OSOTSPA

ACT

ACHIEVEMENT CONSUMER-FOCUS TEAMWORK

2025 PERFORMANCE MANAGEMENT

March 2025

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Recap : People Management Cycle

- Talent Review & Succession Planning

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Introduction : People Management Cycle

START SMART

- Prior-Year Feedback
- Set Objective
- Career & Development Conversation (IDP & Career)

- **PERFORMANCE MANAGEMENT:**
  - Engage in prior year-end conversations
  - Cascade and Align on objectives
- **CAREER & DEVELOPMENT:**
  - Explore career possibilities by discussing inspiration, capability and engagement (ICE)
  - Create /Update 2-3 development objectives (IDPs)

STAY ALERT

- Mid-Year Review
- People Planning
- Leadership & People Manager Development Program

- **PERFORMANCE MANAGEMENT:**
  - Review and Refine objectives; align to any shifts in business priorities and make adjustments
  - Check in on progress against objectives and document.
- **PEOPLE PLANNING:**
  - Strategic workforce planning: Review & plan for future workforce
  - Talent Review & Succession Planning
- **LEADERSHIP & PEOPLE MANAGER DEVELOPMENT PROGRAM:**
  - Start the leadership and people manager development program

STRIVE FOR SUCCESS

- Year-End Review (Self & Mgr. Input)
- Development Reconnect
- Employee Experiences Survey

- **PERFORMANCE MANAGEMENT:**
  - Reflection on the progress achieved in this year's performance and development objectives, through self-input, manager input and calibration.
- **DEVELOPMENT RECONNECT**
  - Reconnect about progress of career development objectives (IDPs) and discuss on action plan
- **EMPLOYEE EXPERIENCES SURVEY:**
  - Measure employee sentiment, identify causes of disengagement & create action plan to improve employee engagement

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Performance Management: An Ongoing Conversation for Performance & Growth

Performance management happens throughout the year to achieve full year review. We encourage ongoing conversation between manager and team members as a part of the performance appraisal.

Regular feedback, coaching, and career conversations help employees stay aligned, improve performance, and continuously develop.

KEY TAKEAWAY

Performance Management is not a twice-a-year event. It is an ongoing conversation that aligns performance, enables feedback, and supports continuous growth.

*Start next year

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Part 1 : Objective Setting

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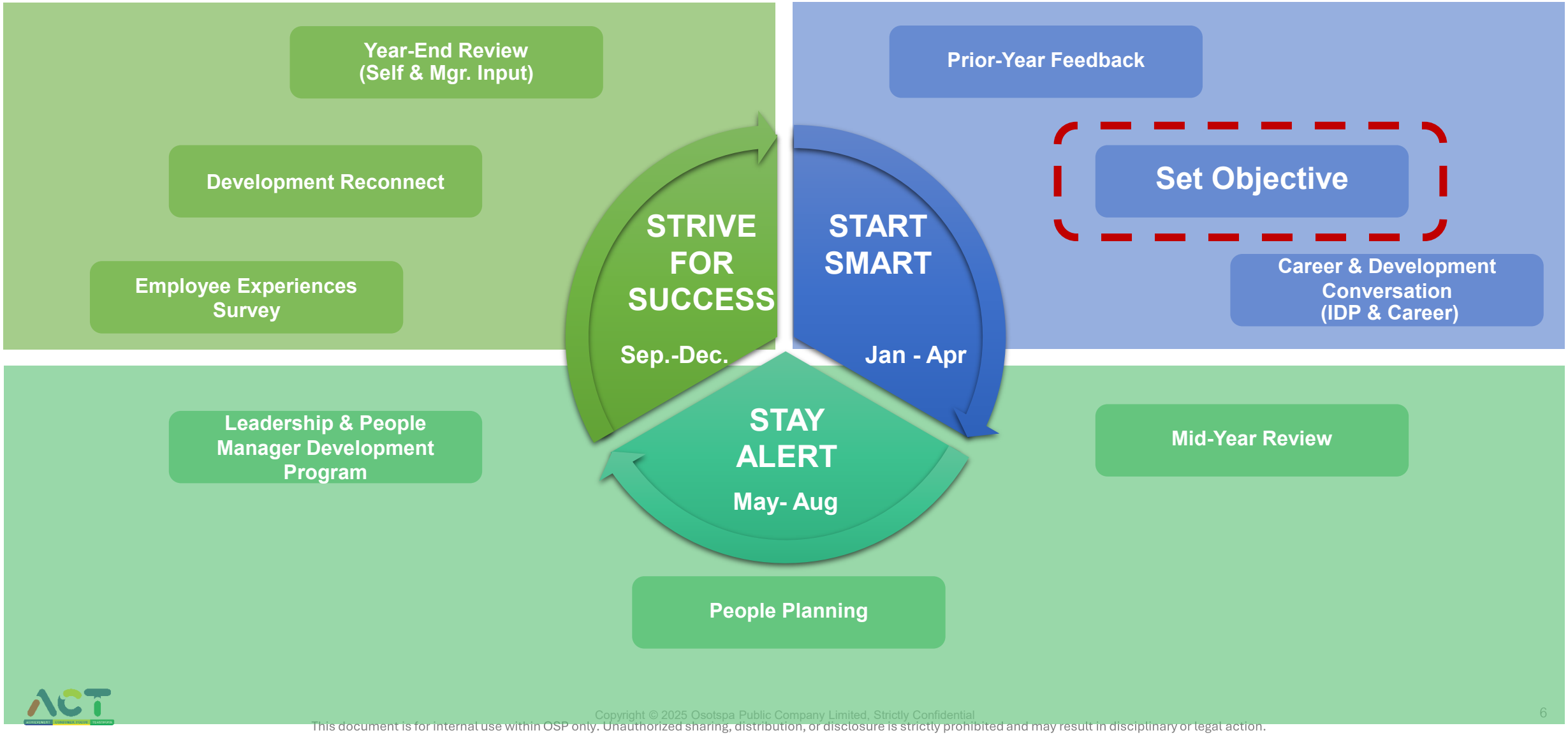

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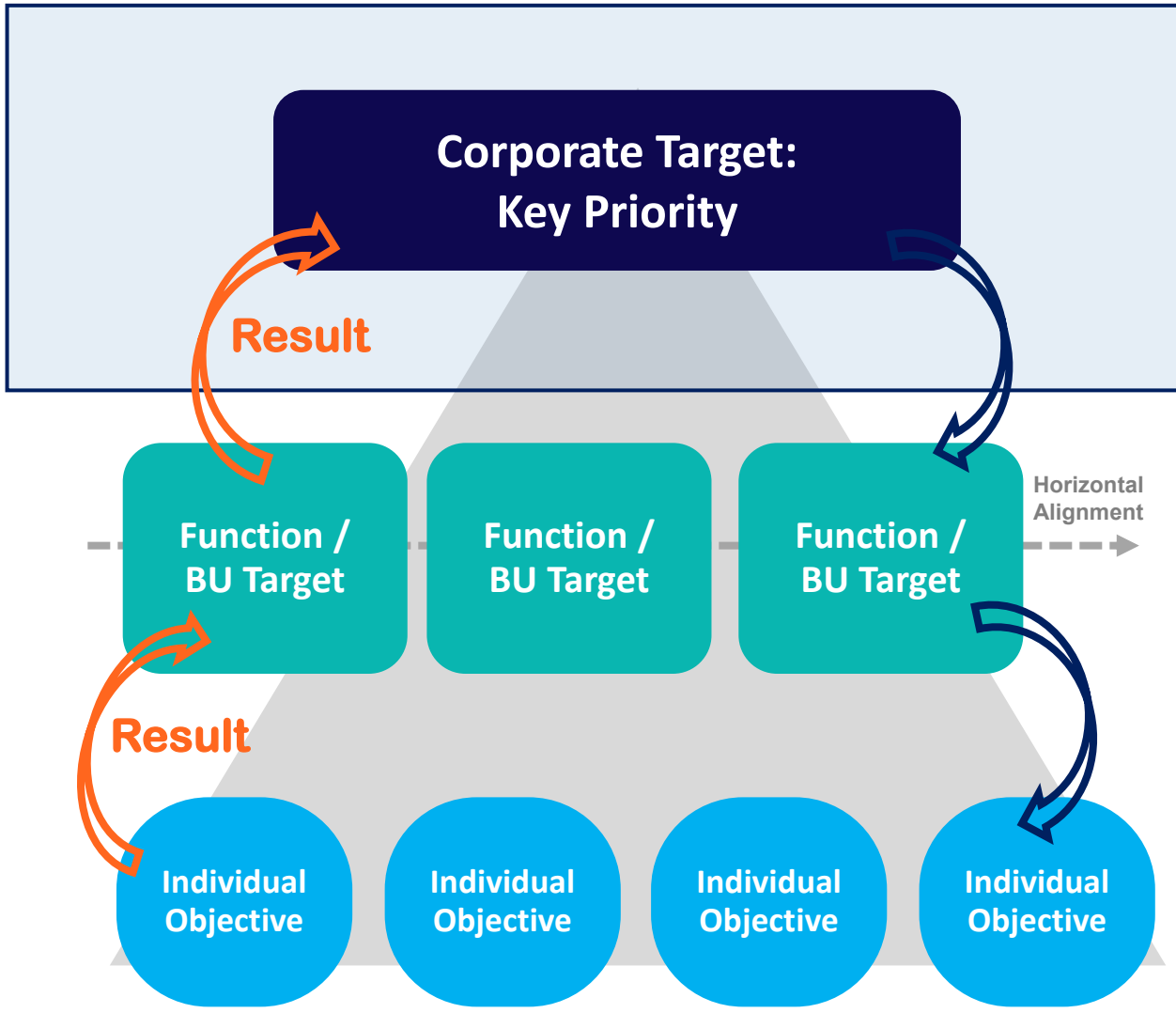
Objective Setting and Alignment



Top Management :

Action:
- **KPI Workshop**
- **OSP Priority Cascading Workshop**

Chief/ Head of Function :

Action: Function/ BU Target Cascading Workshop

Employee :

Action: Objective Setting Training & Record in the System

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OSP 2025 Key Strategic Priorities

Long-term strategy and ambition

- **Core Business Focus**
- **International Expansion**
- **Future-Ready Ecosystem**
- **Inorganic Growth**
- **ESG Agenda**

2025 Key Priorities

1 Growth & Profitability		2 Consumer & Key Stakeholders		3 Operational Effectiveness			4 People & Transformation		
1) Revenue Growth & Expansion	2) Cost Effectiveness	3) Consumer Relationship	4) Partners / Clients	5) Innovation	6) ESG in Action	7) Operations	8) People & Org	9) IT	10) Risk

KPIs & Initiatives *(samples)*

- Net sales (THB)
- Pr
- Co
- St
- Po
- As
- Market share (%)
- Employee productivity ratio
- Employee engagement score
- effectiveness

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● Short-term ▭ Long-term

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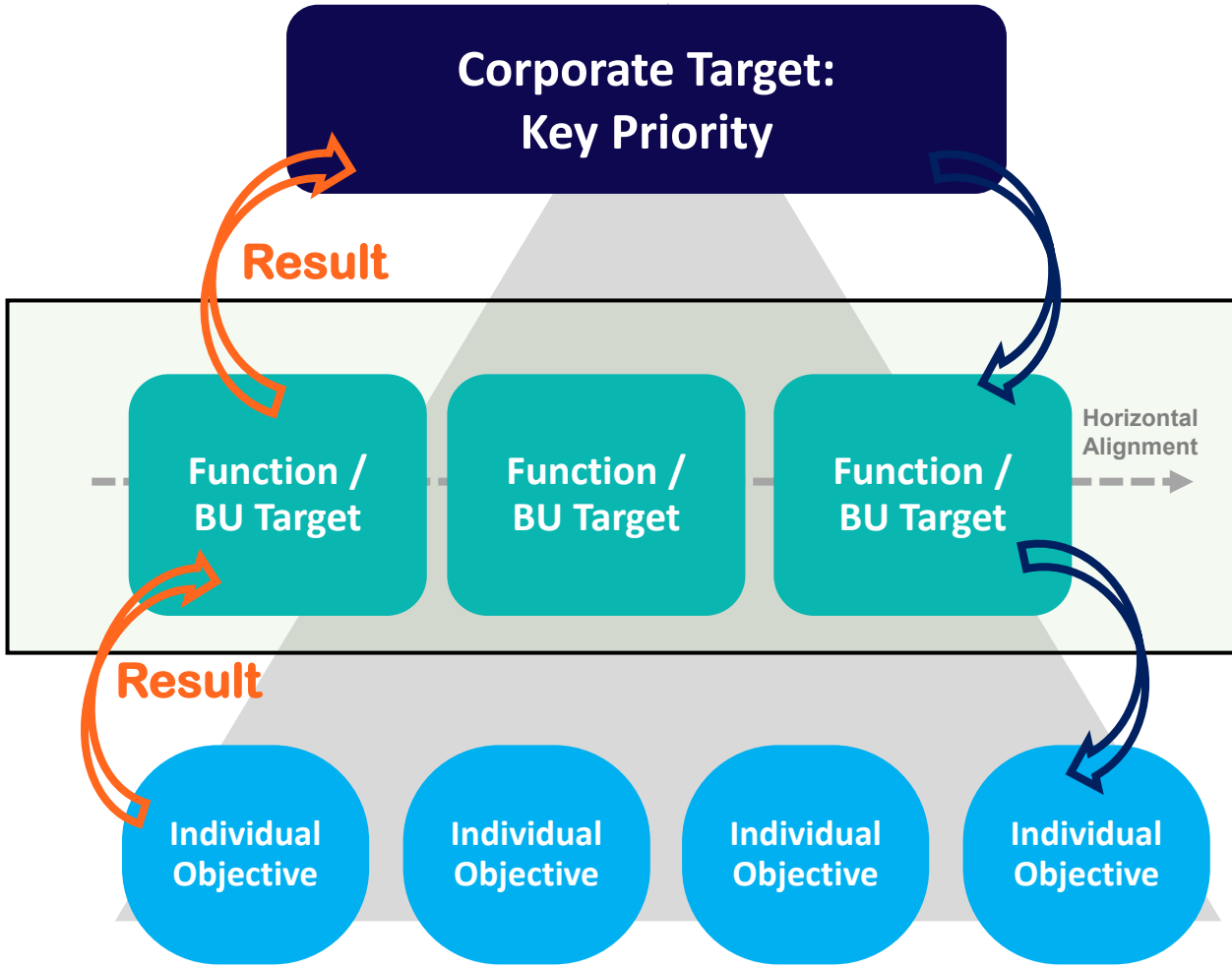

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Example : BU or Function Target

SET BY OLT & HEAD OF FUNCTION and APPROVED BY CEO

	Chief/ Head	Sub Function	Sub Function	Sub Function
Growth & Profitability	40	20	50	50
Consumer & Key Stakeholders	15	20	15	15
Operational Effectiveness	35	40	20	15
People & Transformation	10	20	15	20

Revenue growth & Expansion

-

Cost effectiveness

1. Cost saving from baseline (%)
2. Minimise write-off (THB) – return from c

Customer / consumer relationship

-

Partners / Clients

1. Service level
2. O2C pr

Innovation

1. NPD on-time delivery

ESG in Action

C

– AR overdue)/ vement/ cashflow mgt.

2. Supplier improvement

People & Organisation

1. Act on 202
2. Drive formation
   orporate policy

Digital Transformation

1. 2025 launch / 2026 progress of transformation project

Risk Management

1. Develop risk mitigation

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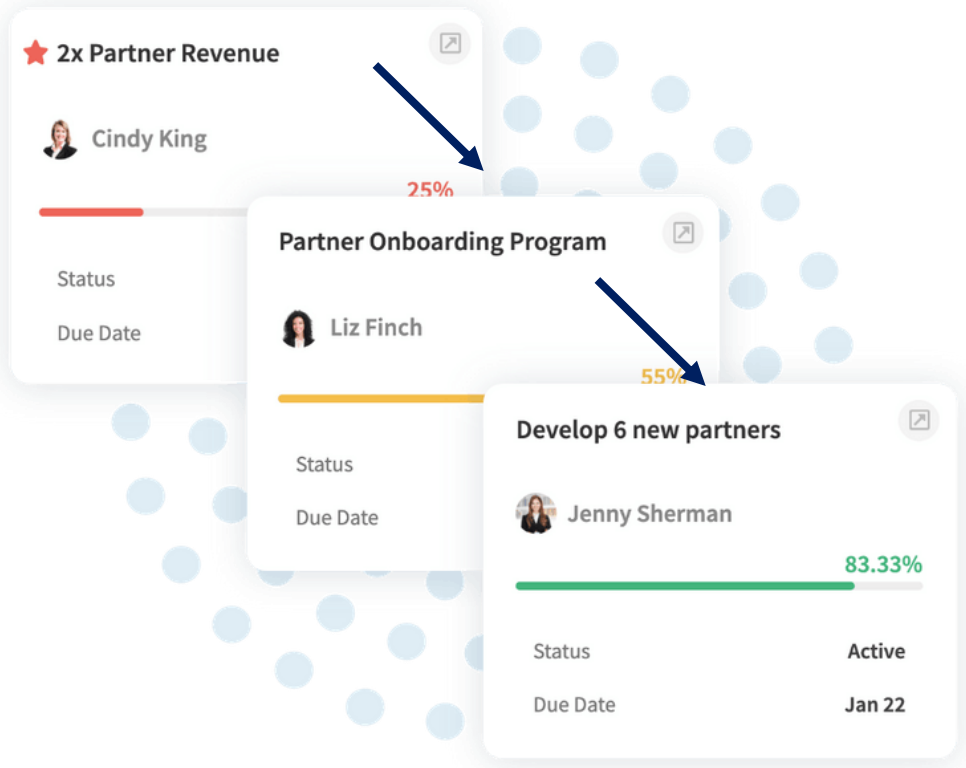
Goal Cascading and Alignment Checklist

Goals are seen in a **"cascade" with clear objectives**. This makes it easier to communicate and document strategy, while eliminating confusion over who owns what, when a goal needs to be accomplished, or even *how* to achieve a goal.



1. Prioritize and be specific about Your Goals

Think about the top 3 things you really want to achieve and be **SMART** about **how** you set out to achieve them at every level of your cascading goal process.

2. Check Your Alignment

Give each department and employee some autonomy in setting the goals that make the most sense for them. However, to ensure **Alignment is a key.**

3. Ensure and Always Follow Up

Make sure everyone is completely clear on what tasks are assigned to each goal, then set firm deadlines, performance metrics, and dates and **reminders for check-ins and follow up.**

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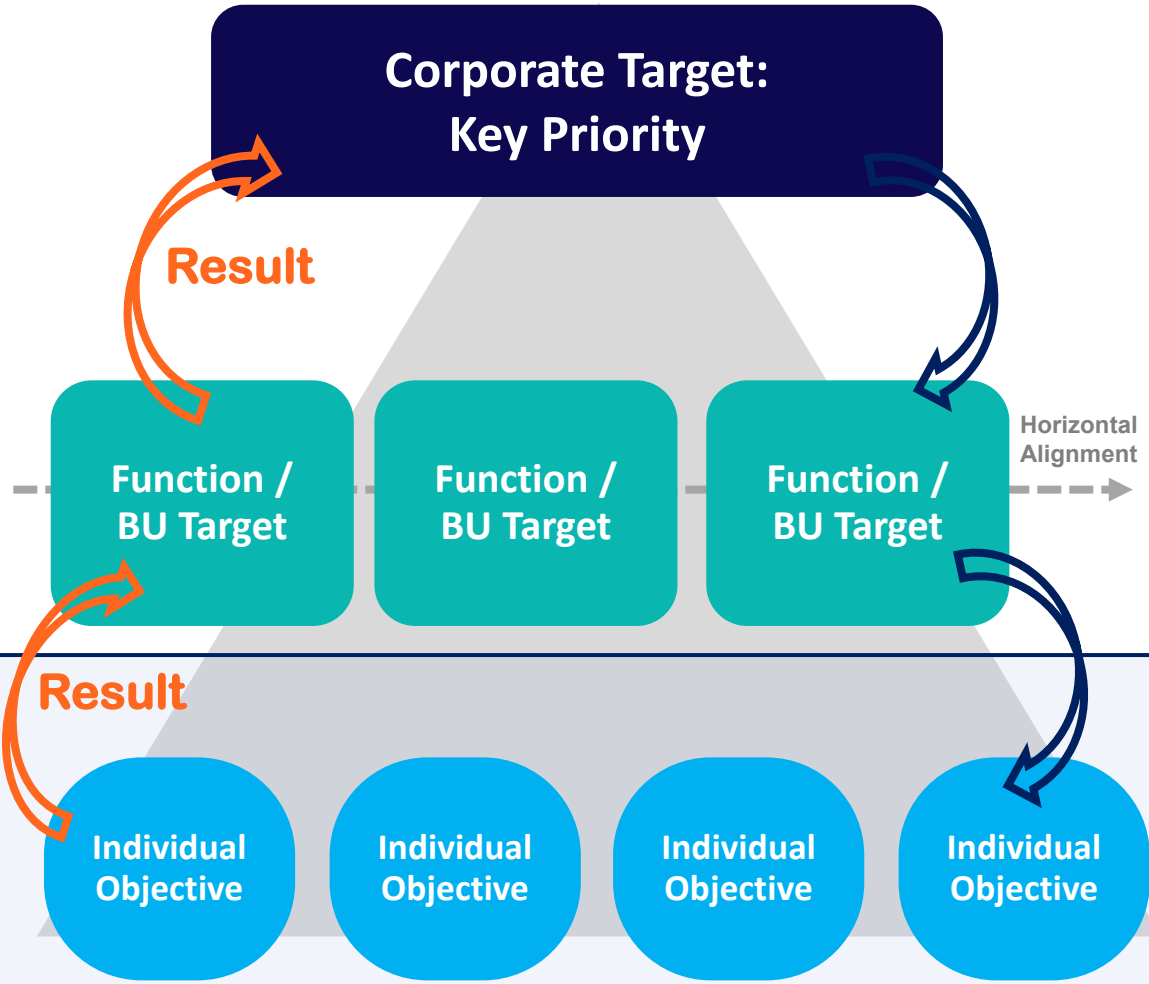

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2025 Individual Objective Setting – Key Change

2024

3 Objectives
- Impact to Corporate/BU success

1 Objective
- Impact to Organization and people

2025

100% KPIs

Performance evaluation will be applied to all (except Staff) with 100% KPIs

Select a maximum of 10 objectives from the 4 priorities

1. Growth & Profitability
2. Consumer & Key Stakeholders
3. Operational Effectiveness
4. People & Transformation

+

Pilot ACT Competency

***For Awareness and Improvement only**

Will be evaluated for awareness during the 2025 Year-End Review, but <u>will not be included in or impact the Performance Rating</u>

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Individual Objective Setting with ACT Competency

Performance Management System = **Business Strategy KPI** + **(Pilot) ACT Competency**

2025 KPI-Key Priority

1 Growth & Profitability		2 Consumer & Key Stakeholders		3 Operational Effectiveness			4 People & Transformation		
1) Revenue Growth & Expansion	2) Cost Effectiveness	3) Consumer Relationship	4) Partners / Clients	5) Innovation	6) ESG in Action	7) Operations	8) People & Org	9) IT	10) Risk

(Pilot) ACT Competency

ACHIEVEMENT	CONSUMER FOCUS	TEAMWORK
Deliver results with passion, accountability, and integrity	*Put consumers first and adapt to meet their needs*	*Step in and participate to improve collaboration, speed, and quality*

Translate ACT into competency

COMPETENCIES ARE…a group of behaviors that encompass **knowledge, skills, abilities and personal characteristics** that, together, determine **superior performance** from average performance in a particular work setting.

y or legal action.

OSP Competency Framework

1	Results Orientation	• Focus on desired results by setting and achieving challenging goals with strong commitment.
2	Passion to win	• Drive toward accomplishing specific goals with determination.
3	Accountability and integrity	• Taking charge and adhering to moral and ethical principles.
4	Consumer first	• Always keep consumers, customers, and their needs in mind to deliver products and/or solutions that meet or exceed their expectations.
5	Innovation	• Continuously seek improvements and turn creative ideas into innovative products and/or solutions that enhance efficiency, effectiveness, and meet evolving needs.
6	Adaptability to change	• Embrace change, actively capture trends, and effectively adapt in response.
7	Collaboration	• Step in and collaborate effectively to achieve a shared and defined goal.
8	Speed and quality	• Work quickly and efficiently while maintaining high standards of quality.
9	Openness and Trust	• Build trust through open, honest, and transparent communication.

Managerial*

1	Vision & Action Planning	• Develop a clear and strategic mindset to translate vision into actionable plans.
2	Empowerment	• Encourage employees to take ownership of their work, fostering independence and confidence in decision-making to effectively address key risks and challenges.
3	Change Leadership	• Drive continuous improvement by introducing new ideas and initiatives that enhance business operations, increase efficiency, and support organizational growth.
4	Coaching and Developing others	• Provide clear and practical guidance to individuals and teams, offering constructive feedback and sharing expertise to enhance performance. Through effective coaching, develop the skills and knowledge necessary for personal growth, professional development, and overall business success.

*Managerial competency are not applied to Staff, Executive, and Sr. Executive.

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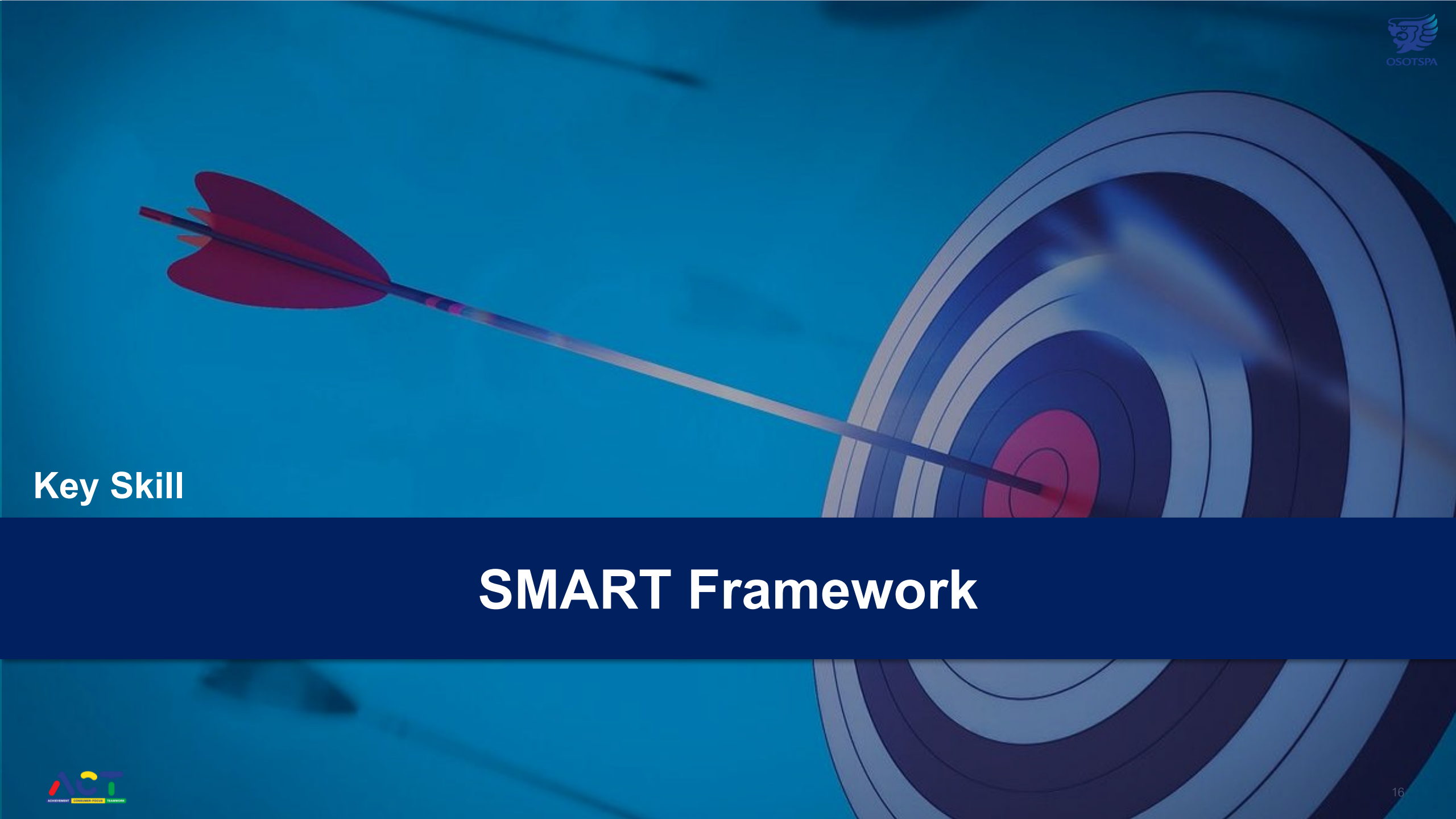

Key Skill

SMART Framework

Example : Chief/ Head and Direct Report Alignment

Performance Dimension	Chief/ Head of		Direct Report of Chief/ Head of		Direct Report of Chief/ Head of		Direct Report of Chief/ Head of	
	W	OKRs/KPIs	W	OKRs/KPIs	W	OKRs/KPIs	W	OKRs/KPIs
Growth & Profitability	40	**Cost effectiveness** • Cost saving from baseline (%)	20	**Cost effectiveness** • Cost saving from baseline (%)	50	**Cost effectiveness** • Cost saving from baseline (%)		**Cost eff** eline (%)
Consumer & Key Stakeholders	15	**Partners / Clients** • Service levels at optimal cost • O2C process improvement	20	**Partners / Clients** • Service levels at optimal cost • O2C process improvement	15	**Partners / Clients** • O2C proces		vels at optimal cost
Operational Effectiveness	35	**Operations** • Working capital • Process improvement	40	**Innovation** • NPD on-time deliver		very	15	**Operations** • Working capital
People & Transformation	10	**People & Organisation** • Act on 2024 EE • Drive AC	20	priority culture and anisation transformation (WoW, business priority and key corporate policy and agenda)	15	**People & Organisation** • Act on 2024 EES priority • Drive ACT culture and organisation transformation (WoW, business priority and key corporate policy and agenda) **Risk Management** • Develop risk mitigation	20	**People & Organisation** • Act on 2024 EES priority • Drive ACT culture and organisation transformation (WoW, business priority and key corporate policy and agenda) **Digital Transformation** • 2025 launch / 2026 progress of transformation project

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Translate BU/ Function Objective into Individual Objective

OKR is a goal-setting framework, an achievement philosophy, and a shared language for execution.

Objectives

What do you want to achieve ?

A clear statement of what you want to achieve (qualitative in nature)

- ✓ Should be specific, strategic, and actionable
- ✓ Aligned with company and team objectives.

Key Result

Specific outcome that define success

Specific measurable milestones or outcome that indicate progress toward the objective.

- ✓ Must be quantifiable and time-bound
- ✓ Reflect clear outcomes, not just actions

KPI (Key Performance Indicator)

How will success be measured ?

A measurable value that indicates progress toward an objective.

- ✓ Focuses on key drivers of success
- ✓ Should be relevant, measurable, and time-bound

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Example of Individual Objective

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Example : Translate BU/ Function Objective into Individual Objective

Performance Dimension	Team's Objectives: Agreed objective from your BU/ Function		Individual's Objectives: Key initiative for your role/ responsibility	
	W	OKRs/KPIs	W	OKRs/KPIs
Growth & Profitability	40	**Cost effectiveness** • Cost saving from baseline (%)	40	**1. Objective: Cost effectiveness:** Cost saving from baseline (%) **Key Results:** • (weighting 20%) Cost saving from baseline f • (weighting 20%) Minimize write-off f
Consumer & Key Stakeholders	15	**Partners / Clients** • O2C process improvement	15	**2. Objective: Partners / Cli** 2C) **Key Results:** • A d mitigate credit risk within Q2 2025 gement system to streamline the process within Q3 2025
Operational Effectiveness	35	**Operations** • Working capital • Process improvement		prove working capital by accelerate the credit term improvement and cashflow **ults:** Ensure the period of the collection of accounts to be within xx days. • Optimize inventory levels to be xx% to avoid tying up cash in excess stock.
			15	**4. Objective: Operations -** Improve process of quality control **Key Results:** • Reduce quality control failure rate from X% to Y% by Q4 2025. • Decrease the number of supplier-related quality issues by X% through improved risk mitigation. • Achieve X% compliance with internal and external quality standards across all operations.
People & Transformation	10	**People & Organisation** • Act on 2024 EES priority • Drive ACT culture and organisation transformation (WoW, business priority and key corporate policy and agenda)	10	**5. Objective: People & Organisation** - Drive ACT culture and organization transformation (WoW, business priority and key corporate policy and agenda) **Key Results:** • (weighting 5%) Improve EES Score on 2024 EES priority areas by X% by Q4 2025 • (weighting 5%) Achieve 80% ACT understanding & adoption by Q4 2025, as measured by employee surveys and pilot ACT assessment.

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Having The Right Target Setting with Good OKR is KEY- SMART Framework

"เป็นรูปธรรมและเจาะจง"
แบบที่ไม่ว่าใครมาอ่านก็เข้าใจได้ เช่น ระบุชื่อโปรเจค เป็นต้น

"สามารถวัดประเมินได้"
หากบางอย่างอาจแปลงเป็นตัวเลขไม่ได้ กรณีนี้ ควร "ระบุสภาพการณ์"

"ท้าทายแต่ทำให้สำเร็จได้"
เป้าหมายที่มีความท้าทายในระดับหนึ่ง และสามารถทำให้เกิดขึ้นได้

"เกี่ยวข้องกับบริษัท"
สิ่งที่เหมาะสมและสัมพันธ์กับงานของบริษัทและนโยบายของแผนก

"มีเวลาสิ้นสุดที่ชัดเจน"
ตั้งระยะเวลาชัดเจนในการทำเป้าหมายให้สำเร็จ

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Objective Setting - SMART Framework

DO

- Be specific in your goal setting
- Select relevant goals that relate to your strategic planning
- Include your team members in company goals
- Set a timeframe to your goals (regardless of what it is)
- Set stretch-goals that challenge team limitations
- Be flexible and prepared to adjust goals when necessary

DON'T

- Allow vague goal setting habit
- Chase attractive or irrelevant goals that may distract the organization
- Make team or company-wide goals in silos
- Expect perfection
- Set unachievable goals that will lead to team frustration
- Lose sight of the big picture when establishing project goals

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Part 2 : Mid Year Review

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We’re Halfway Through the Year. It’s Time for a Check-In!

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Mid-year Review: Halfway Check-In

The purpose of the Check-in is to **ensure employees' expectations are clear, provide feedback, and discuss development** needs to support performance improvement.

1) Expectations

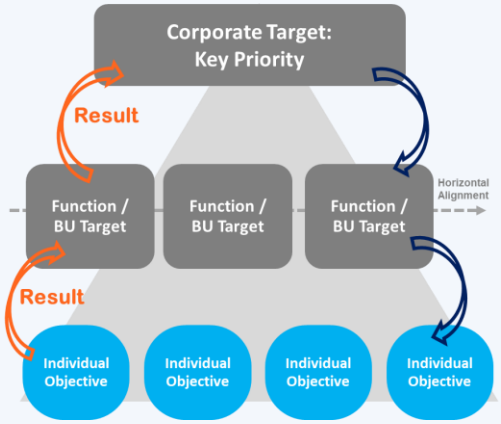
- Follow up expectations in terms of **deliverables, behavior and contributions**
- Managers set **clear expectations** to help employees achieve business and personal goals

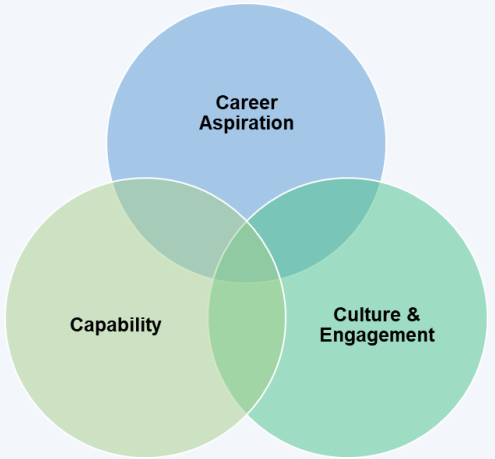
2) Feedback

- Provide frequent **two-way feedback** to see how employees are progressing against expectations
- Manager asks if employees **need any support for better result**

3) Development

- Discuss and **follow up** on employees' **learning & development**
- With support from manager, employees **drive their own growth and development**





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Effective Performance Feedback : During 1-on-1

Part	Manager	Employee

1. Check in
 	
(5 mins)
	• **Welcoming:**
	  ○ Casual talk about private life, Health condition, Work condition, Mental check
	• **Set tone and expectation of this session**
	  ○ Update on performance expectation and realign, feedback about progress & IDP
	  ○ **Confidentiality**
		• **Greeting:**
		  ○ Casual talk about private life, Health condition, Work condition, Mental check
		• **Agree on purpose and expectation of this session**

2. Feedback
 	
(45 min)
	• **Follow up '1) Expectation' in terms of deliverables, behavior and contributions**
	  ○ What are specific accomplishments over the first half of the year
	  ○ What are the concerns and obstacles
	  ○ Ask the opinion how could we remove the problem together
	  ○ Review and realign to any shifts in business priorities and adjust
	• **Share the '2) Feedback' with STAR or STAR+AR model** to employee
	  ○ Strength and Development Area
	  ○ Be constructive; focus on action and work not the person
	• **Discuss and follow up on learning & '3) Development' (IDP)**
	• **Ask for feedback and expectation of manager role & other support needed**
	• **Agree on next step and key focus clearly**
	
	Techniques: Active listening, Questioning (Open-ended), Clarifying, Reflection and Paraphrasing, Summarizing, Advising
		• **Share about overview of First half of the year**
		  ○ Quick review about performance (What and How)
		  ○ Share about achievement and obstacle (Action and Why)
		  ○ Share solution and support needed
		• **Seek for feedback**
		  ○ **What** should be improved and **How**
		  ○ **Ask** if have question
		• **Share about learning & 'Development' (IDP)**
		• **Share feedback and support needed to manager**
		• **Reconfirm and agree on next step and key focus**
		
		Techniques: Reflection, Active listening, Two-way communication, Summarizing and Prioritizing

3. Check out **(10 mins)**	• **Closing** ○ **Thank you** and Be inspired!	• **Thank you** • Set a meeting for **next Check in or Follow up meeting**

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Part 3 : Year End Review

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Overview : Year-End Review

Year End is the Right Time to Ensure the Journey Continues

The “**Strive For Success”** phase focuses on:

- Reflecting on progress against performance priorities and development
- Sustaining development momentum and reconnecting on conversations around personal development
- Preparation for a good quality conversation with feedback from different sources

Year-End Review (Performance)

Development Reconnect

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Performance Management System

Performance Management System = **Business Strategy KPI** + **(Pilot) ACT Competency**

2025 KPI- Key Priority

1 Growth & Profitability		2 Consumer & Key Stakeholders		3 Operational Effectiveness			4 People & Transformation		
1) Revenue Growth & Expansion	2) Cost Effectiveness	3) Consumer Relationship	4) Partners / Clients	5) Innovation	6) ESG in Action	7) Operations	8) People & Org	9) IT	10) Risk

(Pilot) ACT Competency

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3-Key Steps for the Year-End process

STEP 1: Employee Self-Review

(8 – 31 Dec 25)

- *Employee completes & submits self-assessment of performance against each objective*

STEP 2: Manager Review

(8 Dec 25 – 15 Jan 26)

- *Managers review employee's objectives along with Self-Input*
- *Manager enters comments where needed & writes a meaningful summary (performance and development)*
- *Manager enters performance ratings*

STEP 3: Function Calibration

(15 – 26 Jan 26)

- *To ensure fairness & consistency, calibration meetings are held after managers submit their ratings to discuss the key accomplishments of the employees*

**If an employee who has matrix manager and requests and Additional Reviewer from a matrix manager, solid manager will receive 2 tasks in the inbox: 1) Review Additional Manager 2) Manager Evaluation*

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Step 1: Employee Self-Review

STEP 1: Employee Self-Review → STEP 2: Manager Review → STEP 3: Calibration

*The Employee Self-Review stage gives employees a chance to reflect on progress throughout the year and document **key accomplishments.***

- Self-review should include brief comments to support the manager in writing the performance summary *(Employees do NOT need to document EVERY aspect of how they accomplished their results)*
- Take full advantage of entering in comments as this will help you when your manager conducts their review.
- When entering slight modifications (e.g. deadlines, metrics) in the comments – ensure they are aligned with manager and make a note of it – [Change aligned with Manager]

Self-review should reinforce the regular conversations you have had with your manager throughout the year, such that your manager would be able to represent you in calibration even if you submit input after the calibration.

Employees enter progress in the **Actual Result** for each objective on their year-end form

For Overall section, employee **proposes final rating and provide overall comment and then submit to manager.**

Once self-review is submitted, the Employee is no longer able to edit the form

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Step 2: Manager Review

Managers should reflect on the employee's performance for the full year and obtain feedback from others who regularly interact with the employee.

- **Summarize** the **current performance year**, focusing on "What", "How" and "Relative Achievement". The summary should also include suggestions for development for the coming year
- Comments on individual objectives from both the manager and employee are meant to be concise and to the point.
- Conduct the **1-on-1 Performance Review with employee**
- Managers are encouraged to make a draft of performance summary to support ratings prior to calibration to facilitate the discussion.

Managers review employee objectives & self-review:

- Provide any additional details (not captured by employee self-review) needed to assign performance ratings
- Include summary on employee contribution obtained from additional sources

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Step 3: Calibration

STEP 1: Employee Self-Review → STEP 2: Manager Review → **STEP 3: Calibration**

- **Calibration** is an important discussion that occurs between Chief/ Head of Function, Head of Sub-Function and HCBP to **review the performance** of employees and their peers. It is also an opportunity for line managers to obtain **broader input** into their employee's performance.

- These sessions ensure the performance ratings are being applied in a **fair and consistent** way and that the overall performance data reflects how the **business is performing** too.

Chief/ Head of Function submit rating proposals to HCBP

- After Chief/ Head of Function have submitted proposed final ratings, they are formally aligned with and linked to salary & bonus recommendations

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What's the Performance Feedback ?

Effective Performance Feedback

"The on-going process where information is exchanged concerning the performance expected and the performance exhibited. It should always be tied to the performance standards."

Feedback has a direct impact on our work:

- Gives us specific information to help us improve
- Makes performance expectations clear from the start
- Heightens efficiency by reducing resentment, buildup, etc.
- Strengthens relationships

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What's the Performance Feedback ?

	Positive Feedback (for success)	Developmental Feedback (for improvement)
	▪ **Address good work & new career opportunity.** ▪ **Encourage to continue effective behaviors.**	▪ **Address on improvement / outage & Action steps.** ▪ **Stop or change ineffective behaviors.**
BENEFITS	▪ Gives clarity to the employee about good performance. ▪ Creates enthusiasm. ▪ Builds confidence and self-esteem. ▪ Increases appropriate risk-taking and innovation. ▪ Demonstrates care and involvement. ▪ Makes an employee feel acknowledged.	▪ It lets people know how to execute a task more effectively. ▪ It steers actions; communicates what needs to change. ▪ It increases the person's self-awareness. ▪ It is the foundation of all development. ▪ It gives a bigger picture to the employee
WHEN IT USE	When used to recognize specific job performance that has met and/or exceeded expectations. (It reinforces and motivates.)	When used to help an employee monitor and correct his or her own behavior.
EXAMPLE	"The budget estimates you presented at the last staff meeting were very detailed and gave us good criteria for decision-making."	"My expectation was that you would provide us with more details on the event budget. Because we didn't have enough information, we won't be able to make our final decisions until later this week. What can you do to ensure that we will have the correct information?"

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Effective Performance Feedback Process

Provide two-way feedback to see how employees are progressing against expectations and let managers know if they could be doing something differently to better support the employees.

BEFORE

FOR EMPLOYEE:
- ✓ **Book 1-on-1 Meeting** with your manager
- ✓ Prepare to discuss on **your performance progress update, needed support, IDP**

FOR MANAGER:
- ✓ Have **1-on-1 Meeting** with your employee

DURING 1-on-1

FOR MANAGER:
- ✓ Discuss and feedback on performance, support, and IDP.
- ✓ Manager coach team members to ensure the achievement of performance & IDP at the end of the year

AFTER

- ✓ Manager approve the employee self-review in Oin1 system

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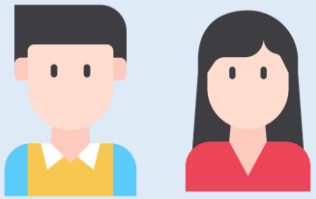
Effective Performance Feedback Role

EMPLOYEE

- ✓ Monitor own performance, seek performance information, apprise supervisor of successes, shortcomings, and needs
- ✓ Act on feedback received

MANAGER

- ✓ Provide clear feedback on an ongoing and often informal basis
- ✓ Ensure that staff member understands expectations



SHARED (EMPLOYEE & MANAGER)

- ✓ Agree upon a joint feedback process (i.e., when and how feedback will be exchanged on a one-on-one basis)
- ✓ Assume best intentions

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Key Skill for People Manager

Giving Performance Feedback

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Effective Performance Feedback Tool

1-on-1 Performance Feedback by using STAR and STAR + AR Model

Providing Positive Feedback with "STAR"

The components of the positive STAR remind you to describe the Situation/Task, Action, and Result.

ST A R

- **ST: Situation/Task**

The situation or task the person faced—Provides the **context for his or her actions and helps explain their importance.**

- **A: Action**

The action taken—Details of what the person **said or did to handle the situation or task.**

- **R: Result**

The result of the action—Describes **what was achieved by the action and why it was effective.**

Developmental Feedback by using "STAR + AR"

The components of the developmental STAR/AR remind you to describe the Situation/Task, Action, and Result, along with an Alternative Action and Alternative Result

ST A R + A R

- **ST: Situation/Task**

The situation or task the person faced—Provides the **context for his or her actions and helps explain their importance.**

- **A: Action**

The action taken—Details of what the person said or **did that was ineffective.**

- **R: Result**

The result of the action—**The impact or consequences of the person's ineffective actions**.

- **A: Alternative Action**

Provide an alternative or ask prompting questions to seek from the your team member what he or she **could have said or done differently**.

- **R: Alternative Result**

The **enhanced result that the alternative action** might have produced.

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Example : Performance Feedback

Developmental Feedback by using “STAR + AR”

ST

ST : Situation/ Task

ในปี 2022 ที่คุณเป็น leader ของโปรเจคA ที่เป็นโปรเจคหลักที่สำคัญของทีม

A

A : Action

เนื่องจากคุณไม่สามารถส่งมอบโปรเจคได้ตรงตามเวลาที่ตกลงกัน

R

R : Result

จึงทำให้เกิดผลกระทบกับธุรกิจของบริษัท และส่งผลให้ผลงานของคุณไม่เป็นไปตามความคาดหวังที่ตกลงร่วมกัน

A

A : Alternative Action

ในอนาคต หากคุณสามารถโฟกัสกับโปรเจคหลัก โดยมีระบบการติดตามสถานะงานทุกอาทิตย์

R

R : Alternative Result

มันจะช่วยทำให้โปรเจคเสร็จตามเวลาที่กำหนด

Effective Performance Feedback Tool – Giving Feedback

Active Listening

Topic	Behavior
Listening Skills	Repeat
	Supportive Response
	Rephrase
Listening Attitude	Empathy
	Acceptance
Body Language	Posture
	Eye Contact

Questioning

Topic	Example
Open questions	How, What, When, Which, Explain, Describe
Reason	Why did you choose this option? What is the logic behind?
Probing	Could you be more specific? For example?
Rate on scale	How much do you rate 'Topic' out of 10?
What if?	If you could do it again, what would you do differently?

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Effective Communication Tip for leaders!

Be Prepared

Use visualization technique e.g., data, graph

Be Clear

Double check with your sub-ordinate that they've same understanding with you.

Be Simple

Reduce complicated matter, get to the point, clarify your expectation & avoid technical words

Be Vivid (lively)

Enthusiasm, confidence & make it exciting, challenging & fun!

Be Natural

Be yourself – your best self!

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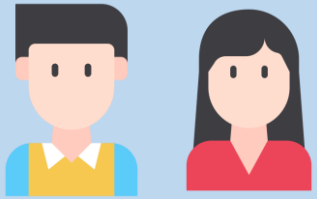

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Key Skill for Employee

Receiving Performance Feedback

Key Skill for Receiving Performance Feedback

LISTENING

REFLECTING & CLARIFYING

SUMMARIZING

GROWTH MINDSET IS A KEY FOR SUCCESS

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Six Tips to Receiving Feedback

- Ask for Feedback – on an ongoing basis
- Do not Reject the Feedback. Assume Good Intentions.
- Listen for Understanding. Clarify What the Feedback Means.
- Get Feedback from a Number of People.
- Respond to Feedback. Jointly agree on ways to improve (when applicable)
- Thank the Person for Giving the Feedback

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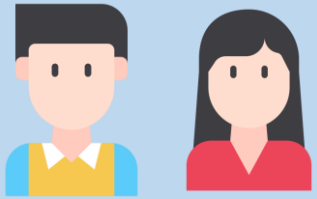

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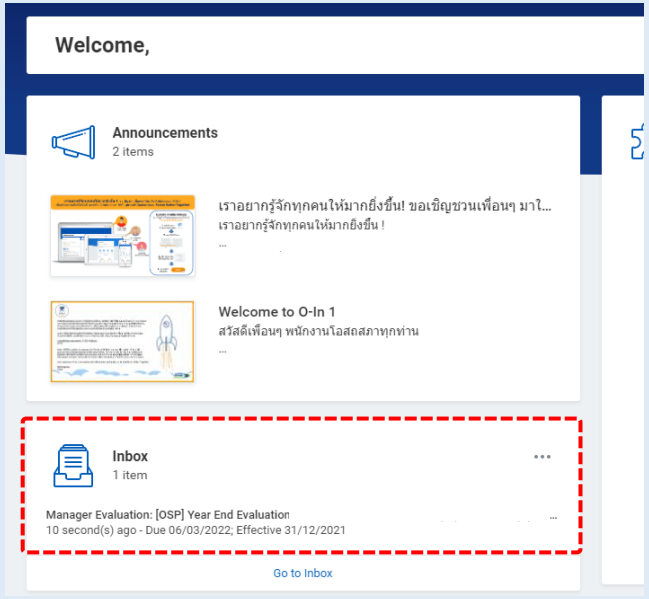
Performance Feedback

Acknowledged in Oin1 System (24 March – 4 April 2025)

Step:

1) Employee receive "**Manager Evaluation**" task on Oin1 System on 24 Mar. 2025
2) Click "**Get started**" on the task to review manager's evaluation summary
3) Click "**Next**" to acknowledgement section to acknowledge 2024 evaluation result
   3.1 Select "Acknowledged" on status
   3.2 Click "Submit"

1



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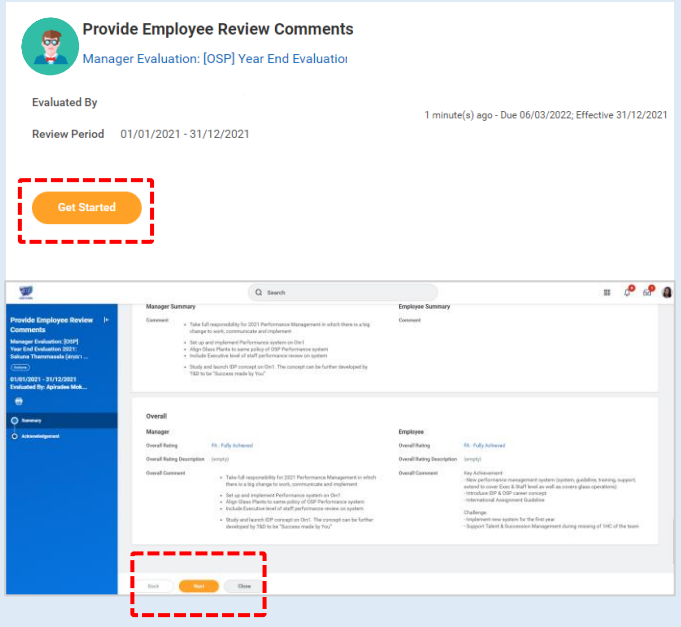

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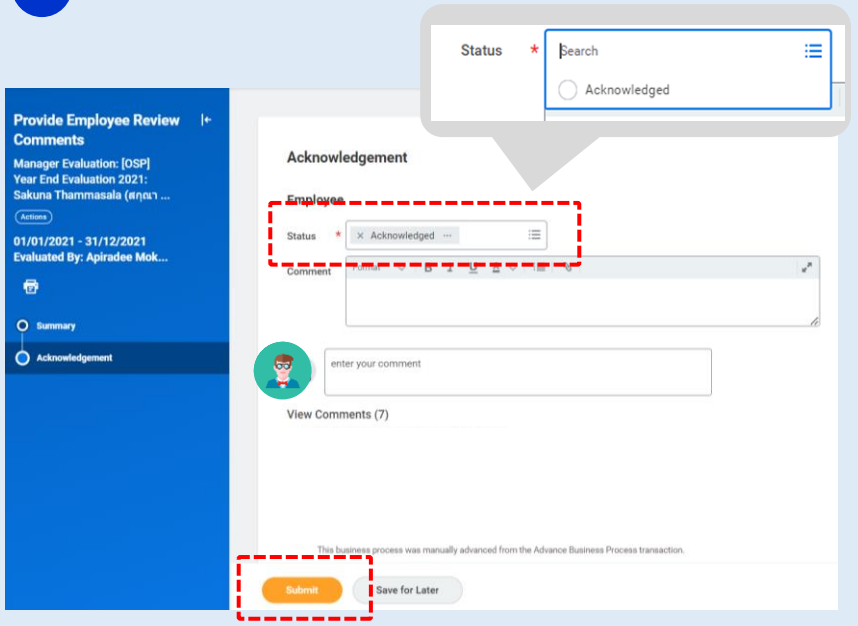

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ACT
ACHIEVEMENT CONSUMER-FOCUS TEAMWORK

Part 4 : Ongoing Feedback & Coaching

March 2025

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Ongoing Feedback & Coaching

- **Ongoing feedback is a two-way conversation throughout the year — helping employees stay aligned, improve performance, and continuously develop.**

WHY — Purpose

- **Align**
  Keep goals, priorities & expectations clear
- **Recognize**
  Reinforce good performance & behaviors
- **Improve**
  Address gaps early and course-correct
- **Develop**
  Build capability & support career growth

HOW — Simple Feedback Cycle

- **OBSERVE**
  Focus on specific performance & behaviors
- **DISCUSS**
  Share timely, two-way feedback
- **COACH**
  Explore solutions & agree on actions
- **FOLLOW UP**
  Check progress, recognize improvement & adjust

WHEN — Make It Everyday

- After key tasks/projects
- During 1-on-1s
- When something goes well
- When improvement is needed
- When priorities change
- When development opportunities arise

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Ongoing Feedback & Coaching

Ongoing Feedback	360° ACT Feedback
Anytime, as often as needed	**Structured, multi-rater feedback**
Request Feedback — Employees proactively ask managers, colleagues or stakeholders for feedback	Gain feedback from **multiple perspectives**
Give Feedback — Others can provide timely feedback to recognize strengths or suggest improvements	Assess **ACT Behaviors** and **Managerial Competencies**
Best used after **projects, assignments, collaboration or key milestones**	Identify **strengths, gaps & development priorities**
Turn feedback into **immediate action & improvement**	Use insights to support **IDP, coaching & development**

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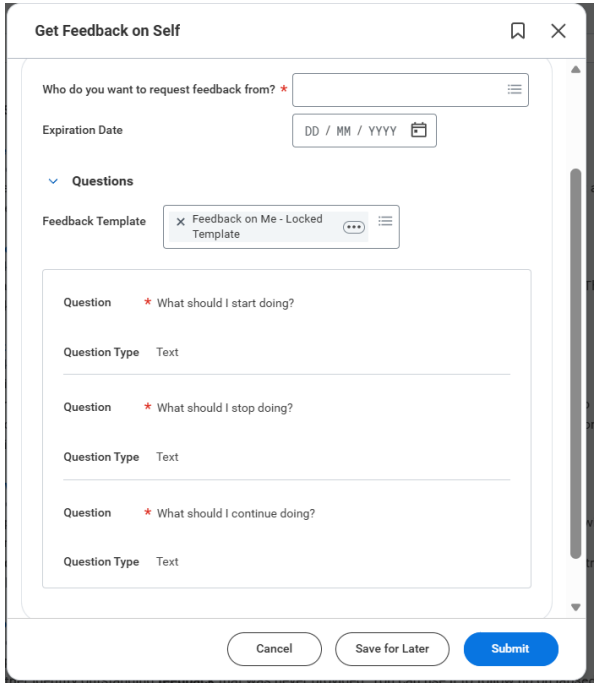
Supporting Tools - Ongoing Feedback

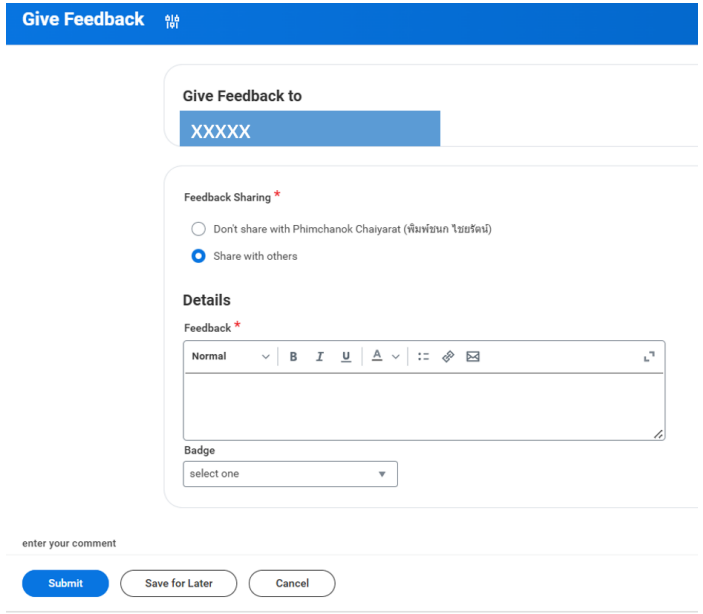
REQUEST FEEDBACK

Employees can proactively request feedback from others to gain different perspectives and support their development.



GIVE FEEDBACK

Managers, colleagues, and stakeholders can provide feedback directly to employees to recognize strengths or support improvement.



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Supporting Tools - 360° ACT Feedback

Achievement

6 items

Competency	Description	Manager Evaluation	Employee Evaluation	Additional Reviewer Evaluation
1.1.1 Results Orientation	Sets clear, measurable goals and leads the team to achieve impactful and sustainable results. กำหนดเป้าหมายที่ชัดเจนและวัดผลได้ พร้อมทั้งนำทีมให้บรรลุผลลัพธ์ที่มีคุณค่าและยั่งยืน	Proficiency Rating Frequently Seen Behavior is observed frequently, exceeding expectations.	Proficiency Rating Seen Behavior is observed regularly and meets expectations.	Responses 13 Average Rating 3.69
1.1.2 Results Orientation	Drives execution with discipline and commitment to company-level outcomes. ขับเคลื่อนการดำเนินงานด้วยความมุ่งมั่นและมุ่งสู่ผลลัพธ์ที่สำคัญของบริษัท	Proficiency Rating Frequently Seen Behavior is observed frequently, exceeding expectations.	Proficiency Rating Seen Behavior is observed regularly and meets expectations.	Responses 13 Average Rating 4.08
1.2.1 Passion to Win	Demonstrates strong drive and	Proficiency Rating Frequently Seen	Proficiency Rating Seen	Responses 13

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