

FY25 Performance, Contribution & Growth (PCG) Review - SG

Sep 19, 2025

3 - SATISFACTORY

Manager's Overall Rating



Self Reflection
Employee A

Transform TPC's businesses and functions that capitalizes on the shifts in the macro and technological environment.



Employee A
Self Reflection

Implemented AI Use Cases for BUs and corporate entities using a ground-up problem solving approach.
Successfully encouraged leaders to come onboard AI implementation within their teams so as to ride the shifts in technological environment.

▼ OKRs

92.28%

Q2-2025



Transform TPC's businesses and functions that capitalizes on the shifts in the macro and technological environment.

92%

Business

SMP



Employee A
Self Reflection

Implemented AI Use Cases for BUs and corporate entities using a ground-up problem solving approach.
Successfully encouraged leaders to come onboard AI implementation within their teams so as to ride the shifts in technological environment.

Section B: MANAGEMENT COMPETENCIES IN QUADRUPLE ORGANIZATION (Grade 8 and Above)

NETWORK & BUSINESS DEVELOPMENT

Proactively identify, develop and manage intelligence and relationship with key stakeholders; and demonstrating the same to develop and execute growth opportunities with an entrepreneurial mindset for TPCs strategic development. This involves:

- Identifying key stakeholders
- Developing and managing effective relationships
- Building and maintaining an intelligence management system
- Gathering, analysing, sharing and utilising intelligence
- Identifying key risks, challenges and converting into business opportunities
- Being able to see new possibilities

 Employee A
Self Reflection

Was a member of eTPC, IMPACT Week, Social Transformation Project, WEGA, OCTAVE Wellbeing Economy Fund, CCC, 360 survey and Stewardship of Life program committee. Contributed actively to delivering on the projects listed with internal partners such as P&O, IT, Investment and external partners such as NUS, OceanX, SAC.

STRATEGY & INVESTMENT

The ability to develop and articulate a clear, concise strategy that responds to emerging global business trends and which is aligned to the TPC Well-Being Mandate. This involves:

- Rigorous terrain analysis from effective network management
- Translating strategies into business models and investment opportunities
- Effective feasibility studies, structuring, executing and monitoring investments
- Ensuring compliance with investment policies and processes

 Employee A
Self Reflection

Terrain analysis of Social Work, Rental communities, PAA, OD, Wellbeing industry, AI and Digitalization to incorporate into the transformation projects by OCTAVE Institute namely: Social Transformation, Organization Transformation, Wellbeing, Leadership, AI transformation projects for TPC Group.

FINANCIAL & PROCESS MANAGEMENT

The development of an effective, efficient and responsive financial process and infrastructure to enable planning, monitoring and controlling of organization's resources for sound decision making. This involves:

- Effective financial planning and review
- Develop and manage an infrastructure for timely and accurate financial information
- Ownership of and accountability for financial results
- Process optimisation with continuous improvement
- Effective project management
- Ensuring financial and process integrity, controls and compliance



Employee A
Self Reflection

Managed to keep below the annual budget especially headcount budget by running a tight ship and working with part time consultants and partners for outsourced services as opposed to hiring permanent staff. And secure budget for Social Transformation for 6 years.

PEOPLE & ORGANIZATION

Develop people and organization to support business strategy which is aligned with the Well-Being Mandate. This involves:

- Designing fit-for-purpose organizations to ensure performance and continuity
- Putting the right man in the right role (RMRR)
- Building collaborative and high performance teams
- Developing people through a continuous learning process
- Effective P&O process management
- Appropriate recognition and reward of contributions

Embed Coaching into culture

- Believing that others can grow and expand their capabilities and abilities when given the opportunities, encouragement and right environment.
- Support growth of self and others through a coaching approach in all relationships
- Seek first to understand; challenge interpretations, barriers or false limits, encourage others to think and act responsibly
- Provide a nurturing environment and accelerate opportunities through coaching effort



Employee A
Self Reflection

Designed RMRR process, MT assessment process, Talentverse 4D performance matrix and AI enabled process, designed the AI Use Case Ground-up innovation and problem solving process, as well as designed the entire Social Transformation Project process integrating OCTAVE methodology and philosophy.

EVOLUTIONARY COMPETENCIES

Digital and data literacy

- Keeping abreast, learn and utilize new technologies to enable higher effectiveness and efficiency in running the business

Data analytics and interpretation

- Adopting a data-driven decision-making process, embed in- search, research, think-through and follow through as a practice in business management

Digital transformation

- Constantly looking for opportunities to improve existing process to bring higher value to customers, and improve operational processes.



Employee A
Self Reflection

Led the TPC Group wide AI and Digitalization transformation process by implementing Agentic AI and Yeeflow end-to-end processes to increase efficiency and productivity and cost savings for the Group.

Section C: ATTRIBUTES OF QUANTUM LEADERS IN QUADRUPLE ORGANIZATION

RESPECT THE LEADER

Followership

- Respects & aligns with leadership's vision & values [Manager must Manage (MMM)]
- [A leader is a person; leadership is a process of leading]

KT

Employee A
Self Reflection

Foundational

Mastery

Mastery

Adhered to these principles in my interaction with chairman. Led also the Quantum leadership initiatives and conversations for all leaders through the QL Framing workshop, Good Management Workshops and coaching programs for TPC group.

BENEVOLENCE & LOVE TO THOSE WHO FOLLOW US

Coaching & Compassionate Leadership

- Supports others' growth & well-being through guidance & care

KT

Employee A
Self Reflection

Foundational

Mastery

Intermediate

I actively foster the development of my team members through individualized coaching and by providing avenues for learning and advancement. I believe in offering support and guidance to help them achieve their professional goals. This approach aims to cultivate a positive and growth-oriented environment.

BENEVOLENCE & LOVE TO THOSE WHO FOLLOW US

Leadership Drive

- Believes in own potential & contributions to own happiness & success

KT

Employee A
Self Reflection

Foundational

Mastery

Mastery

I actively empowered staff towards coherence of their purpose and actions aligned with their own beliefs and values. Inspiring the team towards AACC and innovation and problem solving.

HARMONY & COLLABORATION WITH OTHERS

Collaboration & Teamwork

- Values collaboration, seeks harmony & fosters teamwork [Mintzberg 5: Collaborative mindset]

KT

Employee A
Self Reflection

Foundational

Mastery

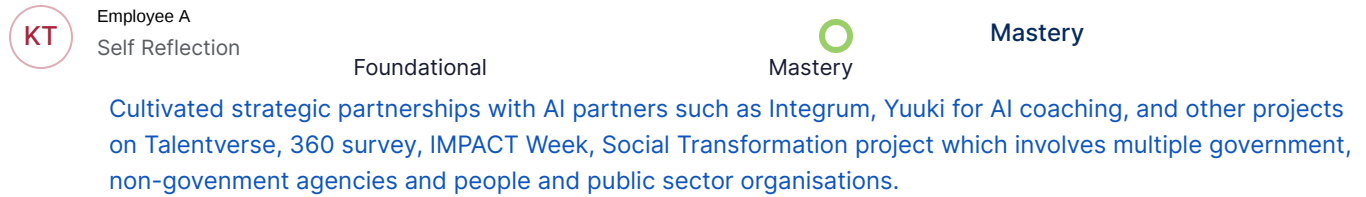
Mastery

I actively encouraged harmoniously working with external and internal teams so as to achieve co-creation with other teams either in SMP projects or in projects that we designed for TPC.

HARMONY & COLLABORATION WITH OTHERS

Strategic Partnerships

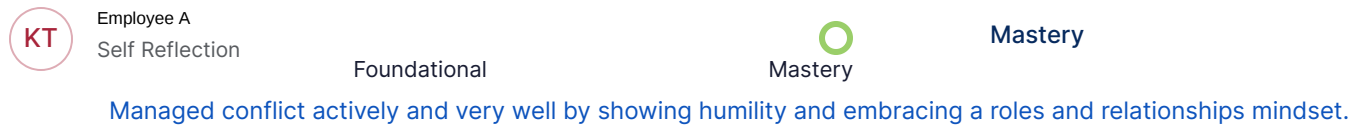
- Develops & nurtures partnerships for collaboration & synergy



HARMONY & COLLABORATION WITH OTHERS

Conflict Management

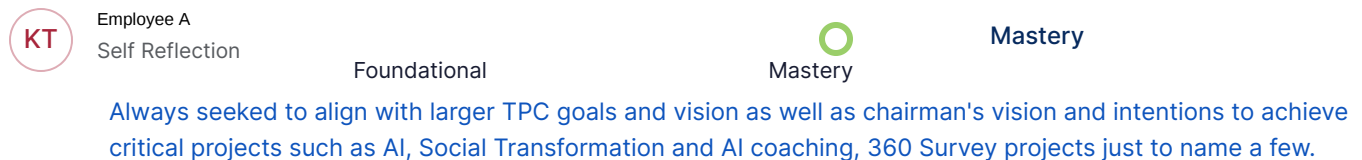
- Manages conflicts openly & transparently



HARMONY & COLLABORATION WITH OTHERS

Coherency

- Seeks understanding & alignment within the organizational context



BE TRUTHFUL TO OUR WORK

Stewardship

- Ethical management of resources with truthfulness, integrity & accountability



BE TRUTHFUL TO OUR WORK

Creativity & Critical Thinking

- Seeks alternative perspectives & turns ideas into practical results [Mintzberg 5: Analytical mindset]

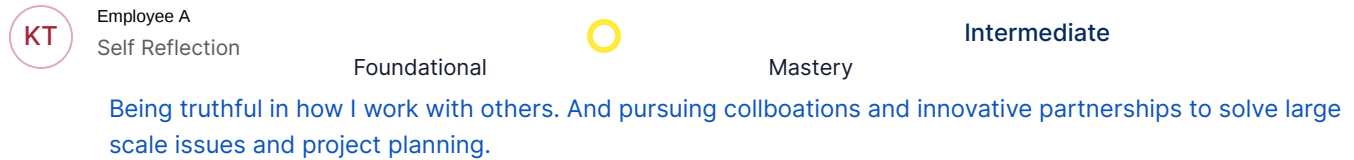


Displaying Mintzberg mindsets and AACC, IRTF mindset and behaviours so as to think critically and creatively to solve large and complex issues such as Social Transformation Project, AI-Implementation projects.

BE TRUTHFUL TO OUR WORK

Entrepreneurship

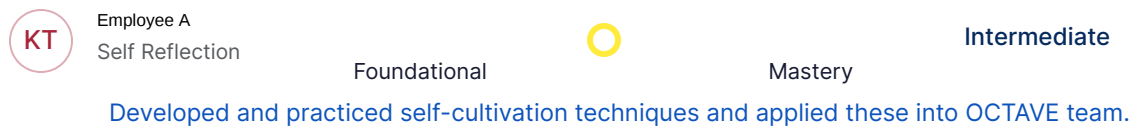
- Adapts to ambiguity & pursues opportunities with perseverance [Mintzberg 5: Action mindset]



ADD VALUE TO LIFE

Commitment to self-cultivation (consciousness)

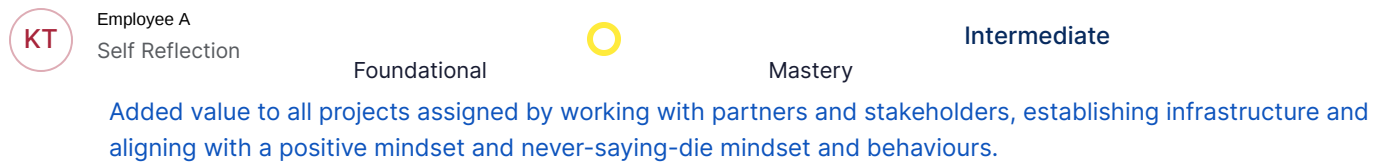
- Proactively cultivate personal growth & clarity of purpose



ADD VALUE TO LIFE

Holistic Worldview & attitude (Contextualization)

- Considers broader impact & adopts a positive attitude [Mintzberg 5: Worldview mindset]



Employee's Reflections

What has gone very well so far that we might celebrate? - What has been learned in the process? - What didn't go as well or might have been done differently? - How do we "take stock" of where things are now compared to where we thought they might be? - What are you most excited about the upcoming time? - What concerns you most? - What changes, if any, would you suggest in your role/team/organization? - What ongoing professional development will help you to grow in your current job? How can I be of most help to you and your work? *

This year has been a steep learning curve with new projects such as WEGA and Social Transformation Project that have stretched my learning and growth in TPC.

DEVELOPMENT (GROWTH) PLAN

Network & Business Development

Development Objective *

To continue expanding in the learning and healing environment and sector.

Development Activity *

To attend conferences and present papers and participate more in panels and shairing and disucssions.

Support Required *

Supervisor approval for programs and courses.

Timeline *

30/06/2026

Quantum Leadership Attribute *

Coaching & Compassionate Leadership

Development Objective *

To look out for relevant conventions, conferences, learning programs and development pathways.

Development Activity *

Self-cultivation, self-learning, online and off line paid for courses.

Support Required *

Supervisors approval.

Timeline *

06/12/2025

Other Learning Aspiration *

Nil

Development Objective *

Nil

Development Activity *

Research and publication opportunities.

Support Required *

Supervision support and understanding.

Timeline *

31/12/2025

OVERALL

Appraisee's Reflection *

Grateful for the opportunity to learn and grow and also to development in OCTAVE programs and learning chairman's intention.



Manager Assessment
Niap Juan Loh

Transform TPC's businesses and functions that capitalizes on the shifts in the macro and technological environment.



Summary: Employee A 's 2025 Transformation Contributions at TPC

In 2025, Employee A played a central role in transforming TPC's businesses and functions by aligning them with macroeconomic shifts and technological advancements. His key contributions included:

- **AI-Driven Performance Management:** Launched a digital twin model and ePCG system to streamline appraisals and enable data-driven talent insights.
- **TalentVerse & AI Coaching:** Developed an AI-powered platform for personalized employee development and introduced AI-assisted coaching tools.
- **Process Automation:** Digitized 24 workflows using Yeeflow, significantly reducing manual overhead and improving operational efficiency.
- **Data Strategy & Integration:** Advocated for centralized data governance to support AI applications and break down silos across business units.
- **Leadership Development:** Led the Quantum Leadership Program and Mindful Leadership Program to equip leaders with resilience and systems thinking.
- **Culture Building:** Embedded the Good Management Model and Well-Being Mandate into daily operations, fostering collaboration and purpose alignment.
- **360° Feedback Implementation:** Rolled out multi-rater feedback and coaching for senior leaders, enhancing leadership effectiveness and self-awareness.
- **Enterprise OKR Alignment:** Facilitated OKR training and tagging for AI analysis, ensuring strategic alignment across departments.

These initiatives resulted in a more agile, data-driven, and future-ready organization, positioning TPC to lead in a rapidly evolving global landscape.

▼ OKRs

92.28%

Q2-2025



Transform TPC's businesses and functions that capitalizes on the shifts in the macro and technological environment.

92%

Business

SMP



Summary: Employee A 's 2025 Transformation Contributions at TPC

In 2025, Employee A played a central role in transforming TPC's businesses and functions by aligning them with macroeconomic shifts and technological advancements. His key contributions included:

- **AI-Driven Performance Management:** Launched a digital twin model and ePCG system to streamline appraisals and enable data-driven talent insights.
- **TalentVerse & AI Coaching:** Developed an AI-powered platform for personalized employee development and introduced AI-assisted coaching tools.
- **Process Automation:** Digitized 24 workflows using Yeeflow, significantly reducing manual overhead and improving operational efficiency.
- **Data Strategy & Integration:** Advocated for centralized data governance to support AI applications and break down silos across business units.
- **Leadership Development:** Led the Quantum Leadership Program and Mindful Leadership Program to equip leaders with resilience and systems thinking.
- **Culture Building:** Embedded the Good Management Model and Well-Being Mandate into daily operations, fostering collaboration and purpose alignment.
- **360° Feedback Implementation:** Rolled out multi-rater feedback and coaching for senior leaders, enhancing leadership effectiveness and self-awareness.
- **Enterprise OKR Alignment:** Facilitated OKR training and tagging for AI analysis, ensuring strategic alignment across departments.

These initiatives resulted in a more agile, data-driven, and future-ready organization, positioning TPC to lead in a rapidly evolving global landscape.

Section B: MANAGEMENT COMPETENCIES IN QUADRUPLE ORGANIZATION (Grade 8 and Above)

NETWORK & BUSINESS DEVELOPMENT

Proactively identify, develop and manage intelligence and relationship with key stakeholders; and demonstrating the same to develop and execute growth opportunities with an entrepreneurial mindset for TPCs strategic development. This involves:

- Identifying key stakeholders
- Developing and managing effective relationships
- Building and maintaining an intelligence management system
- Gathering, analysing, sharing and utilising intelligence
- Identifying key risks, challenges and converting into business opportunities
- Being able to see new possibilities



Niap Juan Loh
Manager Assessment

Employee A demonstrated strong capability in building strategic networks and partnerships. He cultivated relationships with educational institutions (e.g. SUSS, SMU, MOE) to raise Octave Institute's credibility and supported TPC's positioning in impact ecosystems through initiatives like TalentVerse and Impact Week. His efforts helped expand TPC's visibility and influence across sectors aligned with well-being, sustainability, and innovation.

STRATEGY & INVESTMENT

The ability to develop and articulate a clear, concise strategy that responds to emerging global business trends and which is aligned to the TPC Well-Being Mandate. This involves:

- Rigorous terrain analysis from effective network management
- Translating strategies into business models and investment opportunities
- Effective feasibility studies, structuring, executing and monitoring investments
- Ensuring compliance with investment policies and processes



Niap Juan Loh

Manager Assessment

Employee A played a key role in shaping and executing transformation strategy. He curated enterprise-wide OKRs linked to macro and technological shifts, advocated for data-driven decision-making, and supported strategic planning workshops. His leadership in launching the Quantum Leadership Program and integrating AI into performance systems reflects a forward-looking approach to investment in organizational capabilities.

FINANCIAL & PROCESS MANAGEMENT

The development of an effective, efficient and responsive financial process and infrastructure to enable planning, monitoring and controlling of organization's resources for sound decision making. This involves:

- Effective financial planning and review
- Develop and manage an infrastructure for timely and accurate financial information
- Ownership of and accountability for financial results
- Process optimisation with continuous improvement
- Effective project management
- Ensuring financial and process integrity, controls and compliance



Niap Juan Loh

Manager Assessment

Employee A contributed to operational efficiency by digitizing 24 workflows using Yeeflow, streamlining internal approvals and reducing manual overhead. His push for centralized data governance enabled better financial transparency and process integration across business units. These efforts supported cost control and improved responsiveness to organizational needs.

PEOPLE & ORGANIZATION

Develop people and organization to support business strategy which is aligned with the Well-Being Mandate. This involves:

- Designing fit-for-purpose organizations to ensure performance and continuity
- Putting the right man in the right role (RMRR)
- Building collaborative and high performance teams
- Developing people through a continuous learning process
- Effective P&O process management
- Appropriate recognition and reward of contributions

Embed Coaching into culture

- Believing that others can grow and expand their capabilities and abilities when given the opportunities,

encouragement and right environment.

- Support growth of self and others through a coaching approach in all relationships
- Seek first to understand; challenge interpretations, barriers or false limits, encourage others to think and act responsibly
- Provide a nurturing environment and accelerate opportunities through coaching effort



Niap Juan Loh
Manager Assessment

Employee A led transformative initiatives in talent development, including the rollout of the ePCG appraisal system, 360° feedback, and AI coaching. He fostered a culture of continuous learning and self-awareness, aligning people practices with TPC's well-being mandate. His work helped embed the Good Management Model and build leadership pipelines through programs like QLFP and MLP.

EVOLUTIONARY COMPETENCIES

Digital and data literacy

- Keeping abreast, learn and utilize new technologies to enable higher effectiveness and efficiency in running the business

Data analytics and interpretation

- Adopting a data-driven decision-making process, embed in- search, research, think-through and follow through as a practice in business management

Digital transformation

- Constantly looking for opportunities to improve existing process to bring higher value to customers, and improve operational processes.



Niap Juan Loh
Manager Assessment

Employee A exemplified evolutionary leadership by anticipating future needs and embedding adaptive capabilities across TPC. He introduced systems thinking, quantum paradigms, and AI integration to prepare the organization for complexity and change. His initiatives reflect a deep understanding of how to evolve organizational mindsets, structures, and tools in response to global shifts.

Section C: ATTRIBUTES OF QUANTUM LEADERS IN QUADRUPLE ORGANIZATION

RESPECT THE LEADER

Followership

- Respects & aligns with leadership's vision & values [Manager must Manage (MMM)]
- [A leader is a person; leadership is a process of leading]



Niap Juan Loh
Manager Assessment

Foundational



Mastery

Mastery

- Ensured all initiatives reinforced TPC's purpose (Well-Being Mandate).
- Linked external ideas to TPC values (e.g. holistic health program aligned with Octave habits)[1].
- Followed Chairman's guidance in planning and communications (e.g. GMW content per chairman's direction) [3].

- Evangelized leadership philosophy to partners (inviting them to programs based on Chairman's book)[1].
- + Purpose-Driven Change: Kept transformation projects on-mission, increasing coherence.
- + Leadership Trust: Top management trusted him to execute vision, enabling bold initiatives (AI, culture programs) to proceed with support.
- + Employee Buy-In: Clear linkage to core values (well-being, purpose) made employees more receptive to changes as they saw consistency with TPC's ideals.

BENEVOLENCE & LOVE TO THOSE WHO FOLLOW US

Coaching & Compassionate Leadership

- Supports others' growth & well-being through guidance & care



Niap Juan Loh
Manager Assessment



Intermediate

Foundational
Mastery

- Coached and mentored employees (led 1:1 coaching in leadership programs).
- Publicly recognized achievements (congratulated MLP graduates in meeting).
- Advocated subordinates' advancement (expanded Joanne's role and recommended promotion)[4].
- Emphasized developmental use of 360° feedback and provided coaches for support[5][5].
- + Stronger Talent Pipeline: His mentoring produced more capable leaders (graduates of QLFP, etc.) ready to drive transformation projects.
- + Higher Morale: Recognition and support improved morale and trust, motivating teams to embrace transformation tasks rather than fear them.
- + Cultural Change: Modeled a supportive, growth-oriented leadership style for others, aiding the culture shift toward continuous learning and well-being focus.

BENEVOLENCE & LOVE TO THOSE WHO FOLLOW US

Leadership Drive

- Believes in own potential & contributions to own happiness & success



Niap Juan Loh
Manager Assessment



Intermediate

Foundational
Mastery

- Volunteered for and led critical projects beyond core role (e.g. owned group-wide OKR process).
- Embraced personal feedback/improvement (completed own PCG diligently[6]; participated in 360° feedback as reviewee[5]).
- Confidently represented TPC's innovations to external audiences (pitched Octave programs and invited collaboration)[1].
- Showed resilience: treated setbacks as learning (iterated TalentVerse AI model after initial issues). + Initiative & Momentum: His willingness to lead new initiatives got key transformation elements off the ground (others rallied behind his confident leadership).
- + Adaptability: Demonstrated that even leaders must learn and adapt, fostering an organization where experimentation is OK – benefiting innovation goals (e.g., quick pivots in AI projects).
- + Credibility: His self-assurance in discussing TPC's progress externally enhanced the company's image as a forward-thinking firm, attracting potential partners and talent to the transformation journey.

HARMONY & COLLABORATION WITH OTHERS

Collaboration & Teamwork

- Values collaboration, seeks harmony & fosters teamwork [Mintzberg 5: Collaborative mindset]



Niap Juan Loh
Manager Assessment



Intermediate

Foundational
Mastery

- Broke down silos: advocated for data sharing and cross-unit information flow (tackled “territorial” data issues) [2].
- Facilitated cross-functional projects (IT + Finance + P\&O in workflow automation).
- Encouraged inclusive planning (involved all functions in OKR setting, held alignment workshops).
- Created harmonious environments: credited team members, invited input from all, and resolved inter-dept frictions by finding win-win solutions. + Unified Effort: Enhanced cooperation across departments; complex changes (new systems, policies) were implemented faster because teams worked in unison rather than at cross purposes.
- + Innovation Synergy: Combined expertise from different domains led to creative solutions (e.g. AI coaching blending HR + Octave inputs), giving TPC a competitive edge in transformation areas.
- + Culture of Collaboration: By modeling teamwork and breaking silos, he helped shift TPC towards a more networked, less hierarchical culture – crucial for agility in a changing environment.

HARMONY & COLLABORATION WITH OTHERS

Strategic Partnerships

- Develops & nurtures partnerships for collaboration & synergy



Niap Juan Loh
Manager Assessment

Foundational



Mastery

Mastery

- Strengthened internal partnerships (bridged Octave services with business units’ needs; e.g. partnered with country CEOs to roll out corporate programs in local offices)[2].
- Managed external collaborations (led NUS CGS research partnership on well-being, meeting milestones)[9].
- Collaborated with academic institutions (ran joint SMU workshops, developed SUSS Masters module)[1].
- Engaged external experts/vendors for specialized input (brought in AI tool providers, global facilitators for programs)[11][10].
- + Resource Leverage: Internal synergies meant TPC could accomplish more without extra headcount (e.g. Octave + HR partnership delivered new AI tools efficiently).
- + Knowledge Infusion: Academic partnerships contributed cutting-edge research and credibility to TPC’s transformation (e.g. well-being framework guiding strategy)[9].
- + Faster Transformation: External collaborations provided technologies and expertise (AI, coaching) ready-made, accelerating implementation of new capabilities versus developing alone.
- + Enhanced Ecosystem Reputation: Through partnerships, TPC positioned itself at the center of an ecosystem of innovation and well-being, supporting its long-term vision beyond 2025.

HARMONY & COLLABORATION WITH OTHERS

Conflict Management

- Manages conflicts openly & transparently



Niap Juan Loh
Manager Assessment

Foundational



Mastery

Intermediate

- Candidly surfaced conflicts (openly discussed data hoarding issue and need for central policies)[2].
- Facilitated resolution with all stakeholders (mediated TPC vs Heritas investment overlap by clarifying focus areas).
- Sought leadership support to address conflicts collectively (invited Niap to co-address data sharing in workshop)[2].
- Maintained fairness and fact-based approach in disputes (used strategic criteria to decide resource allocation, avoiding bias). + Cleared Roadblocks: Addressing issues like data silos early removed obstacles that could hinder transformation initiatives (AI, analytics) – enabling those projects to succeed on schedule.
- + Trust in Leadership: Transparent handling of tough issues increased trust among employees that leadership will acknowledge and fix problems, not hide them, leading to more honest feedback and quicker course-

corrections.

+ Quicker Buy-in: By resolving conflicts openly, he prevented prolonged disagreements. Decisions (once made) had wider acceptance, so implementation of those decisions (new policies, etc.) faced less sabotage or foot-dragging.

HARMONY & COLLABORATION WITH OTHERS

Coherency

- Seeks understanding & alignment within the organizational context

NL

Niap Juan Loh
Manager Assessment

Foundational

Mastery

Intermediate

- Contextualized strategic initiatives for all levels (provided 5-year vision and “why” behind OKRs)[14][14].
- Aligned org structures/roles with strategy shifts (updated Octave org chart and role profiles to fit new objectives)[4][15].
- Set up briefings/training to ensure shared understanding (pre-initiative briefings like 360° survey purpose and method)[5][5].
- Listened and incorporated feedback to refine plans (iterated OKR content with function inputs over weeks before locking). + Coherent Execution: Everyone knew how their work linked to TPC’s goals, reducing confusion and misaligned efforts (e.g., country teams executed initiatives consistent with group strategy[14]).
- + Smoother Change Adoption: Clear explanations of “why we’re doing this” increased acceptance and correct usage of new systems and processes (e.g., higher OKR adoption, constructive engagement with 360° feedback).
- + Strategic Agility: By aligning roles and org structure proactively with strategy, TPC was better positioned to execute new initiatives rapidly (no waiting for re-org fixes mid-stream). Alignment check-ins allowed quick adjustments to stay on course toward objectives.

BE TRUTHFUL TO OUR WORK

Stewardship

- Ethical management of resources with truthfulness, integrity & accountability

NL

Niap Juan Loh
Manager Assessment

Foundational

Mastery

Mastery

- Adhered to governance in resource use (sought formal approvals and documented deliverables for project spending)[9].
- Ensured truthfulness in communications (reported setbacks or changes honestly, e.g. need to re-run AI model); corrected inaccuracies (e.g. name spelling) to preserve authenticity[16].
- Protected confidentiality and data privacy (360° feedback via third-party with no direct P\&O access)[5].
- Accepted responsibility and delivered on commitments (updated his own role scope per feedback[15]; met deadlines for key rollouts and followed through on tasks). + Trustworthy Change Environment: Employees and partners felt the transformation was being managed ethically, increasing their willingness to go along with changes (confidence that there’s no hidden agenda or manipulation).
- + Risk Mitigation: Transparent finances and process integrity prevented scandals or compliance issues that could derail transformation (all projects passed audits of fairness/accuracy).
- + High Engagement: Accountability from leadership (Employee A himself meeting obligations) encouraged a culture of accountability – others followed suit in completing OKRs, updating systems, etc., keeping the transformation timeline largely on track.
- + Reputation Enhanced: TPC’s reputation as a principled organization was reinforced during the transformation, helping maintain stakeholder support (investors, employees) even amid major changes.

BE TRUTHFUL TO OUR WORK

Creativity & Critical Thinking

- Seeks alternative perspectives & turns ideas into practical results [Mintzberg 5: Analytical mindset]

NL

Niap Juan Loh
Manager Assessment

Foundational

Mastery

Intermediate

- Researched external models (e.g. learned from Alibaba's data strategy) and applied lessons to TPC's AI plan.
- Invited diverse inputs (8 execs sharing industry insights) to inform decisions.
- Critically evaluated outside proposals (Alignment Advantage program) for fit, leading to new collaborations.
- Broke down initiatives into structured plans (data levels for AI, OKR tagging for analysis) to ensure ideas were implemented measurably. Better Solutions & Innovation: External best practices and cross-pollination of ideas led to more effective strategies (e.g. robust central data system enabling AI).

Rapid Implementation: Clear execution plans (for OKRs, AI, etc.) turned concepts into reality quickly, keeping transformation on schedule.

Data-Driven Change: Emphasis on measurement and tagging created feedback loops, so TPC could learn and adjust during transformation (increasing chance of success for initiatives).

BE TRUTHFUL TO OUR WORK

Entrepreneurship

- Adapts to ambiguity & pursues opportunities with perseverance [Mintzberg 5: Action mindset]

NL

Niap Juan Loh
Manager Assessment

Foundational

Mastery

Intermediate

- Adjusted plans swiftly when conditions changed (rescheduled workshop agenda on the fly).
- Capitalized on opportunities (reworked "Mindful Male Leadership" into a co-ed Blended workshop, leveraging a visiting expert)[1][1].
- Pushed through setbacks (TalentVerse model error → immediate re-run next week) without losing momentum.
- Followed up relentlessly on deliverables (ensured 360 and ePCG completion by deadlines).
- Took decisive initiative (launched 24 workflow automations in H1) rather than waiting, demonstrating a "do now" approach. Maintained Momentum: Adaptive re-planning prevented delays from derailing the transformation – all major 2025 initiatives stayed on track because Employee A navigated around obstacles.

More Accomplishments: Seizing opportunities (extra training, new pilots) meant TPC achieved additional outcomes that weren't even in the original roadmap (e.g. an extra leadership workshop, early AI coach pilot) – giving TPC a head-start in several areas.

Culture of Execution: Employee A's bias for action modeled getting things done. Departments became more execution-focused and less risk-averse, accelerating the overall pace of change.

Resilience: Persistence through difficulties embedded a "never give up" ethos; teams learned to troubleshoot and try again (rather than blame or abandon projects), increasing the success rate of transformation projects.

ADD VALUE TO LIFE

Commitment to self-cultivation (consciousness)

- Proactively cultivate personal growth & clarity of purpose

NL

Niap Juan Loh
Manager Assessment

Foundational

Mastery

Intermediate

- Actively sought feedback on himself (completed self-evaluation diligently[3]; underwent 360° feedback as reviewee).
- Expanded own learning (co-developed a Masters module on Impact Leadership, engaging with latest thought

leadership).

- Frequently articulated TPC's purpose/values in context (linked programs to “Adding Value to Life” and well-being mandate).

- Chose initiatives aligned with higher purpose (led well-being research, social impact visits).

- Demonstrated authenticity and humility (acknowledged personal areas to improve, practiced mindfulness, etc., signaling he's on a growth journey too). Leader Credibility: By growing himself and living the values,

Employee A gained trust and moral authority. Employees saw consistency and walked-the-talk behavior, making them more willing to follow transformation directives that he championed.

Purpose-Driven Initiatives: Under his guidance, transformation projects had clear link to TPC's mission (e.g. AI in service of employee growth, not surveillance; new business metrics focused on well-being) – preserving the company's soul during change and even strengthening its purpose-driven brand externally.

Learning Culture: His openness to feedback and development permeated the culture – participation in training, coaching, and feedback programs increased across TPC, building capabilities needed for transformation.

Sustainable Change: Rooting decisions in purpose ensured changes were not just superficially chasing efficiency, but also enhancing meaning and fulfillment for employees. This led to higher engagement and less resistance, anchoring the transformation in something people believed in.

ADD VALUE TO LIFE

Holistic Worldview & attitude (Contextualization)

- Considers broader impact & adopts a positive attitude [Mintzberg 5: Worldview mindset]



Niap Juan Loh
Manager Assessment

Foundational



Mastery

Intermediate

- Kept a global perspective: integrated external research (NUS CGS well-being economy study)[4]; included international content/partners in TPC events (Sunway Univ., OceanX at Impact Week).

- Anticipated macro trends in planning (AI, climate, ESG) and encouraged discussion of them in strategy forums, aligning TPC's transformation with these forces.

- Emphasized stakeholder impact: factored employee well-being and community effect into decisions (e.g. steered leadership to consider social impact of business moves).

- Exuded optimism and solution-focus: framed challenges as “dash to the finish” or “game changer” rather than threats; celebrated team successes publicly; maintained morale with encouraging communications.

- Built external networks in new domains (impact investing, education) to broaden TPC's influence and learn from others, positioning TPC as an open and forward-thinking organization. Future-Ready Strategy:

Incorporating global and societal trends meant the transformation set TPC up for long-term relevance (e.g. digital initiatives aligned with global AI wave; culture changes aligned with international ESG movement). TPC is less likely to be blindsided by external changes and more likely to capitalize on them.

Reputation & Ecosystem: TPC's active role in broader conversations (through research, Impact Week, partnerships) elevated its reputation as a thought leader, attracting partners and talent. The worldview approach turned transformation into a platform for TPC to engage the world, not just internal change.

Stakeholder Support: Considering broader impact built goodwill. Employees, seeing their well-being valued, supported tough changes more readily. External stakeholders saw TPC moving responsibly, facing less pushback. This social license smoothed implementation of changes (few labor issues or public criticisms during the transformation year).

Positive Change Culture: Employee A's positive attitude kept the organization energized and resilient. Instead of change fatigue, there was a sense of progress and optimism by year-end. Teams that hit roadblocks didn't stall out – they regrouped and tried new approaches. This optimism-fuelled persistence was critical in pushing through the year's objectives successfully.

Direct Manager's Comments

Where is he/she in his/her journey? - What should he/she keep/stop/start doing? - What is the support that you can offer to further enable him/her in his/her development journey? *

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.

Develop Further:

- **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.
- **Personal Resilience:** Maintain well-being through mindful pacing and recovery to sustain leadership energy and model healthy culture.

Overall Rating

Summary of Appraisal / Points for Follow-Up by Appraiser(s)



Niap Juan Loh
Manager Assessment

3-Mastery



3-Mastery



Strengths

- Driving Innovation & Transformation

- Led AI-based performance systems and digitized 24 workflows.
- Instrumental in shifting TPC's mindset toward data and AI.
- External-Internal Bridging
 - Built partnerships with NUS, government, and external coaches.
 - Successfully launched the Social Transformation Project by aligning multiple ministries.
- Communication & Engagement
 - Translated complex ideas (e.g. quantum leadership) into accessible language.
 - Maintained high employee engagement across leadership programs.
- Resilience & Adaptability
 - Delivered key initiatives despite team turnover and resource constraints.
 - Responded quickly to urgent requests (e.g. 360 rollout in under a month).
- Purpose-Driven Leadership
 - Consistently aligned initiatives with TPC's Well-Being Mandate and Life Flourishing philosophy.

⚠ Areas for Improvement

- Team Integration & Delegation
 - Needs to improve coordination across Octave's sub-teams to reduce silos.
 - Should delegate more operational tasks to empower team leads and focus on strategic oversight.
- Communication Style with Assertive Stakeholders
 - Feedback from senior colleagues (e.g. Sherin, Sook Yee) suggests a need for quicker, more direct responses.
 - Should adapt messaging style to be more concise and decisive when needed.
- Managing Workload & Prioritization
 - Took on a wide scope of responsibilities; risk of overextension.
 - Should focus on high-impact areas and streamline efforts to avoid dilution of impact.
- Cross-Cultural Integration
 - Some feedback from regional offices (e.g. China) indicated gaps in engagement and contextualization.
 - Needs to tailor initiatives and communication to local contexts more effectively.
- Sustaining Personal Resilience
 - High workload throughout the year; should prioritize well-being and recovery to maintain long-term effectiveness.