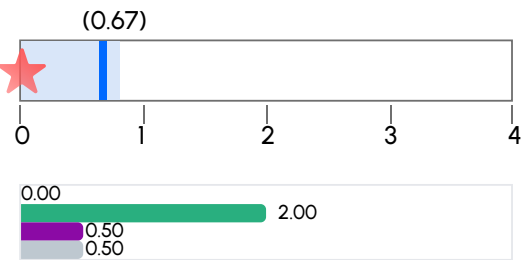
KNOW YOUR CUSTOMER

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



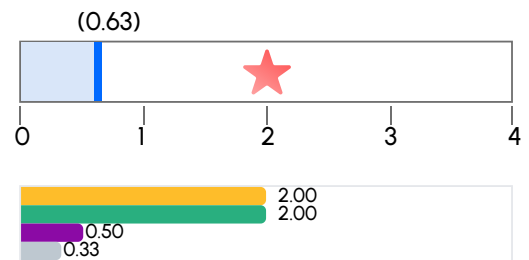
AGILE MINDSET

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



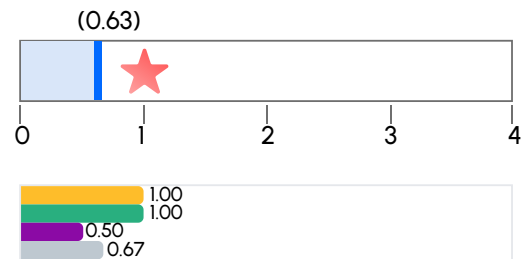
KNOW YOUR CUSTOMER

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



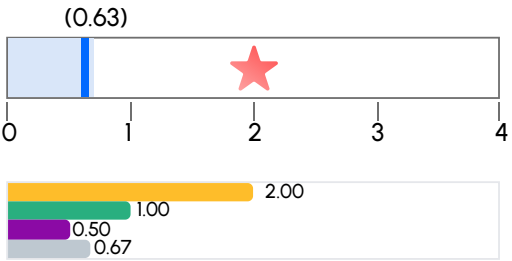
PURPOSEFUL PARTNERSHIP

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

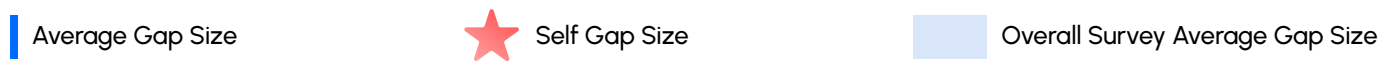


KEEP UP-TO-DATE

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



COMPETENCIES REPORT IN ASCENDING ORDER



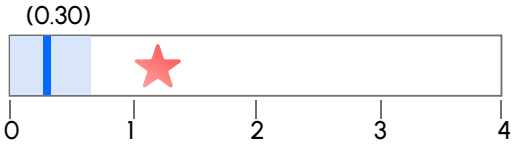
SPEAK UP



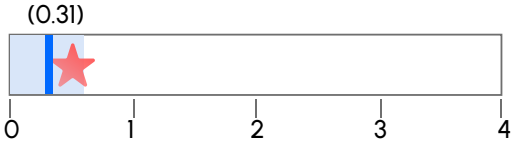
COURAGE TO ACT



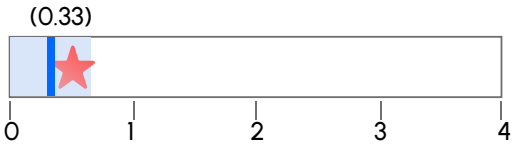
LIFELONG LEARNING



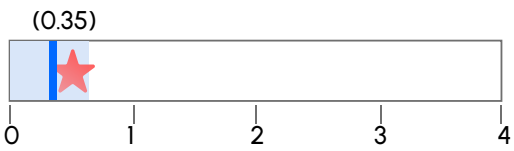
HOLISTIC THINKING



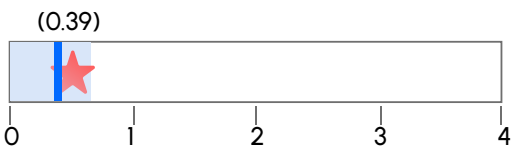
ENGAGE WITH EMPATHY



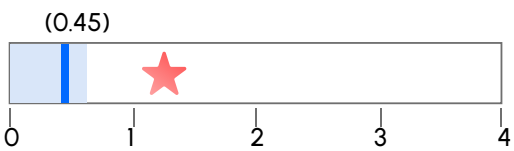
PURPOSEFUL PARTNERSHIP



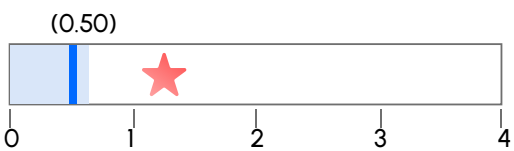
AGILE MINDSET



KNOW YOUR CUSTOMER



KEEP UP-TO-DATE



INDIVIDUAL PRACTICES REPORT

Holistic Thinking

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

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

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

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

Q3. Identify new possibilities to address current business issues.

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

Agile Mindset

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

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

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

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

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

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

Know Your Customer

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

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

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	2.00	-	-	-	1	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.33	1	1	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	1.00	-	-	1	-	-	-
Peers	0.75	-	1	3	-	-	-
Subordinates	0.50	1	-	1	-	-	-

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

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

Engage With Empathy

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

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

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

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

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	0.25	1	2	1	-	-	-
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	1.00	-	-	1	-	-	-
Immediate Supervisor	2.00	-	-	-	1	-	-
Peers	0.50	1	1	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	1.00	-	-	1	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	1	2	1	-	-	-
Subordinates	0.33	-	2	1	-	-	-

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

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

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	0.00	-	1	-	-	-	-
Immediate Supervisor	0.00	-	1	-	-	-	-
Peers	0.25	-	3	1	-	-	-
Subordinates	0.25	-	3	1	-	-	-

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

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

Speak Up

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

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

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

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

Courage To Act

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

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

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

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

Q29. Maintain focus to deliver the chosen strategy.

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

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

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

Keep Up-to-date

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

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

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

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

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

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

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	2.00	-	-	-	1	-	-
Immediate Supervisor	1.00	-	-	1	-	-	-
Peers	0.50	-	2	2	-	-	-
Subordinates	0.67	-	1	2	-	-	-

Lifelong Learning

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

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

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

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

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

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

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

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

INDIVIDUAL PRACTICES REPORT IN ASCENDING ORDER

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

Q1. Leverage on own and others' relevant experience and insights to make decisions.	0.11
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	0.11
Q23. Encourage constructive feedback and be objective in addressing disagreements.	0.11
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	0.11
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	0.11
Q38. Make effort to teach / coach/ mentor team members.	0.11
Q4. Manage teams' resources to collate information from multiple sources.	0.22
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	0.22
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	0.22
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	0.22
Q15. Share similar experiences that may be adapted to their work circumstances.	0.22
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	0.22
Q27. Drive implementation with persistence to deliver results despite obstacles.	0.22
Q29. Maintain focus to deliver the chosen strategy.	0.22

Q30. Give space for self and team members to take risks and learn from mistakes.	0.22
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	0.22
Q39. Nurture an environment that supports coaching and honest performance feedback.	0.22
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	0.25
Q12. Promote a Customer-centric culture by role modeling the behavior.	0.25
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	0.25
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	0.33
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	0.33
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	0.33
Q28. Encourage and value innovative ideas and suggestions from others.	0.33
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	0.33
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	0.44
Q6. Ensure change plans are executed effectively and in a timely manner.	0.44
Q25. Facilitate discussions with various views to converge and achieve a common objective.	0.44
Q36. Purposefully manage career development and professional growth of team members.	0.44
Q3. Identify new possibilities to address current business issues.	0.50

Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	0.50
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	0.50
Q16. Empathise whilst balancing the need of individuals and the business.	0.56
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	0.56
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	0.63
Q18. Leverage one's network and connection to gather market data.	0.63
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	0.63
Q8. Provide coaching to help others adapt and be more versatile.	0.67
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	0.71

QUALITATIVE FEEDBACK

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

- Very Empathy leader Soft spoken and well like
- 1. Empathy with subordinates - motherhood. 2. Committed with what she's doing to ensure task completed despite challenges.
- 1) Lead by example. When she wants to achieve the goals that had been set, she will strive for it. She will ensure that all the plans should have been executed well according to the plan, and always show the determination to achieve within the timeline. 2) Always inspire her subordinates to be a better person/employee- She will find time, whenever she is free, to give motivational advice, provide coaching based on her past experiences.
- Persistence and hardworking
- 1. Lead by example - I will get to know the details until certain level that is relevant with my position. If I want to impose any new rule in my section, I will make sure that I will do it first. 2. Attention to detail - I will do my best to check and comment all paper works and emails to be sent out through me or to my boss. I will always do amendments to ensure that no grammar, spelling and other factual errors in my emails and papers.
- 1. Effective at rallying people together to achieve common goals 2. Display behavior that is ethical, honest, and integrity
- 1. Good Peer 2. Friendly

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

- Need to be more vocal in giving ideas To be more decisive in making decision with available data
- 1. To build report or keep in touch more with other than officers. 2. Have a gut to say "NO" if your workload is overloaded and know your right as employee.
- 1) Decision-making
- Ability for a better strategy and big picture
- 1. Improve my general knowledge especially areas related to my current job, so that I can give better ideas to improve our services to internal customers. 2. Presentation skills in terms of putting the right terms and content in conveying ideas and information to the top management.

- 1. Keep up-to-date with relevant industry trends and leverage best practices 2. Time management & prioritization
- 1. Give new idea 2. Motivate staff

STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Strengths

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

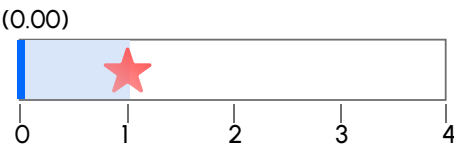
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

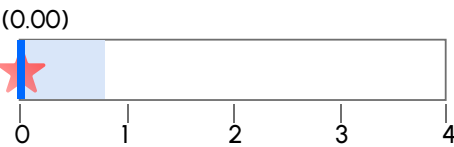
COURAGE TO ACT

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



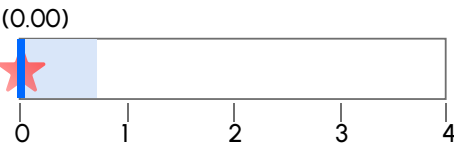
SPEAK UP

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



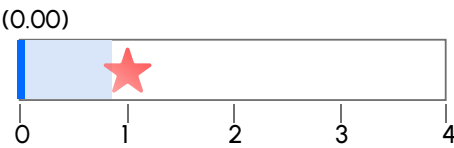
HOLISTIC THINKING

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



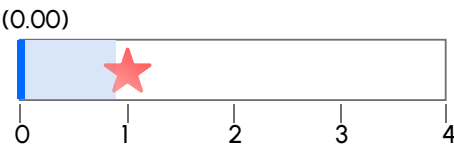
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



STRENGTHS AND DEVELOPMENT NEEDS FROM IMMEDIATE SUPERVISOR

Development Needs

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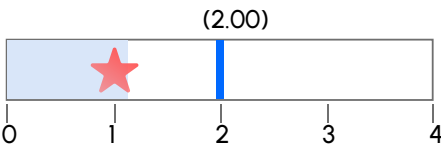
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

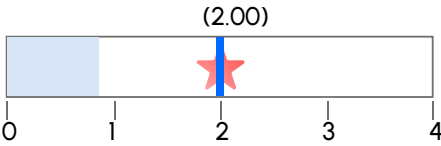
KEEP UP-TO-DATE

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



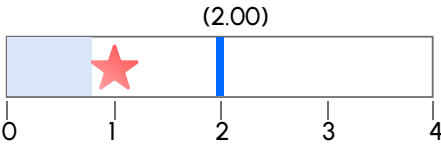
KNOW YOUR CUSTOMER

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



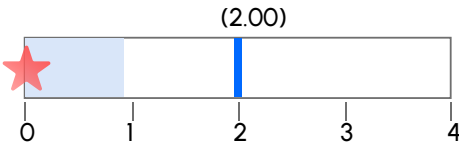
KEEP UP-TO-DATE

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



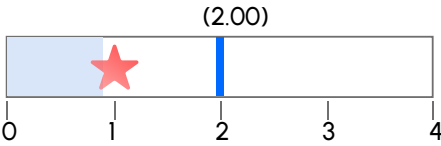
AGILE MINDSET

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Strengths

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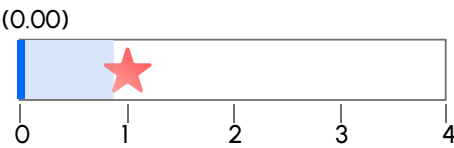
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

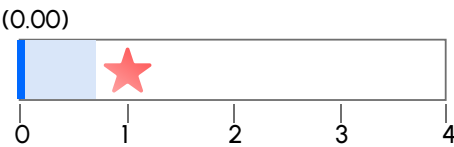
COURAGE TO ACT

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



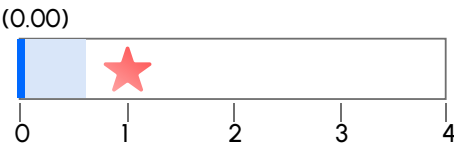
AGILE MINDSET

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



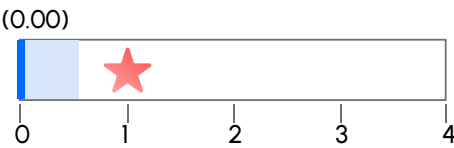
AGILE MINDSET

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



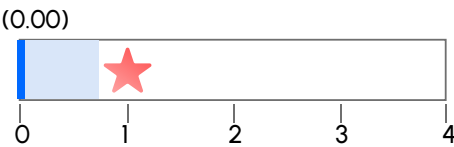
COURAGE TO ACT

Q29. Maintain focus to deliver the chosen strategy.



LIFELONG LEARNING

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



STRENGTHS AND DEVELOPMENT NEEDS FROM PEERS

Development Needs

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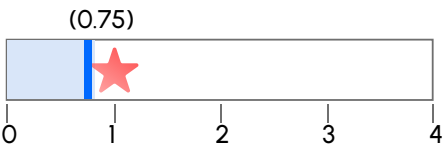
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

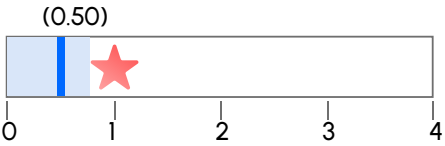
KNOW YOUR CUSTOMER

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



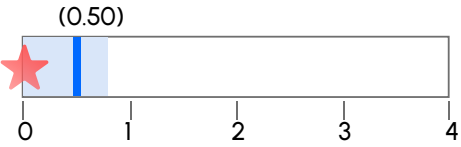
PURPOSEFUL PARTNERSHIP

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



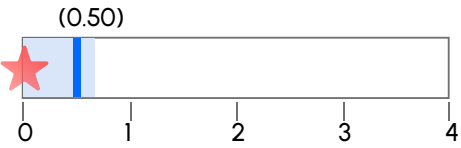
AGILE MINDSET

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



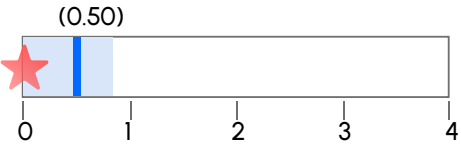
HOLISTIC THINKING

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



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.



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Strengths

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

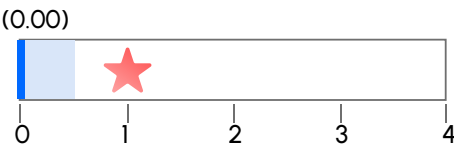
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

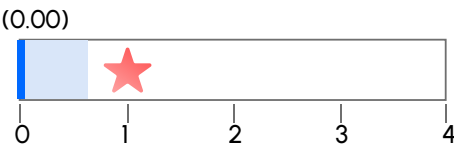
KNOW YOUR CUSTOMER

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



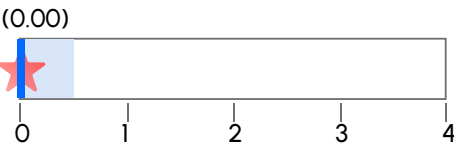
ENGAGE WITH EMPATHY

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



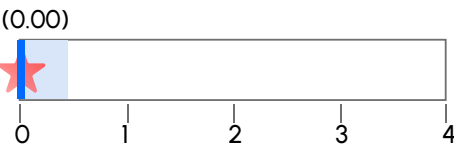
SPEAK UP

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



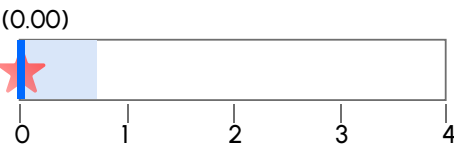
HOLISTIC THINKING

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



ENGAGE WITH EMPATHY

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



STRENGTHS AND DEVELOPMENT NEEDS FROM SUBORDINATES

Development Needs

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

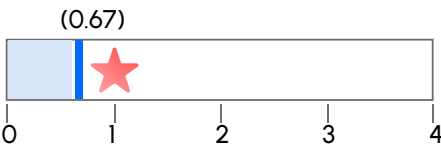
Average Gap Size

★ Self Gap Size

Overall Survey Average Gap Size

LIFELONG LEARNING

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



PURPOSEFUL PARTNERSHIP

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



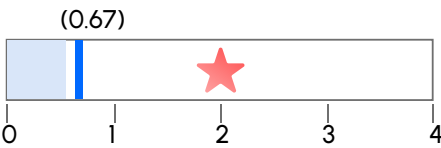
HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



KEEP UP-TO-DATE

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



AGILE MINDSET

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



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.



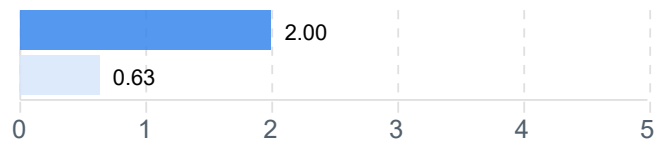
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.



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.



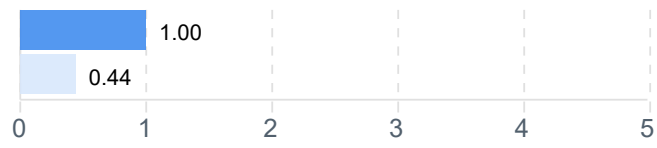
LIFELONG LEARNING

Self Gap Size Average Gap Size

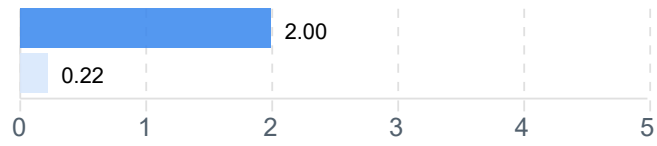
Q35. Invest resources to continuously enhance skillsets that can be applied to one’s function.



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



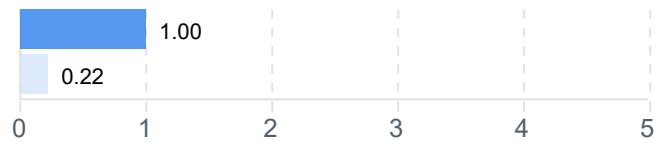
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.



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

AGILE MINDSET

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



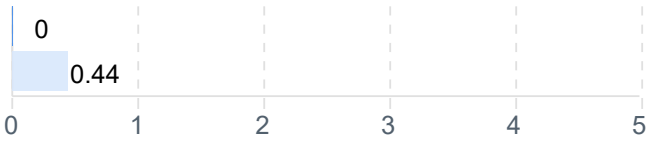
AGILE MINDSET

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



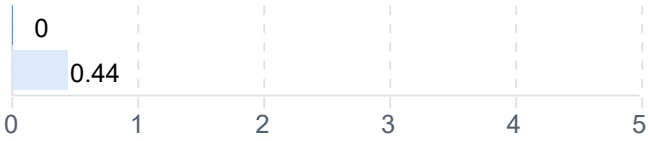
HOLISTIC THINKING

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



SPEAK UP

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



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.



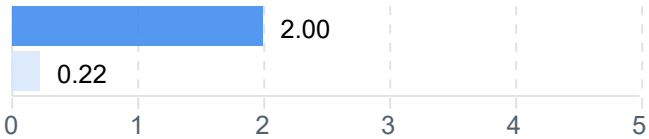
TOP 5 UNDERESTIMATED COMPETENCIES

AVERAGE GAP (ALL RATERS) AGAINST SELF GAP

Self Rating Average Gap Rating

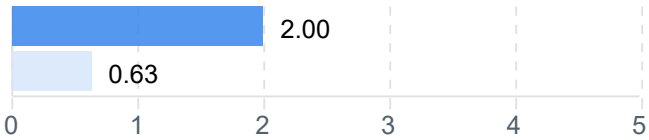
LIFELONG LEARNING

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



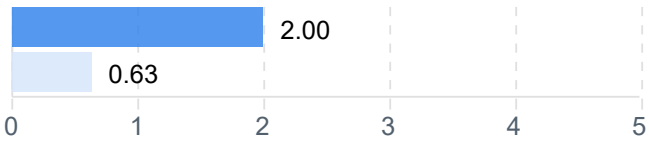
KNOW YOUR CUSTOMER

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



KEEP UP-TO-DATE

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



COURAGE TO ACT

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

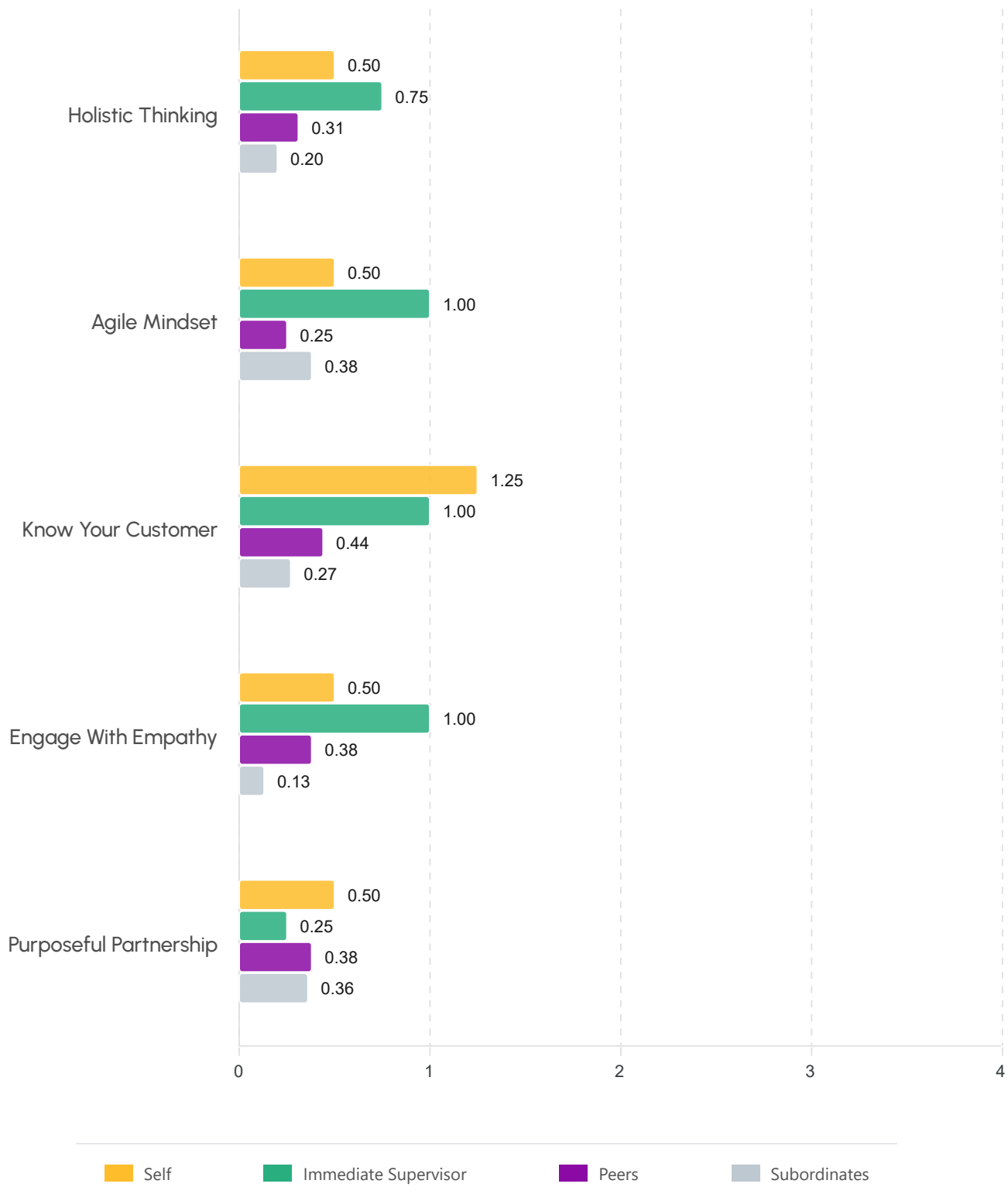


SPEAK UP

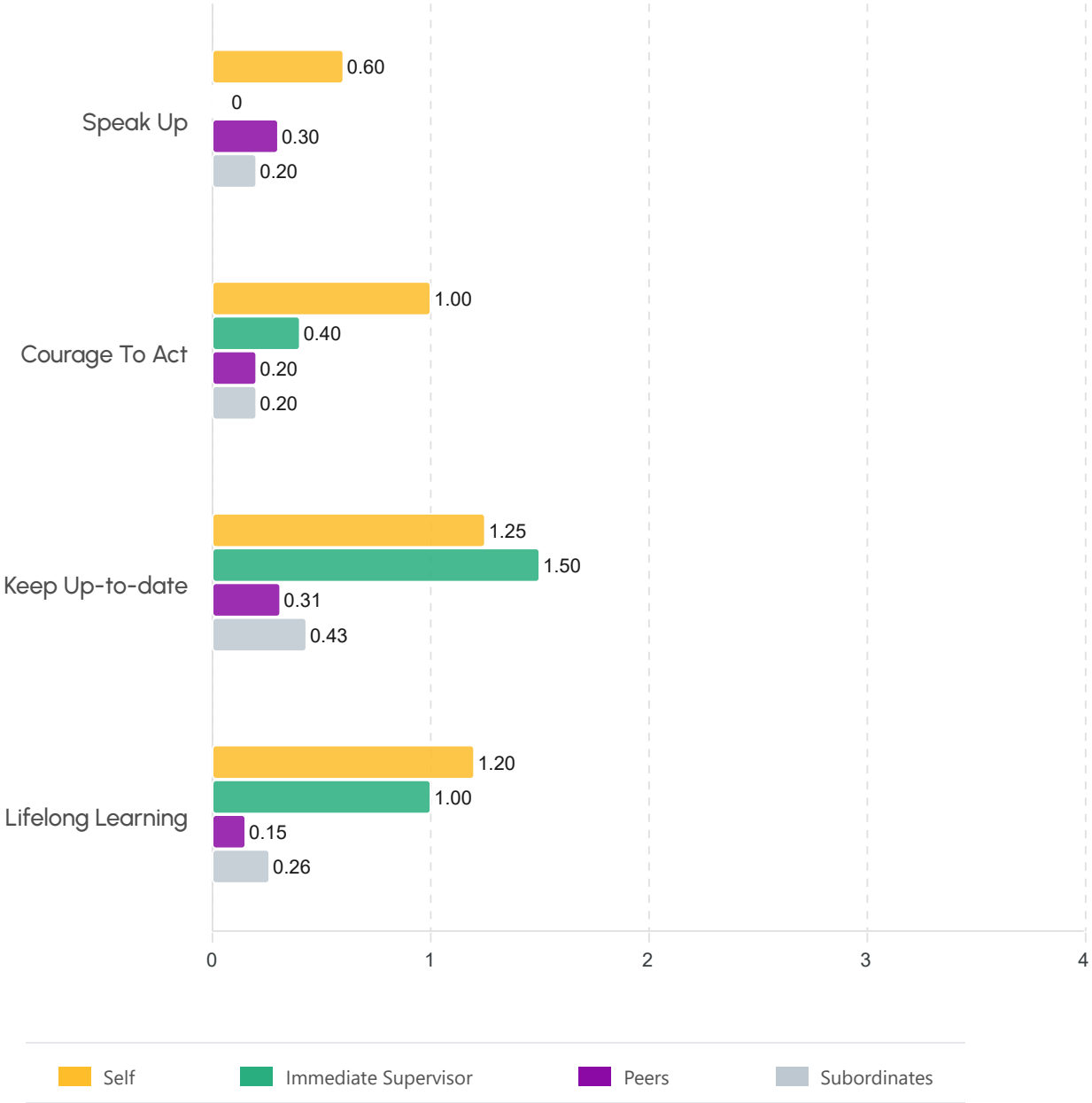
Q23. Encourage constructive feedback and be objective in addressing disagreements.



AVG GAP PER ROLE BY COMPETENCY



(Please Turn Over)



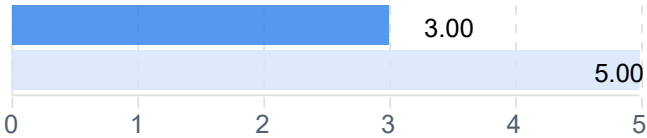
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SELF

Current Expected

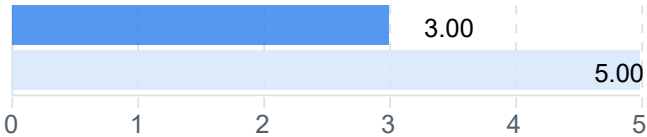
KNOW YOUR CUSTOMER

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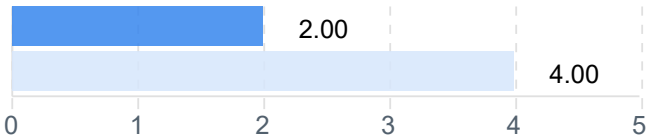
LIFELONG LEARNING

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



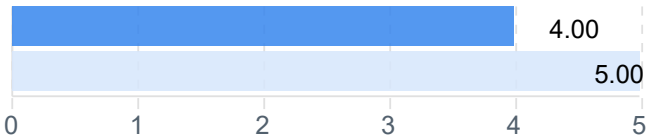
KEEP UP-TO-DATE

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



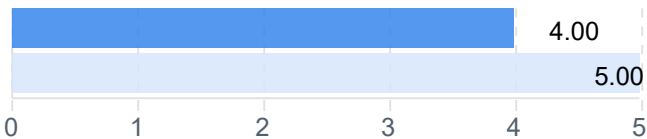
AGILE MINDSET

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



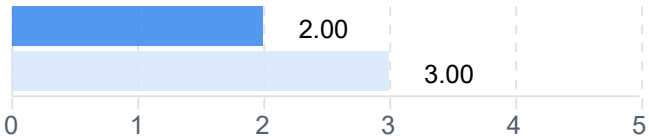
KEEP UP-TO-DATE

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



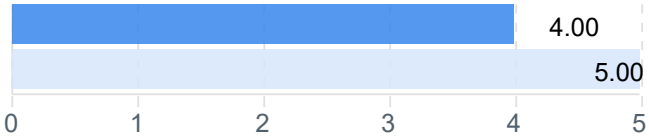
LIFELONG LEARNING

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



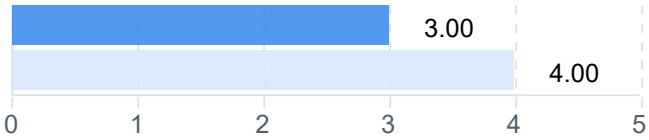
COURAGE TO ACT

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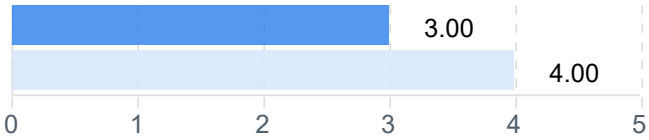
PURPOSEFUL PARTNERSHIP

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



KNOW YOUR CUSTOMER

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



ENGAGE WITH EMPATHY

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



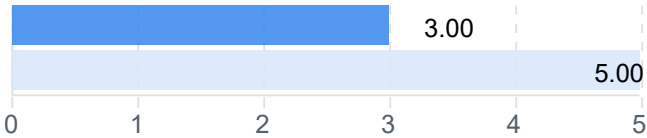
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM IMMEDIATE SUPERVISOR

Current Expected

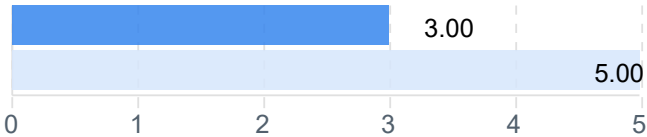
KEEP UP-TO-DATE

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



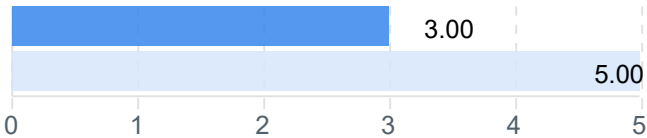
KNOW YOUR CUSTOMER

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



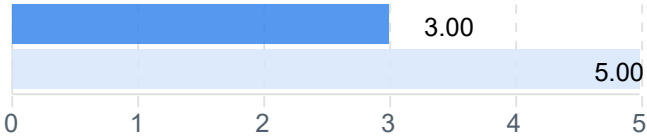
KEEP UP-TO-DATE

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



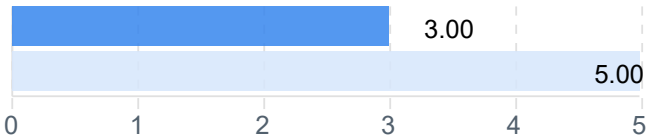
ENGAGE WITH EMPATHY

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



AGILE MINDSET

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



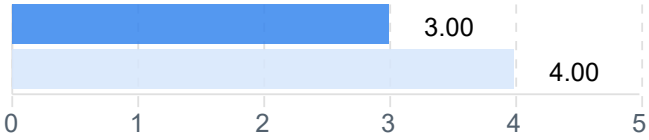
LIFELONG LEARNING

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



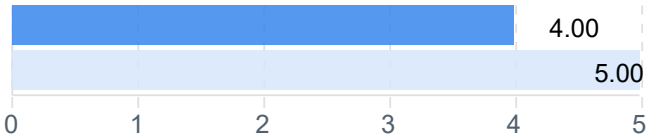
KNOW YOUR CUSTOMER

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



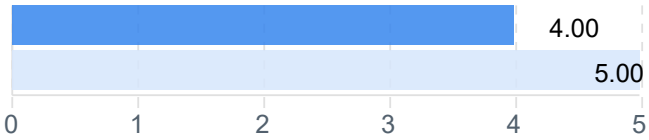
ENGAGE WITH EMPATHY

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



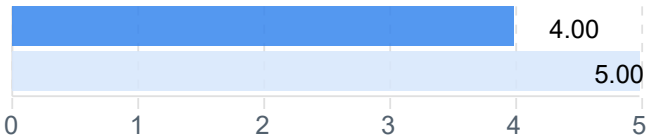
PURPOSEFUL PARTNERSHIP

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



AGILE MINDSET

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



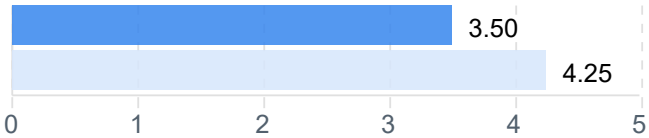
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM PEERS

Current Expected

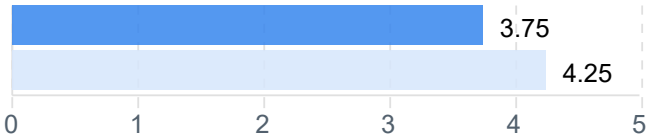
KNOW YOUR CUSTOMER

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



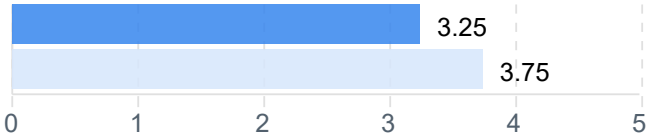
AGILE MINDSET

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



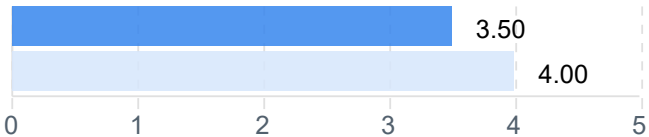
KNOW YOUR CUSTOMER

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



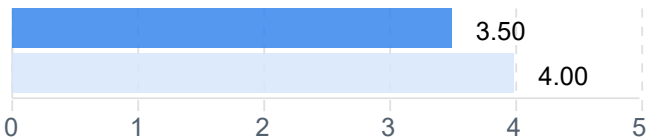
PURPOSEFUL PARTNERSHIP

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



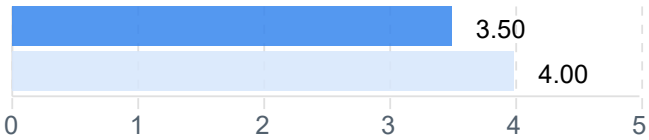
KEEP UP-TO-DATE

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



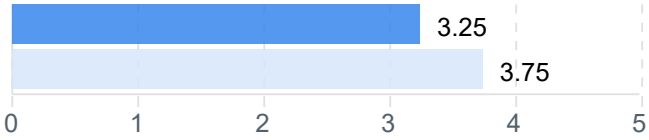
AGILE MINDSET

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



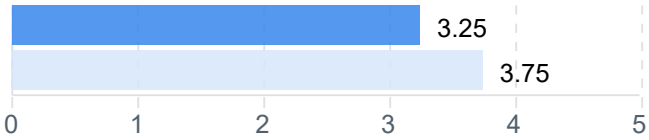
SPEAK UP

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



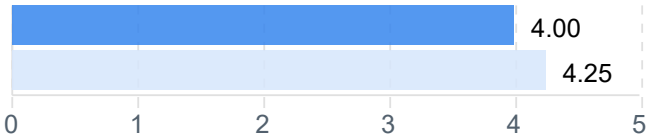
COURAGE TO ACT

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



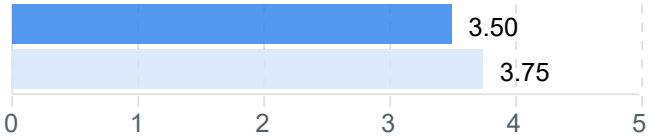
HOLISTIC THINKING

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



KNOW YOUR CUSTOMER

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



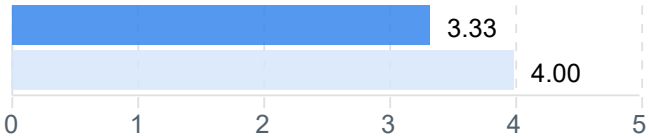
CURRENT & EXPECTED BEHEIVOUR WHERE HIGH PERFORMANCE IS EXPECTED (TOP 10)

RATING FROM SUBORDINATES

Current Expected

LIFELONG LEARNING

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



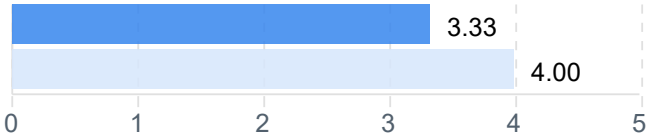
PURPOSEFUL PARTNERSHIP

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



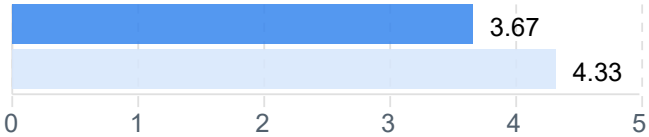
KEEP UP-TO-DATE

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



HOLISTIC THINKING

Q3. Identify new possibilities to address current business issues.



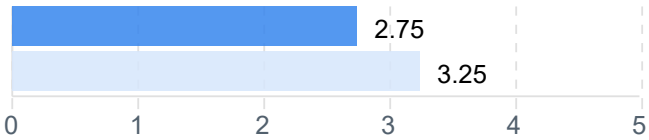
SPEAK UP

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



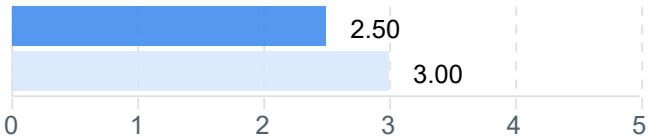
LIFELONG LEARNING

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



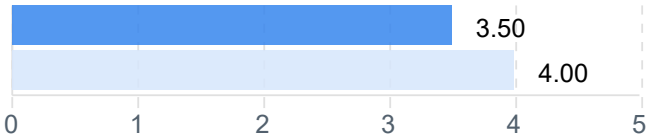
KEEP UP-TO-DATE

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



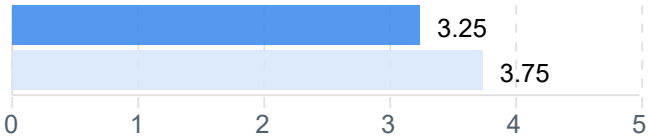
AGILE MINDSET

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



SPEAK UP

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



KEEP UP-TO-DATE

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

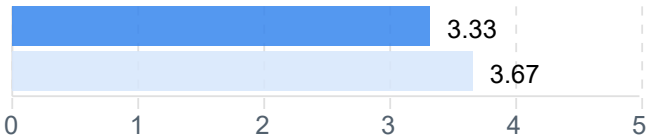


TABLE OF CURRENT VS EXPECTED FREQUENCY BY RATER GROUP

 Always Never
  Sometimes
  Generally
  Almost Always
  Always

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q1. Leverage on own and others' relevant experience and insights to make decisions.	4.0	4.0	5.0	5.0	4.0	4.3	4.0	4.0
Q2. Examine issues and ideas, considering multiple scenarios and their' pros and con in decision-making.	5.0	5.0	4.0	5.0	3.5	3.8	4.5	4.5
Q3. Identify new possibilities to address current business issues.	3.0	4.0	4.0	5.0	3.5	3.8	3.7	4.3
Q4. Manage teams' resources to collate information from multiple sources.	4.0	5.0	4.0	5.0	3.8	4.0	4.5	4.5
Q5. Assess the effectiveness and constantly update plans to adapt to different situations.	4.0	5.0	5.0	5.0	3.5	3.5	3.8	4.0
Q6. Ensure change plans are executed effectively and in a timely manner.	5.0	5.0	4.0	5.0	3.8	4.3	4.0	4.3
Q7. Willing and able to learn from past experiences, and actively apply/adapt the learnings to current work situation.	4.0	5.0	3.0	4.0	4.0	3.8	4.3	4.5
Q8. Provide coaching to help others adapt and be more versatile.	5.0	5.0	3.0	5.0	3.5	4.0	3.5	4.0
Q9. Analyse trends and Customers' needs to generate insights on their behavior to continuously improve products, services, solutions, and/or experience.	3.0	4.0	3.0	4.0	3.5	3.8	3.7	3.7
Q10. Assess the effectiveness of initiatives and provide feedback and recommendations to Management.	3.0	5.0	3.0	5.0	3.3	3.8	3.7	3.7
Q11. Review and determine cross-functional initiatives in sync with Customers' needs and wants.	2.0	3.0	4.0	5.0	3.5	4.3	4.0	4.0
Q12. Promote a Customer-centric culture by role modeling the behavior.	3.0	4.0	5.0	5.0	3.8	3.8	3.3	3.7

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q13. Empathise in a way that motivates one to take action to help others in the work environment.	4.0	5.0	4.0	5.0	4.0	4.0	4.0	4.0
Q14. Proactively ask what help is needed at work and ensure assistance is provided while balancing one's need for personal space.	4.0	4.0	3.0	4.0	3.8	4.0	3.3	3.3
Q15. Share similar experiences that may be adapted to their work circumstances.	5.0	5.0	5.0	5.0	3.8	3.8	3.3	3.5
Q16. Empathise whilst balancing the need of individuals and the business.	4.0	5.0	3.0	5.0	4.0	4.3	4.0	4.3
Q17. Nurture high-priority relationships with internal and external stakeholders within their own areas of expertise.	3.0	4.0	5.0	5.0	3.8	3.8	4.0	4.3
Q18. Leverage one's network and connection to gather market data.	3.0	4.0	4.0	5.0	3.3	3.5	3.3	4.0
Q19. Effectively manage and resolve conflict within own department to achieve mutually agreeable outcomes.	4.0	4.0	5.0	5.0	3.3	3.5	4.0	4.3
Q20. Demonstrate commitment to team success by being inclusive and facilitating team collaboration.	4.0	4.0	5.0	5.0	3.5	4.0	4.0	4.3
Q21. Adjust communication style based on situation or audience (small group) to appeal to their interest.	4.0	4.0	5.0	5.0	3.5	3.5	4.0	4.0
Q22. Facilitate open dialogues that are honest, objective, and with various views by encouraging others to express their viewpoints.	3.0	4.0	5.0	5.0	3.5	3.5	3.0	3.5
Q23. Encourage constructive feedback and be objective in addressing disagreements.	4.0	5.0	5.0	5.0	3.5	3.5	3.8	3.8
Q24. Communicate effectively and confidently to obtain a commitment from big and diverse audiences.	4.0	5.0	5.0	5.0	3.0	3.3	4.0	4.0
Q25. Facilitate discussions with various views to converge and achieve a common objective.	5.0	5.0	5.0	5.0	3.3	3.8	3.3	3.8
Q26. Explore and adopt innovative approaches to increase the team's performance through changing work policies, modeling, and structure.	4.0	5.0	5.0	5.0	3.8	3.5	2.8	3.0

How often does this person demonstrate the following -	Self		Immediate Supervisor		Peers		Subordinates	
	Curr	Exp	Curr	Exp	Curr	Exp	Curr	Exp
Q27. Drive implementation with persistence to deliver results despite obstacles.	4.0	5.0	5.0	5.0	3.8	4.0	3.8	3.8
Q28. Encourage and value innovative ideas and suggestions from others.	4.0	5.0	4.0	5.0	3.8	4.0	3.3	3.5
Q29. Maintain focus to deliver the chosen strategy.	4.0	5.0	4.0	5.0	4.3	4.0	3.8	3.8
Q30. Give space for self and team members to take risks and learn from mistakes.	4.0	5.0	5.0	5.0	3.3	3.8	3.8	3.8
Q31. Keep up-to-date with relevant industry trends and leverage best practices to turn it into an action plan.	4.0	5.0	3.0	5.0	3.8	4.0	3.3	3.7
Q32. Offer guidance to others on how to understand relevant trends and industry advancements.	2.0	3.0	3.0	4.0	3.5	3.8	3.0	3.3
Q33. Create opportunities for the team to be in touch by having external exposure from related industries	3.0	4.0	3.0	5.0	3.3	3.5	2.5	3.0
Q34. Stay current with the evolution of technology, politics, social and economic environment, and assess the effects on business.	2.0	4.0	4.0	5.0	3.5	4.0	3.3	4.0
Q35. Invest resources to continuously enhance skillsets that can be applied to one's function.	2.0	3.0	4.0	5.0	3.8	4.0	3.3	4.0
Q36. Purposefully manage career development and professional growth of team members.	3.0	4.0	3.0	4.0	3.8	4.0	2.8	3.3
Q37. Inspire others to learn by regularly pursuing new knowledge and/or skills.	3.0	5.0	3.0	4.0	4.0	4.3	3.8	3.8
Q38. Make effort to teach / coach/ mentor team members.	4.0	5.0	4.0	5.0	4.0	4.0	3.5	3.5
Q39. Nurture an environment that supports coaching and honest performance feedback.	4.0	5.0	4.0	5.0	4.0	3.8	3.5	3.8

* Responses based on Rating scale of 1-5