

Performance Review Report



Employee A
Development Office

November 17 2025



TPC

INTRODUCTION

Welcome to your **360-Degree Feedback Survey Report**.

This report is designed to provide a multi-dimensional view of your performance and behaviours as perceived by those you work with closely.

By gathering insights from a diverse group — including peers, direct reports, supervisors, and other stakeholders — this feedback aims to offer a well-rounded assessment of your strengths and areas for development.

Purpose

- To provide you with feedback to increase your self-awareness and improve your effectiveness.
- To provide opportunities for reviewers to give feedback to you to help improve your self-awareness and support the development of your relationships, engagement, management, and effectiveness.
- To establish a culture of continuous feedback and improvement within the organisation by promoting open communication at all levels.

Participants

The following is a summary of the group of respondents who were invited to participate and provide feedback for you.

RELATIONSHIP	NOMINATED	COMPLETED	COMPLETION RATE
Self	1	1	100%
Peer	5	4	80%
Reportee	8	6	75%
Manager	2	1	50%

WHAT DOES THIS 360 FEEDBACK SURVEY ASSESS?

TPC GOOD MANAGEMENT MODEL

TPC Good Management Model

The model assesses four management mindsets critical for sustainable and responsible leadership:

1. Management Mindset

Focuses on achieving results efficiently while considering **how** they are achieved. Emphasizes managing relationships, optimizing processes, and maintaining team flexibility.

2. Growth & Development Mindset

Explores market opportunities through curiosity and strategic innovation to drive business growth and impact.

3. Entrepreneurial & Creative Mindset

Encourages empathy, collaboration, and innovation to address complex challenges and foster change.

4. Relational Mindset

Enhances team and stakeholder relationships by fostering trust, connectedness, and collaboration for harmony and coherence.

The Five Minds of Holistic Management (Mintzberg)

Effective leadership requires five complementary mindsets:

1. Reflective Mindset

Gaining insights through introspection and past experiences.

2. Analytical Mindset

Simplifying complexity using data for informed decisions.

3. Worldly Mindset

Understanding global contexts and cultural nuances.

4. Collaborative Mindset

Building trust and teamwork to achieve common goals.

5. Action Mindset

Adapting to changes while knowing when to hold steady.

Supplementary Frameworks

IRTF

Emphasizes seeking, analyzing, evaluating, and executing (**In-search, Research, Think-through, Follow-through**).

AACC

Focuses on **Awareness, Alignment, Collaboration, and Co-creation** to innovate and meet market needs.

Stewardship Development

Advocates for ethical resource use, serving collective well-being, and adopting a systemic perspective on success.

Add Value to Life

Encourages actions that positively impact individuals, communities, and the environment.

By addressing these areas, the survey evaluates holistic leadership aligned with organizational values and strategic goals.

MAKING SENSE OF YOUR REPORT

Structure of This Report

1. Summary of Results

This section provides an overview of the key insights gathered from the feedback process, including:

- **Top Strengths:** The areas where you consistently demonstrate strong performance and positive impact.
- **Key Weaknesses:** The areas identified as most in need of development or improvement.
- **Blind Spots:** Behaviours or perceptions that may not align with how you see yourself but are visible to others.
- **Hidden Strengths:** Strengths that others recognise in you but that you may underestimate.

2. Qualitative Feedback

This section contains specific comments and narrative feedback from different reviewer groups. These insights provide deeper understanding of your leadership behaviours, style, and impact.

You will receive anonymised qualitative feedback from your reviewers about:

- What your reviewers appreciate about you
- What your reviewers think you should do more of to be more effective
- What your reviewers think you should do less of/ stop doing to be more effective
- Areas where your reviewers think you could benefit from additional development opportunities to enhance your effectiveness

3. Appendices: Rating Breakdown

The appendices include the detailed quantitative results, showing the breakdown of ratings by each reviewer group. This data offers context to the summary and qualitative feedback, highlighting consistency or variation across perspectives.

Interpreting Your Feedback

Receiving feedback can sometimes be challenging, especially when it includes constructive criticism. We encourage you to approach this report with openness, curiosity, and a focus on growth.

Remember: feedback reflects the perceptions of those around you and is intended to support your continued development and success.

The **360-Degree Feedback Survey** uses the following rating scale for individual statements:

- **1** – Never (never shown)
- **2** – Rarely (<20% of the time)
- **3** – Occasionally (21–40% of the time)
- **4** – Sometimes (41–60% of the time)
- **5** – Frequently (61–80% of the time)
- **6** – Always (>80% of the time)

An **average (mean)** response is calculated from all reviewers' feedback.

You will also find a **benchmark rating** for each attribute, representing the average rating across leaders in the organization. This provides useful context for interpreting your results.

Confidentiality and Next Steps

The feedback provided in this report is **confidential** and intended for your personal and professional development. All individual responses have been **anonymised** to encourage honest and constructive input from every reviewer.

After reviewing your report, please:

1. **Schedule a discussion** with your designated management coach to review your feedback in detail.
2. **Collaboratively develop a personalized development plan** that focuses on:
 - Leveraging your strengths.
 - Addressing areas identified for improvement.
 - Setting actionable goals to enhance your leadership effectiveness.

We hope you find this feedback valuable and that it serves as a meaningful tool in your ongoing development journey.

GAP ANALYSIS – RADAR CHARTS

Understanding the Radar Charts

The radar charts below provide a visual gap analysis of your leadership behaviours as perceived by different groups (Self, Manager, Direct Reports, Others). Each chart focuses on specific leadership mindsets and competencies, helping you identify alignment or gaps in perceptions.

Here's how to interpret them:

1. **Overall Radar Chart:** Displays scores across all attributes from all rating groups.
2. **Four Management Mindsets Radar Chart:** Focuses on TPC's four leadership mindsets: Management, Growth & Development, Entrepreneurial-Creativity, and Relational.
3. **Five Minds of Holistic Management Radar Chart:** Reflects ratings for Mintzberg's five mindsets: Reflective, Analytical, Worldly, Collaborative, and Action.
4. **IRTF Radar Chart:** Evaluates In-search, Research, Think-through, and Follow-through mindsets.
5. **AACC Radar Chart:** Covers Awareness, Alignment, Collaboration, and Co-creation mindsets.
6. **I to We (Add Value to Life) Radar Chart:** Analyses Collective Interest, Harmonious Relationships, Purposeful Service, and Stewardship mindsets.

How to Read the Charts:

- Each axis represents a specific mindset or competency.
- Lines indicate ratings from different groups (e.g., Self, Manager).
- Higher scores are closer to the perimeter; lower scores are near the centre.
- Identify discrepancies and focus on improving areas with lower scores.

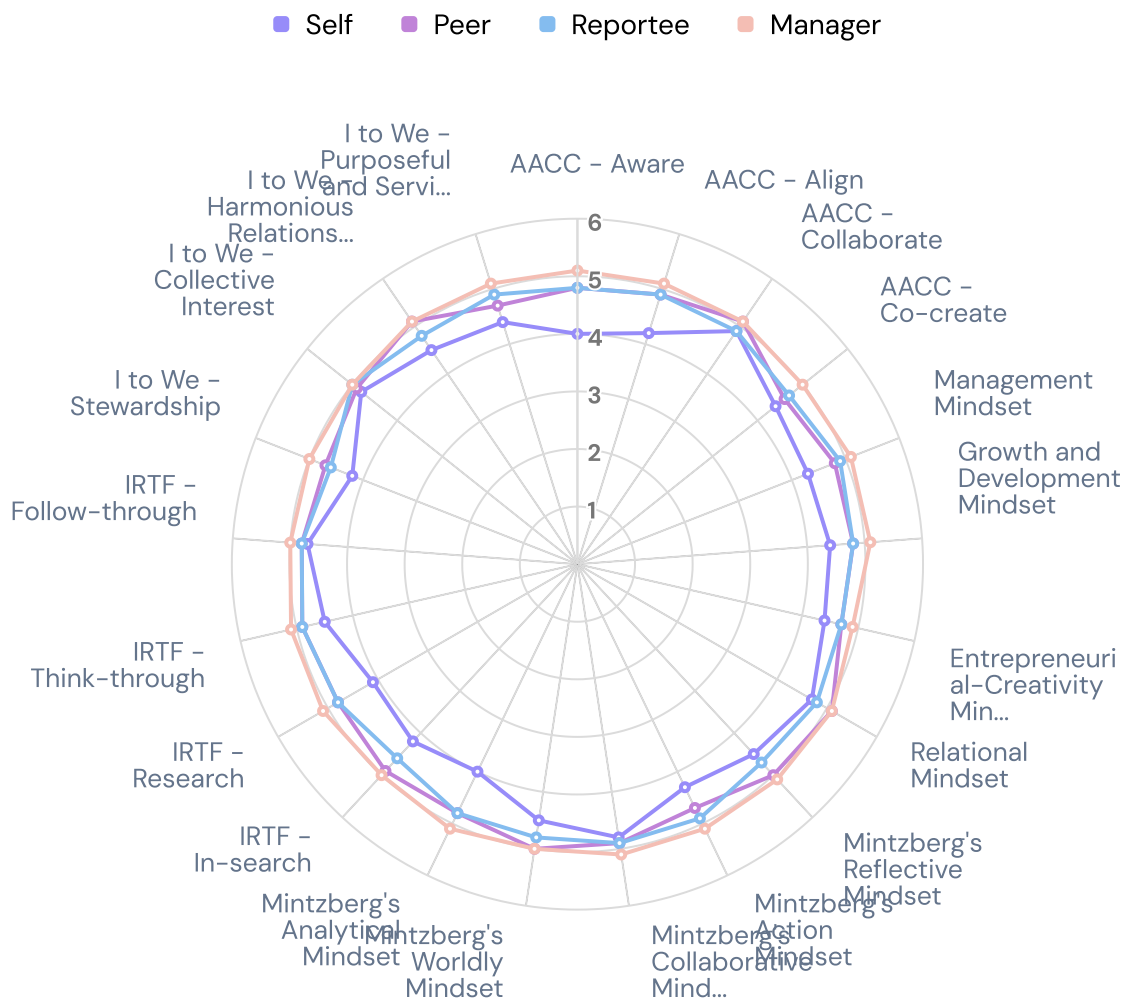
OVERALL RADAR CHART

The radar chart below shows your ratings for each rating group across all attributes.

Radar charts are useful for easily identifying gaps between reviewer groups' perceptions and observations of your workplace behavior. Higher scores are plotted toward the outer edge of the chart, while lower scores fall closer to the center.

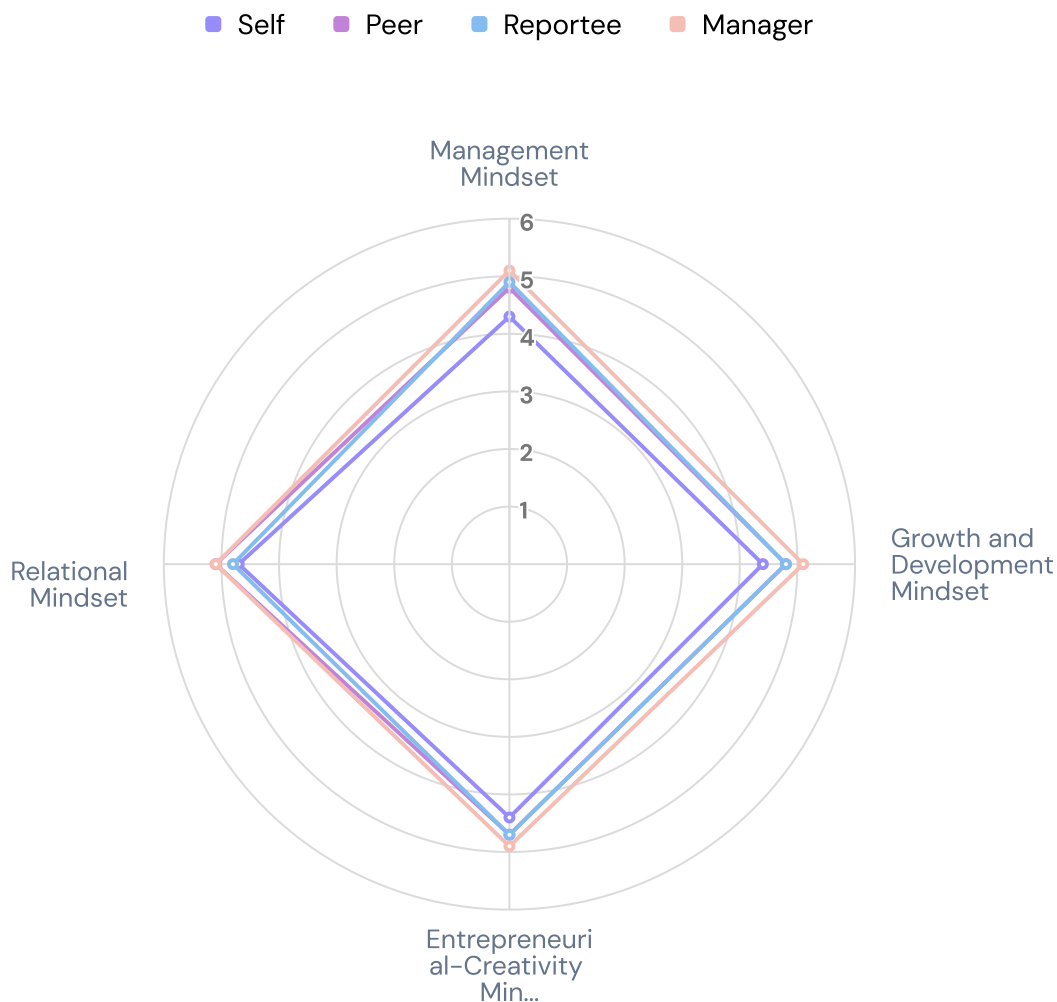
Reflection Question:

Which areas stand out to you as strengths? Are there any noticeable gaps between how different groups perceive your performance?



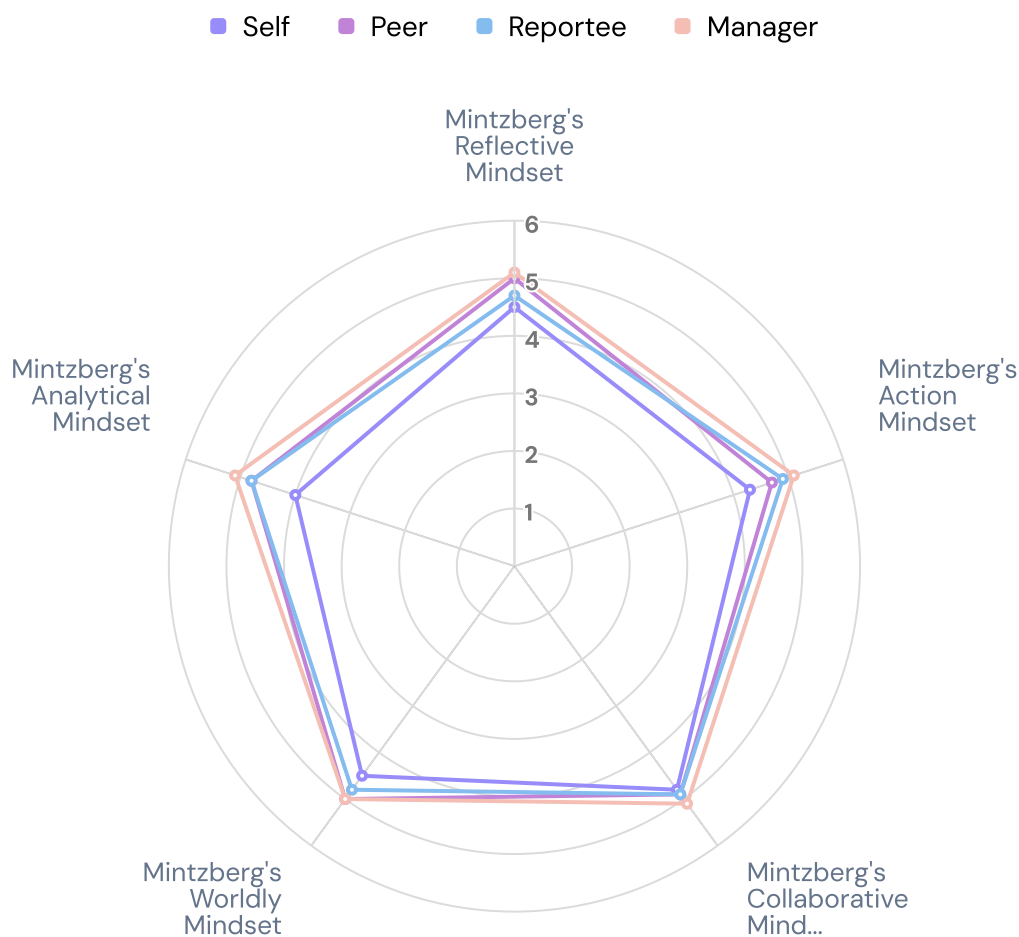
Radar Chart – The Four Management Mindsets

This radar chart below displays your ratings for each rating group across the four management mindsets: Management Mindset, Growth and Development Mindset, Entrepreneurial-Creativity Mindset, and Relational Mindset. Each point along the perimeter of the circle represents a different team impact area, while the lines within the chart show your ratings from various roles, such as self-report, direct manager, direct reports, and peers. Each colour corresponds to a different reviewer group. Higher scores fall towards the outer edges of the chart, and lower scores are closer to the centre, allowing for quick identification of any gaps in perceptions between the reviewer groups.



Radar Chart – Five Minds of Holistic Management

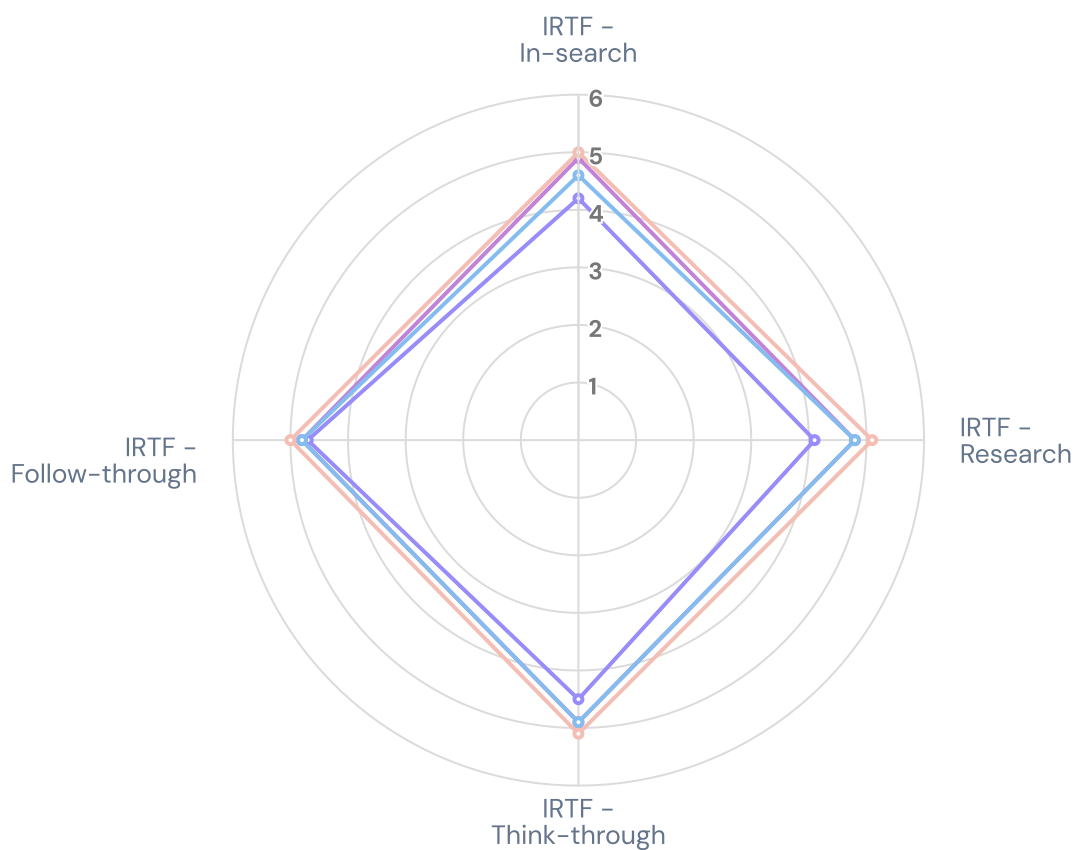
This radar chart below displays your ratings for each rating group across the Five Minds of Holistic Management: Analytical Mindset, Worldly Mindset, Collaborative Mindset, Reflective Mindset, and Action Mindset. Each point along the perimeter of the circle represents a different team impact area, while the lines within the chart show your ratings from various roles, such as self-report, direct manager, direct reports, and peers. Each colour corresponds to a different reviewer group. Higher scores fall towards the outer edges of the chart, and lower scores are closer to the centre, allowing for quick identification of any gaps in perceptions between the reviewer groups.



Radar Chart – IRTF

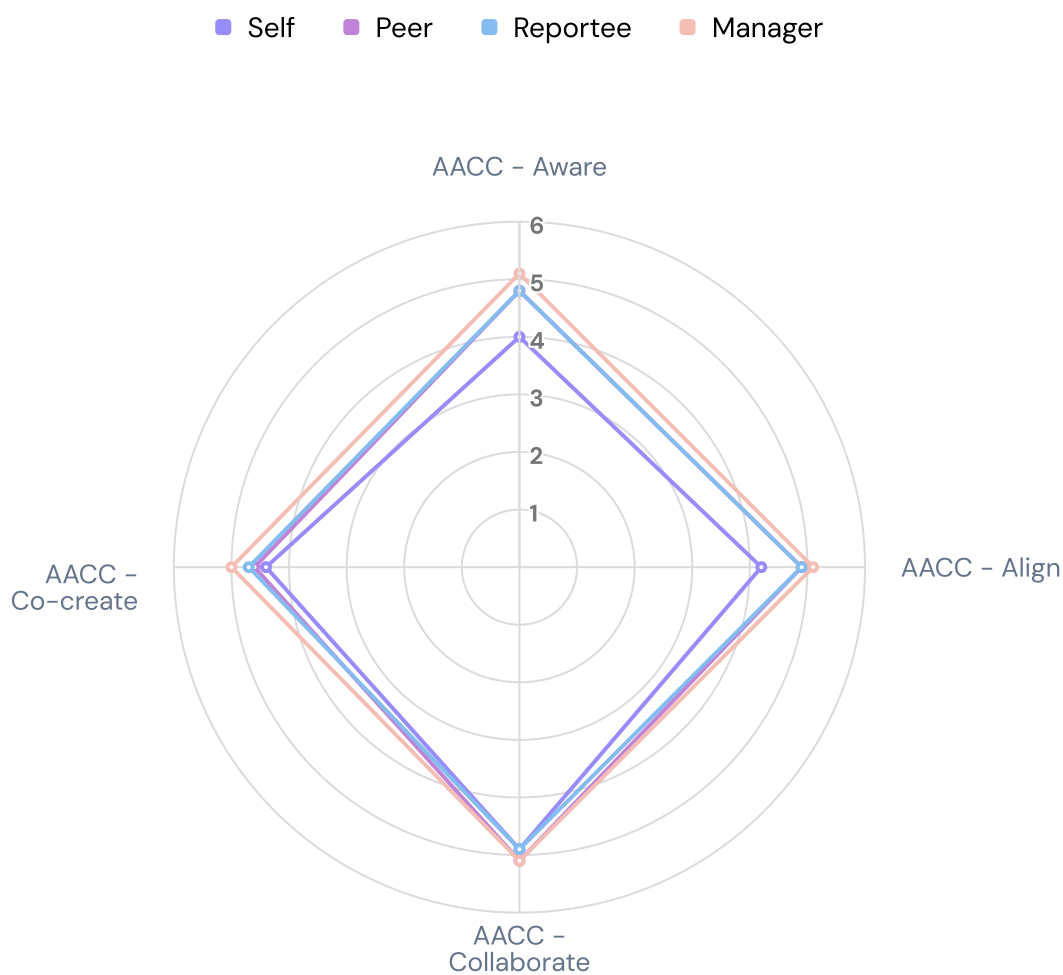
This radar chart below displays your ratings for each rating group across the In-search, Research, Think Through, and Follow Through mindsets. Each point along the perimeter of the circle represents a different team impact area, while the lines within the chart show your ratings from various roles, such as self-report, direct manager, direct reports, and peers. Each colour corresponds to a differe

■ Self ■ Peer ■ Reportee ■ Manager



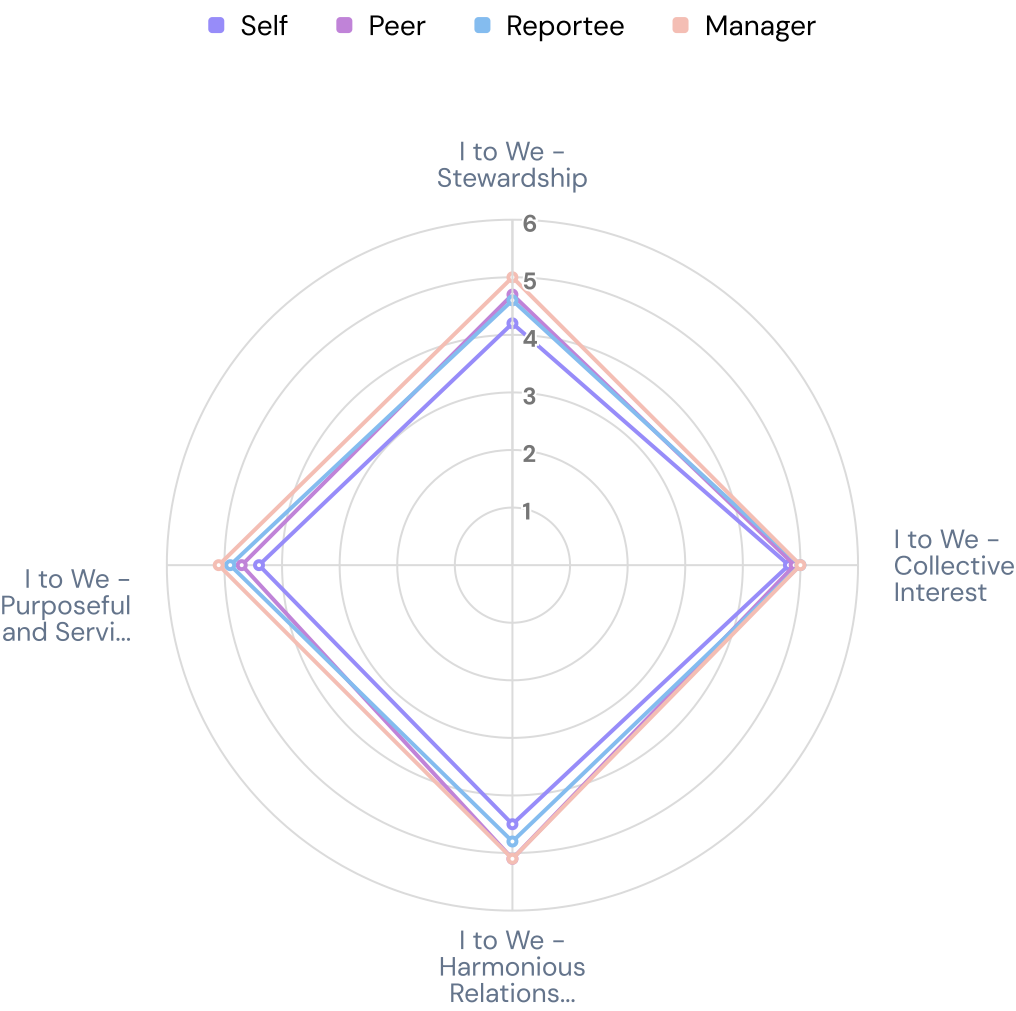
Radar Chart – AACC

This radar chart below displays your ratings for each rating group across the Aware, Align, Collaborate, and Co-create mindsets. Each point along the perimeter of the circle represents a different team impact area, while the lines within the chart show your ratings from various roles, such as self-report, direct manager, direct reports, and peers. Each colour corresponds to a different reviewer group. Higher scores fall towards the outer edges of the chart, and lower scores are closer to the centre, allowing for quick identification of any gaps in perceptions between the reviewer groups.



Radar Chart – Add Value to Life

This radar chart below displays your ratings for each rating group across the I to We (Add Value to Life) Mindset: Collective Interest, Harmonious Relationship, Purposeful and Service, and Stewardship. Each point along the perimeter of the circle represents a different team impact area, while the lines within the chart show your ratings from various roles, such as self-report, direct manager, direct reports, and peers. Each colour corresponds to a different reviewer group. Higher scores fall towards the outer edges of the chart, and lower scores are closer to the centre, allowing for quick identification of any gaps in perceptions between the reviewer groups.



Reflection Questions

- Do you observe any difference between how you rated yourself and how others, like your manager, direct report, or peers, perceive you?
- Where might there be opportunities to align expectations?
- Are there any areas where feedback significantly varies between roles, such as peers and direct reports? Identifying these discrepancies can help clarify where expectations may differ.

YOUR STRENGTHS

Below are the statements where you received the highest ratings and are considered your key strengths.



Meeting & Connecting

This refers to how a person takes the time to truly understand the needs of the people they work with, fostering genuine heart connections.



AACC – Collaborate

This is a process of bringing people together.



I to We – Collective Interest



Serving & Purposeful

This refers to how a person approaches their work with meaning and intention, ensuring their actions are aligned with a broader purpose.



Nurturing & Caring

This refers to how a person cultivates empathy and compassion in their interactions, building healthy relationships that focus on making a positive impact.

AREAS OF IMPROVEMENT

Below are the statements where you received the lowest ratings and are considered your areas of improvements.



Learning & Growing

This refers to how a person constantly learns from both success and failure, as he/she always sees growth opportunities—every moment is a learning moment.



I to We – Stewardship



IRTF – In-search

This mindset focuses on actively seeking out new information, opportunities, and perspectives.

HIDDEN STRENGTHS

Hidden Strengths are statements where you rated yourself lower compared to the average rating of other respondents.

AREAS	SELF	OTHERS
Performing & Contributing This refers to how a person grounds innovation and manages actions, consistently doing, learning, changing and modifying the deployment of resources to deliver results.	 4.3	 4.8
IRTF – In-search This mindset focuses on actively seeking out new information, opportunities, and perspectives.	 4.2	 4.7
Mintzberg's Action Mindset This mindset constantly scans the environment for changes that require them to adapt and modify their actions promptly to stay on track to deliver shared goals. Gosling and Mintzberg suggest that "something is always changing", yet "many other things are not changing at all." Managers ability to see and recognise when to change and when to hold is critical for effective action.	 4.3	 4.8
I to We – Harmonious Relationship	 4.5	 5
I to We – Stewardship	 4.2	 4.7

BLIND SPOTS

Blind Spots are statements where you rated yourself higher compared to the average rating of other respondents. These may be your potential areas of improvement.

You know yourself well!

Your peer ratings are mostly in line with how you have rated yourself.

QUALITATIVE FEEDBACK

Qualitative Feedback

What do you appreciate about Employee A ?

Employee A is an open person. He is willing to listen to different ideas and at the same time, he also provides valuable inputs.

Employee A has an easy manner about him which makes it easy for others to engage him.

Employee A possesses a combination of articulacy and composure. In meetings and one-on-one interactions, he communicates with impressive clarity, ensuring his points are understood. This calm and professional approach allows him to navigate challenging conversations effectively and consistently present a polished image of himself.

Down-to-earth, open to feedback and new ideas, enthusiastic and supportive, great to collaborate with, and consistently provides thoughtful and constructive input

Ability to bring the team together and give space/respect to the individual

Employee A is very responsive, and he will do his best to address any questions or needs very promptly. He picks things up very quickly and is able to see things from a systems perspective, how different pieces of work connect or influence one another, and anticipating what could happen. He is genuinely a caring person, and is a good mentor, able to support my growth.

Employee A supports his colleagues, aims to build a team, is able to resolve conflict well and is well aware of his role and his team's role in supporting the work of the organisation.

Employee A leads with humility, empathy, and purpose. He consistently puts the team before himself and holds high standards with compassion. Even when managing multiple priorities and stakeholders, he stays grounded to doing what's right. He models service over status and reminds us that leadership is about alignment to purpose, not position.

Consistently shows up by giving it his best, no matter the conditions.

Employee A seeks alignment and puts in the effort to make do with what he has, at times working with existing constraints and limitations around him. In so doing he keeps up with what's required or expected of him and helps the team to perform according to the culture of the organization.

Employee A is an effective communicator and is naturally enthusiastic, learning to underscore just the strategic takeaway will increase his influence.

a) What should Employee A do more to be more effective? b) What should Employee A

do less of/stop doing to be more effective?

a) be more of a go-getter by executing things efficiently

a) Manage his team more effectively b) Be less academic.

a) To be more hands-on and have greater proximity to the work of his team members to help them clear any roadblocks and to help them make better decisions. b) To stop having a "fear of losing people" which could cause him to lose objectivity about his team members' ability to contribute effectively, thus under-estimating the cost of keeping misaligned resources.

Do more – integrate other functions in the SG Corporate Center into the development and execution of projects; draw more from the collective wisdom to accelerate outcomes. Do less – step back and focus more on strategic

matters

No comment here

(a) Decentralize and delegate more, enable team members to take ownership of their own projects and hold them accountable. Being clear to senior management on what OCTAVE Institute can deliver and what we cannot deliver. Have more rest. (b) Refrain from accepting all tasks that come his way, instead focus on critical priorities so that we can deliver good results in the key projects instead of taking on too many tasks. Stop being agreeable to everything that is mentioned by senior management, he will be more respected this way.

Build rapport with senior leaders. Reduce meetings if not necessary.

a) Employee A could consider approaching conflicts and tensions more directly, especially across functions and with external partners. Given the load he carries, investing in self-care would boost his own well-being. b) Employee A sometimes carries too much of the burden himself. He could set firmer boundaries and speak up sooner on what is realistic for the team, especially when managing competing stakeholder expectations. Advocating for the team's bandwidth and capacity will help.

a) Give himself permission to rest and take more time to understand the causality of things deeply. Quality of decisions are always better than quantity of decisions b) Letting himself be consumed by stakeholder management.

Employee A could try to understand more about the strengths within the team as a whole, as well as the abilities of individual colleagues. By doing so, he will be able to engage more fully with them and accommodate their point of view. His preconceived notions can sometimes hinder the progress of individuals and the team, if he is not aware of his own projections.

▲ Do More Of:

- Delegate and Empower: Continue expanding team members' roles (e.g. Joanne Teh) to scale leadership capacity and avoid bottlenecks.
- Leverage External Partnerships: Build on successful collaborations (e.g. NUS CGS, OceanX) to co-create new programs and amplify TPC's transformation.
- Use Data to Tell Impact Stories: Strengthen data-backed storytelling to showcase transformation outcomes and secure stakeholder support.

▼ Do Less Of:

- Overextending Himself: Avoid taking on too many roles or tasks personally; focus on strategic oversight and let others lead execution.
- One-Size-Fits-All Rollouts: Tailor initiatives to local contexts (e.g. China office feedback on 360° process) to improve relevance and buy-in.
- Rushed Communications: Double-check messaging for clarity to prevent confusion and ensure smooth implementation.

In which areas could Employee A benefit from additional development opportunities to be more effective?

Nil

Exposure to running a business unit

Although his team comprises qualified experts of their respective functions, as their leader, Employee A's crucial role is not just to house those experts, but to connect their efforts to drive Octave Institute's unified goal. I believe an area of development for Employee A is to shift from delegation to true leadership and accountability, with a focus on integration and unified performance.

Nothing to suggest

No comment here

Setting clear priorities on what the team should focus on. Saying no and drawing boundaries, not accepting everything that comes his way.

Do more breathwork.

Employee A holds a wide span of responsibilities and stakeholders. Strengthening his conflict management and emotional regulation under pressure would ease his load and sustain his clarity.

Employee A could benefit from creating more space for himself and the team to slow down and reflect together. By helping others explore their own “Why,” he can uncover mindset gaps and bring more meaning and clarity to how the team handles challenges and daily pressures.

Employee A has his own style of leadership that tends to flow out of his own attributes. The ability to manage self and others in a more equitable way, could reduce inner and perceived tensions, especially when circumstances can be ambiguous with overlapping objectives.

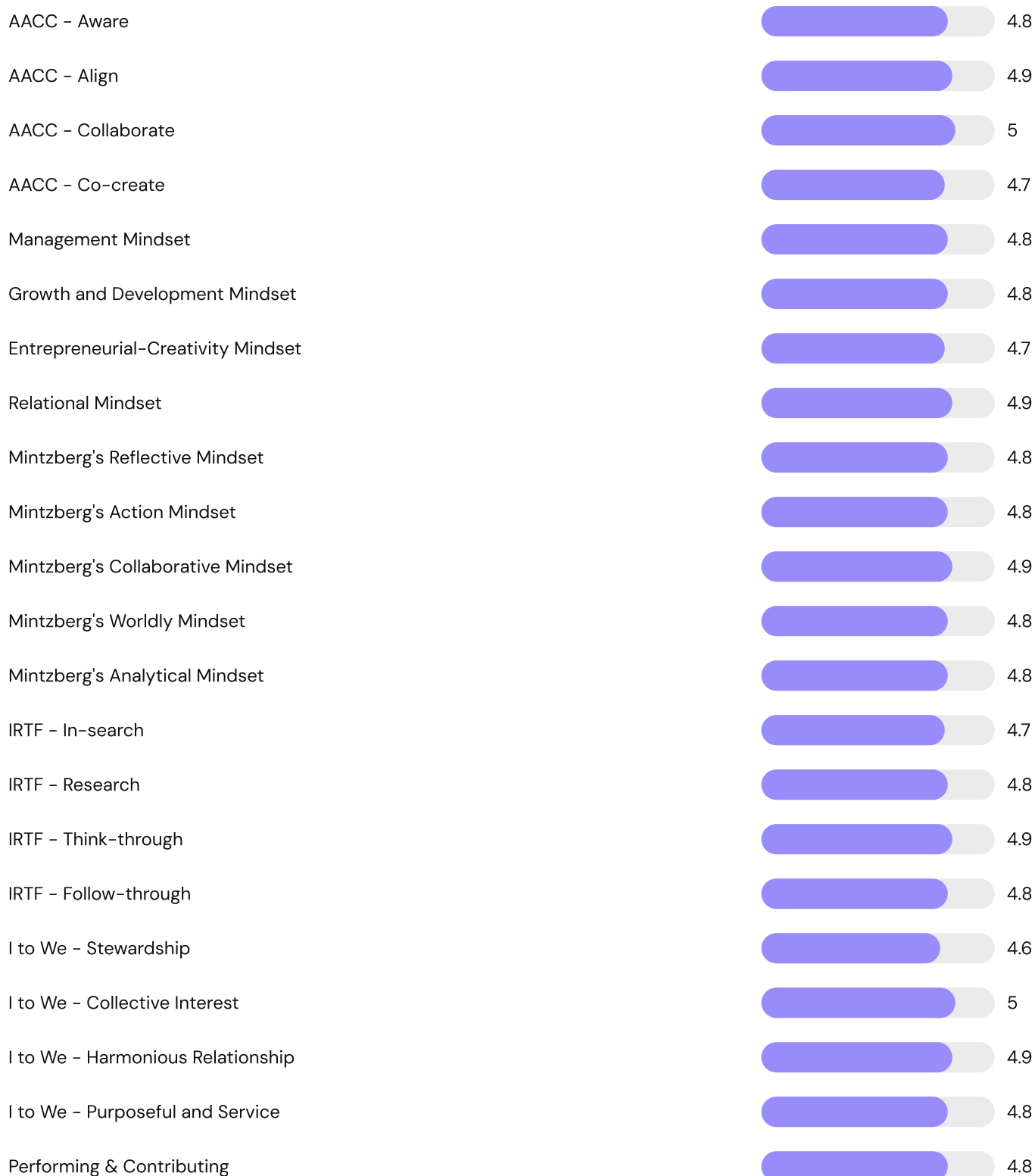
- Strategic Prioritization: Sequence initiatives and focus on high-impact areas to avoid overload and improve execution depth.
- Cross-Cultural Integration: Strengthen engagement with regional teams to unify TPC’s transformation across geographies.
- Executive Communication & Influence: Refine messaging for senior stakeholders and external audiences to boost strategic impact.

Appendix – Competency Summary

Overall Summary

This section will give you an idea on overall score of an employee

4.8_{/6}



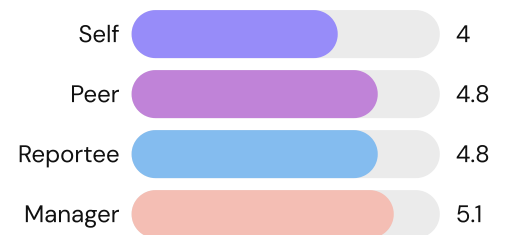


AACC – Aware

This is a process of being aware, i.e. setting INTENTION: seeing and recognising the need for change.

4.8_{/6}

Benchmark: 5.1

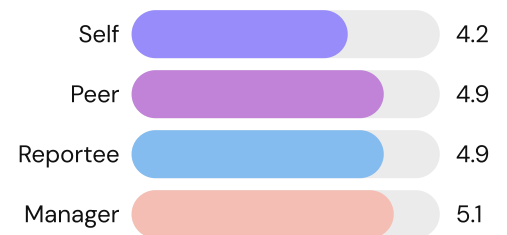


AACC – Align

This is a process that focuses on ATTENTION: co-ordinating coherent actions with purpose or calling

4.9_{/6}

Benchmark: 5.0



AACC – Collaborate

This is a process of bringing people together.

5_{/6}

Benchmark: 5.0

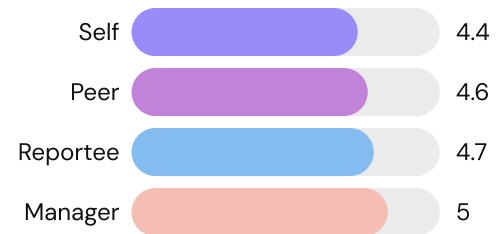


AACC – Co-create

This is a process of innovating new models, products and or services to serve the market needs.

4.7_{/6}

Benchmark: 5.0

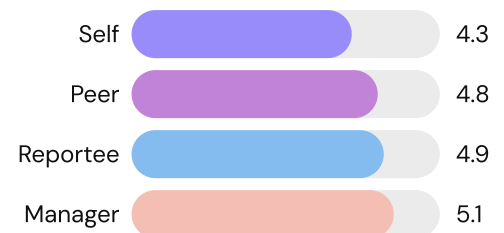


Management Mindset

A Management Mindset goes beyond delivering results effectively and efficiently; it also considers how they are achieved. It involves staying focused while allowing team members the flexibility to work towards the agreed-upon results. Managing visible and invisible relationships drives action and frames the objectives dedicated to optimising internal processes and ensuring that goals are met.

4.8_{/6}

Benchmark: 5.0

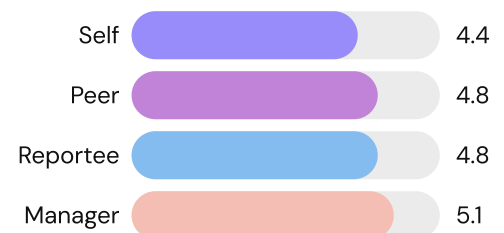


Growth and Development Mindset

The Growth and Development Mindset explores paths that positively impact the marketplace. Adopting a scout mentality, individuals maintain curiosity and flexibility toward business opportunities and strategies. This mindset scans the industry, strategizes, and implements new approaches to expand business impact through innovation and market development.

4.8_{/6}

Benchmark: 5.0

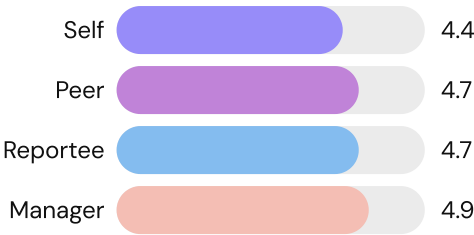


Entrepreneurial-Creativity Mindset

An Entrepreneurial and Creative Mindset includes empathy and unites diverse elements toward a common goal, driven by passion and role clarity. Key competencies include integration, mental clarity, idea connection, collaboration, and co-creation to meet social needs. Leaders with this mindset navigate complexity, embrace change, and foster innovation amid a volatile environment.

4.7 /6

Benchmark: 4.9

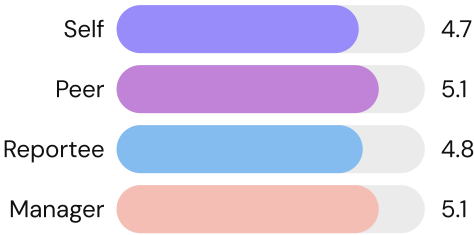


Relational Mindset

The Relational Mindset listens, understands, and responds to team and stakeholder needs. It aligns and enhances interpersonal, group, and team dynamics within organizations. Pivotal for coherence, integration, and connectedness, this mindset fosters meaningful relationships, collaboration, and harmony in a culture that values collective care.

4.9 /6

Benchmark: 5.0

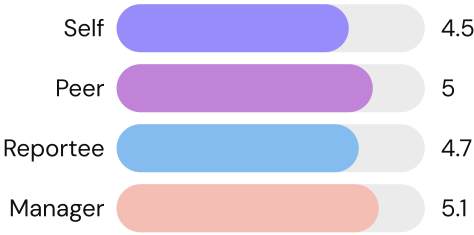


Mintzberg's Reflective Mindset

Reflective managers draw upon their past as a reference to assess the present and then devise a path to the future accordingly. This mindset focuses on introspection by reflecting on their actions and situations to gain deeper insights, allowing them to anticipate future challenges better.

4.8 /6

Benchmark: 5.0

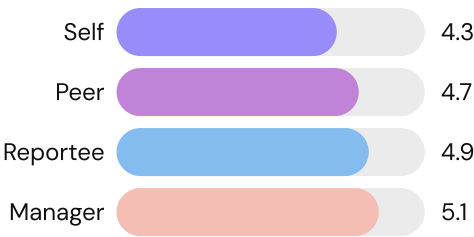


Mintzberg's Action Mindset

This mindset constantly scans the environment for changes that require them to adapt and modify their actions promptly to stay on track to deliver shared goals. Gosling and Mintzberg suggest that "something is always changing", yet "many other things are not changing at all." Managers ability to see and recognise when to change and when to hold is critical for effective action.

4.8_{/6}

Benchmark: 5.0

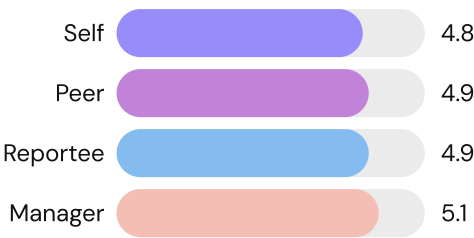


Mintzberg's Collaborative Mindset

This mindset promotes open communication, trust, and cooperation among team members, stakeholders, and external partners to achieve common goals, which is critical for coordinated effort and action to maximise impact.

4.9_{/6}

Benchmark: 5.0

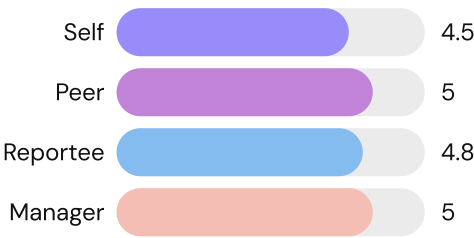


Mintzberg's Worldly Mindset

This mindset focuses on understanding the broader context, including cultural and global factors. Managers immerse themselves in different environments, remain flexible with boundaries, seamlessly transition between roles, and consider the full impact of their actions on the larger aspect.

4.8_{/6}

Benchmark: 5.0

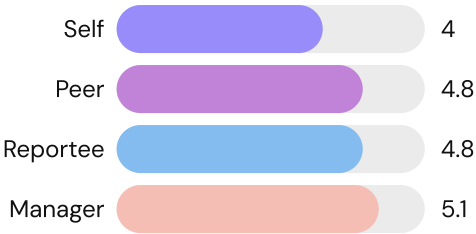


Mintzberg's Analytical Mindset

This mindset focuses on breaking down complex problems into manageable parts and helps managers simplify and clarify complex situations. Managers use data and analysis to understand systems, improve efficiency and make informed decisions.

4.8/6

Benchmark: 5.0

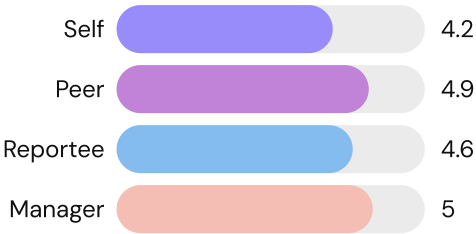


IRTF – In-search

This mindset focuses on actively seeking out new information, opportunities, and perspectives.

4.7/6

Benchmark: 4.9

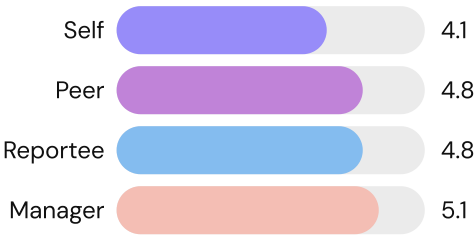


IRTF – Research

This mindset focuses on gathering and analysing information systematically.

4.8/6

Benchmark: 5.0

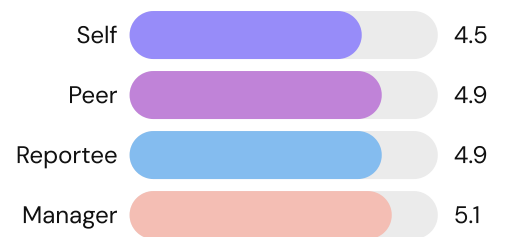


IRTF – Think-through

This mindset focuses on critically evaluating ideas.

4.9_{/6}

Benchmark: 5.0

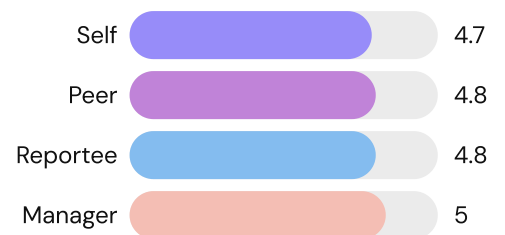


IRTF – Follow-through

This mindset focuses on implementing ideas.

4.8_{/6}

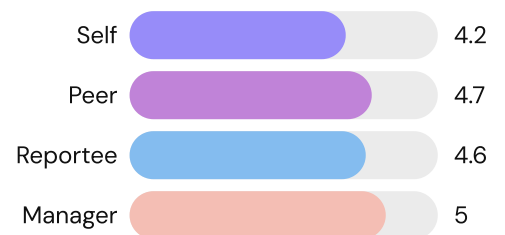
Benchmark: 5.0



I to We – Stewardship

4.6_{/6}

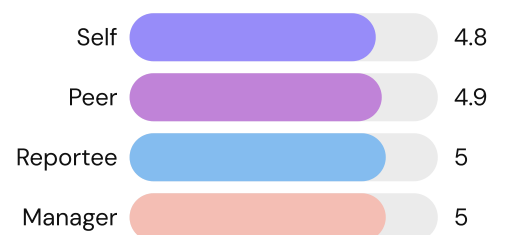
Benchmark: 5.0



I to We – Collective Interest

5_{/6}

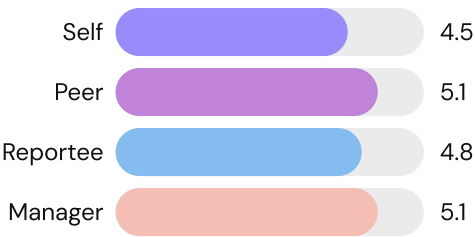
Benchmark: 5.0



I to We – Harmonious Relationship

4.9_{/6}

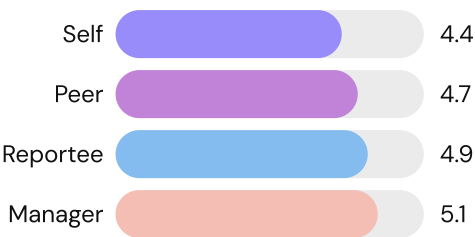
Benchmark: 5.0



I to We – Purposeful and Service

4.8_{/6}

Benchmark: 5.0

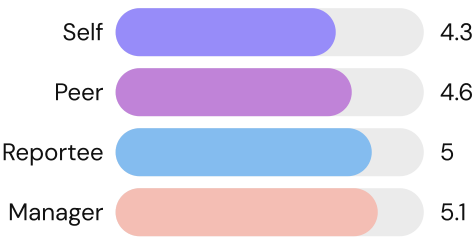


Performing & Contributing

This refers to how a person grounds innovation and manages actions, consistently doing, learning, changing and modifying the deployment of resources to deliver results.

4.8_{/6}

Benchmark: 5.0

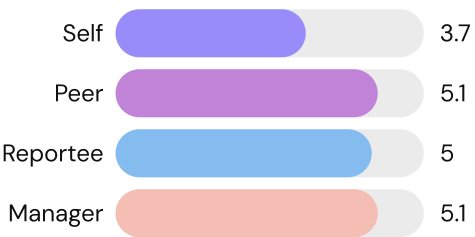


Serving & Purposeful

This refers to how a person approaches their work with meaning and intention, ensuring their actions are aligned with a broader purpose.

4.9_{/6}

Benchmark: 5.2

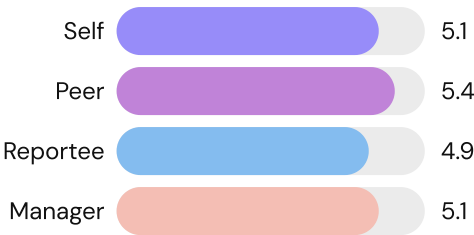


Meeting & Connecting

This refers to how a person takes the time to truly understand the needs of the people they work with, fostering genuine heart connections.

5.1_{/6}

Benchmark: 5.0

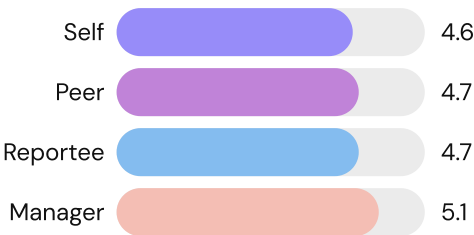


Uniting & Collaborating

This refers to how a person fosters shared goals by aligning individual talents and team objectives to company goals and collectively delivering agreed objectives.

4.8_{/6}

Benchmark: 4.9

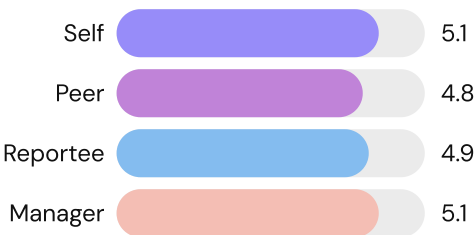


Nurturing & Caring

This refers to how a person cultivates empathy and compassion in their interactions, building healthy relationships that focus on making a positive impact.

4.9_{/6}

Benchmark: 4.9

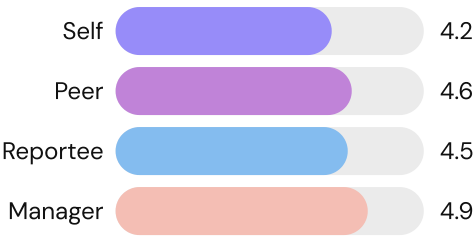


Learning & Growing

This refers to how a person constantly learns from both success and failure, as he/she always sees growth opportunities—every moment is a learning moment.

4.5/6

Benchmark: 5.0



Appendix – Detailed Feedback

The detailed statement-wise rating provides your complete group-wise breakdown of your feedback on each statement.

Performing & Contributing		4.8/6			
QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	contributes to the wellbeing of the system.	4	5	5.3	5
Employee A	reduces activities that waste resources, e.g., time, materials.	3	4.8	4.7	5
Employee A	works toward achieving business goals even when faced with obstacles.	5	4.5	5.3	5
Employee A	is thorough when organising projects.	4	4.3	4.7	5
Employee A	checks in regularly to see how things are progressing.	5	4.8	4.2	5
Employee A	converts short-term risks to long-term opportunities.	3	4.3	4.5	5
Employee A	connects the dots between different parts and integrates them to add value.	4	4.8	5	5
Employee A	makes decisions in a timely manner.	5	4.5	5.2	5
Employee A	looks for areas where he/she can contribute.	5	4.8	5	5
Employee A	responds in a timely manner.	5	4.8	5.7	6
Employee A	is effective in using available resources to achieve results.	5	4.5	4.8	5

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	addresses significant risks to a successful outcome as soon as they are identified.	 4	 4.5	 4.7	 5
Employee A	provides clarity on standards of team behaviours and goals.	 4	 4.8	 5	 5
Employee A	shows leadership initiative at work.	 4	 4.5	 5.3	 5

Serving & Purposeful

4.9/6

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	works with a deep sense of purpose in what he/she does.				
Employee A	demonstrates a commitment to serving others.				
Employee A	focuses on serving the needs and/or gaps of the system.				
Employee A	considers ethical factors in his/her decisions.				
Employee A	actions are grounded on principles.				
Employee A	is able to see his/her role in the organisation's mission.				
Employee A	demonstrates respect for my point of view.				
Employee A	does what is said and agreed.				
Employee A	is able to see how his/her work relationships support his/her role in the organisation.				
Employee A	aligns the actions in his/her role with the organisation's mission.				
Employee A	focuses on making a meaningful difference in his/her role to the organisation.				
Employee A	takes actions to align his/her work relationships with his/her role in the organisation.				

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	understands and considers global, geopolitical and societal contexts in their decision-making.	3	4.3	4.8	5

Meeting & Connecting

5.1/6

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	makes me feel engaged.				
Employee A	makes me feel comfortable expressing myself.				
Employee A	makes me feel understood.				
Employee A	makes me feel valued.				
Employee A	makes me feel seen and heard.				
Employee A	is open and receptive to criticism.				
Employee A	takes time to understand my needs.				
Employee A	shows me respect as a person even during tough conversations.				
Employee A	acknowledges the contributions of the team.				
Employee A	makes me feel proud to be part of the team.				
Employee A	listens actively to me.				
Employee A	responds thoughtfully to me.				

Uniting & Collaborating

4.8/6

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	leads in a manner that is aligned with the organisation's values.	5	5	5.2	6
Employee A	considers how the decision of the team impacts others in the organisation.	6	4.8	5.2	5
Employee A	actively works with me to find common purpose.	5	5.3	5	5
Employee A	encourages us to clarify our roles in the team.	5	4.8	4.3	5
Employee A	resolves conflicts effectively.	5	4.8	4.3	5
Employee A	considers diverse points of view in his/her decision making.	6	4.8	4.5	5
Employee A	nurtures mutually beneficial relationships with external partners.	6	4.8	5	5
Employee A	recognises external potential parties with strategic values aligned to the organisation's goals.	5	4.8	5	6
Employee A	actively identifies potential partnerships that align with the organisation's goals and objectives.	3	4.5	4.7	5
Employee A	shares about new and relevant industry trends that could impact the organisation.	3	4.8	4.3	5
Employee A	provides clarity on how the team's goals fit with the broader organisation objectives.	3	4.8	4.8	5
Employee A	provides well-defined goals.	4	4.5	4.2	5

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	provides clarity on what is important to each other.	 4	 4.8	 5	 5
Employee A	ensures that team actions are consistent with other team actions.	 5	 4.5	 5	 5
Employee A	ensures that team members support decisions that they may not agree with.	 4	 4.5	 4.7	 5

Nurturing & Caring

4.9/6

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	forms warm and caring relationships with me.	5	5	4.7	6
Employee A	supports me to do my best.	5	4.8	5.2	5
Employee A	focuses on making sure that everyone is alright.	5	4.5	5.2	5
Employee A	recognises others' contribution.	6	5	5.5	5
Employee A	fosters an open and inclusive environment for the team.	5	5	5.3	5
Employee A	provides feedback in a way that helps me grow.	5	4.5	4.7	5
Employee A	takes the time to understand my concerns.	5	5.3	4.5	5
Employee A	responds to me with empathy.	5	5.3	4.5	5
Employee A	takes full advantage of the talents of the team.	5	4.8	4.3	5
Employee A	actively helps me and team members to achieve our objective.	5	4.5	5.2	5

Learning & Growing

4.5/6

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	welcomes "crazy" ideas.				
Employee A	adapts to new technologies at work.				
Employee A	actively seeks to understand new products, services, and/or tools.				
Employee A	draws lessons from when things didn't go right.				
Employee A	examines the assumptions that lie behind his/her actions.				
Employee A	actively questions and reflects on his/her values.				
Employee A	strives for continuous improvement in what he/she does.				
Employee A	adapts effectively to unexpected changes.				
Employee A	examines patterns and trends to look for what might emerge.				
Employee A	integrates work with life-commitments.				
Employee A	handles stress and pressures well.				
Employee A	assures that the developmental needs of team members are taken into account when making team assignments.				

QUESTIONS		SELF	PEER	REPORTEE	MANAGER
Employee A	seeks out new information and opportunities to drive innovation.	4	4.3	4.5	5
Employee A	gathers and analyses information systematically.	4	4.3	4.5	5