

360 Culture Feedback Survey Report

**Culture Transformation Journey
@
W&W ISCM**

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Private and Confidential

Overview

W&W ISCM has embarked on an ambitious transformation journey guided by the bold objective of 10-16-26. This transformation encompasses reimagining manufacturing, seamless leadership transitions, and fostering a culture that drives impactful change. As a key enabler of this journey, ISCM has launched the Culture Transformation initiative and identified Champions of Culture to lead, inspire, and sustain the shift. As a Culture Champion, you have been entrusted with a pivotal role in shaping this transformation. To support your journey, a 360-degree feedback assessment has been conducted on four critical behaviours essential for cultural transformation: Be Bold, Build Capability, Collaborate Actively, and Demonstrate an SCM Mindset.

This report provides you a summary of the 360 Culture Feedback survey conducted in collaboration with Ascendus, our Technology Partner. Responses from your manager, team (direct & indirect reportees) and stakeholders/peers within & outside ISCM have been collated maintaining confidentiality.

Respondents

Based on your nominations, the following respondents have completed the survey. For the purpose of this survey & report, respondents have been categorized into the following cohorts.

Respondent Category	Respondent Definition	Number of Respondents who completed the survey*
Self	Yourself	1
Manager	Your Reporting Manager	1
Team	Direct reportees + Indirect Reportees	7
ISCM Peers	Peers within ISCM	2
External Peers	Peers Outside ISCM	4

FOCUS AREAS

The online responses are evaluated based on the identified 4 focus areas as mentioned below

1. Be Bold
2. Build Capability – for Self and Others
3. Collaborate Actively
4. Demonstrate an SCM Mindset

Report Structure

The report consists of five sections:

Section 1: Overall Summary Report

This section provides a comparison between Self score, the average score given by all respondents and group average for all focus areas.

Section 2: Scores by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Manager, Team, ISCM Peers, External Peers) for each focus area.

Section 3: Statement Wise Report

This section provides a statement wise score as given by Self, Manager, Team, ISCM Peers, External Peers. Some questions in this report are negatively framed - for example, waits for seniors to take decisions. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score indicates a favorable response and a lower score indicates an area for improvement.

Section 4: Top 5 Statements & Bottom 5 Statements

This section provides the top 5 statements & bottom 5 statements as rated by the respondents.

Section 5: Convergence and Divergence Areas

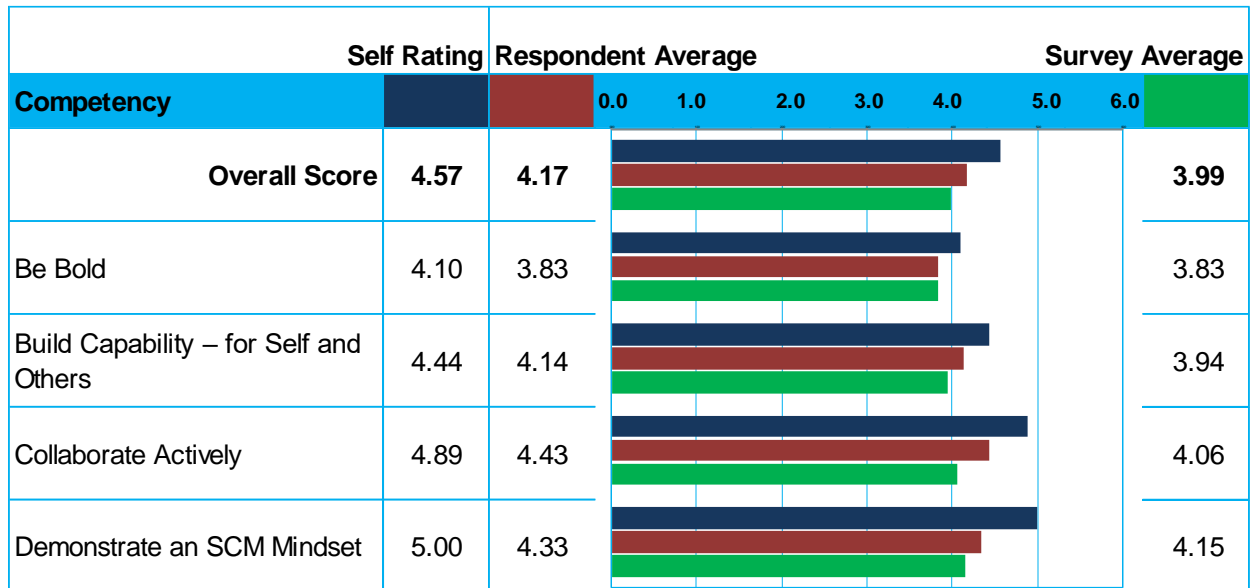
This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

Section 6: Qualitative Comments

This section provides the Qualitative Comments written by self and respondents. All the comments have been summarized using an AI tool.

Section 1: Overall Summary Report

This section provides a comparison between Self score and the combined average of score given by all other respondents put together (Manager, Team, ISCM Peers, External Peers) for each focus area and the average survey score of all Culture Champions.

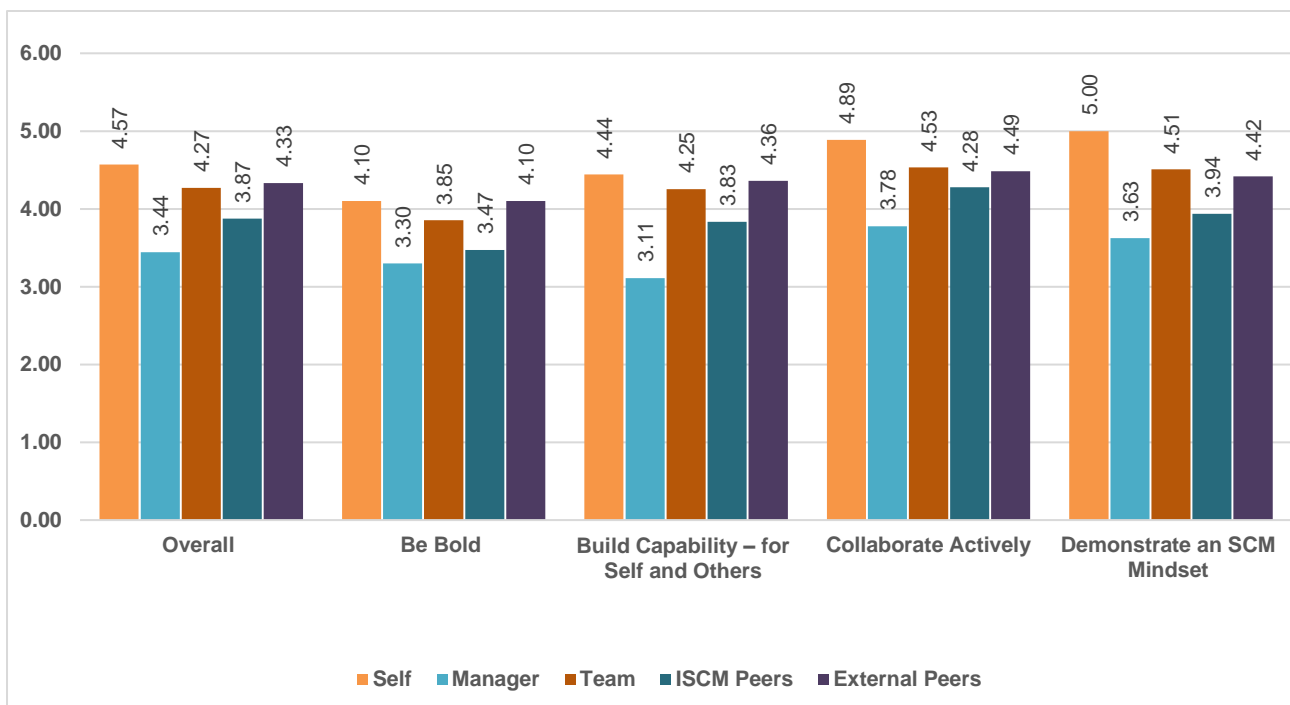


Section 2: Score by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Manager, Team, ISCM Peers, External Peers) for each focus area

Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	4.57	3.44	4.27	3.87	4.33
Be Bold	4.10	3.30	3.85	3.47	4.10
Build Capability – for Self and Others	4.44	3.11	4.25	3.83	4.36
Collaborate Actively	4.89	3.78	4.53	4.28	4.49
Demonstrate an SCM Mindset	5.00	3.63	4.51	3.94	4.42

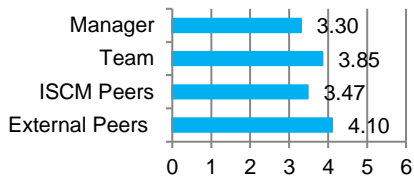
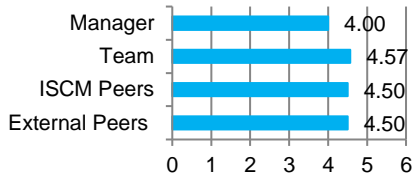
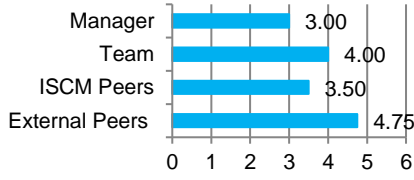
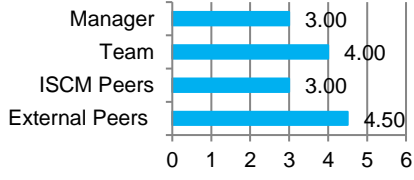
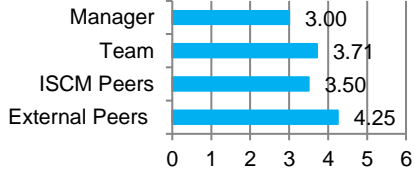
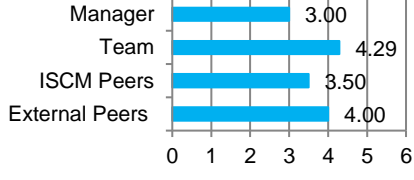
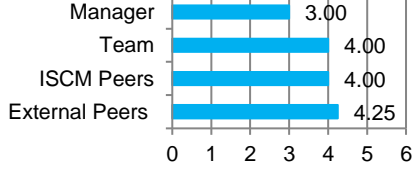
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

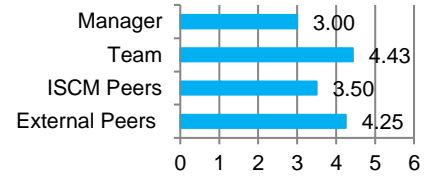
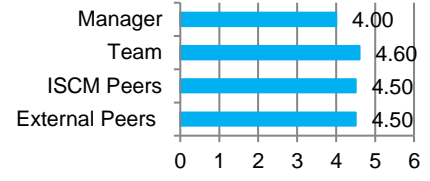
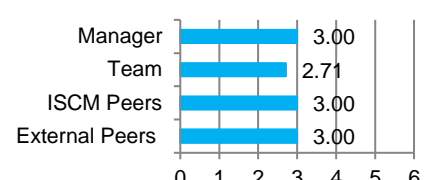
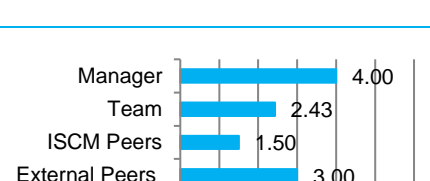


Section 3: Statement Wise Report

Some questions in this report are negatively framed - for example, waits for seniors to take decisions. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a lower score an area for improvement.

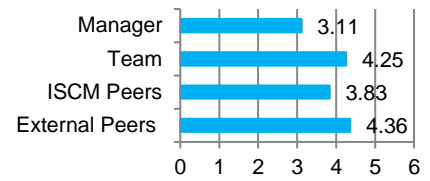
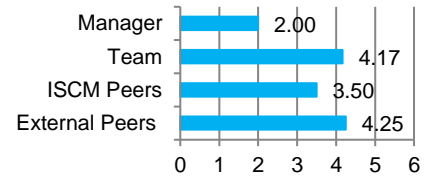
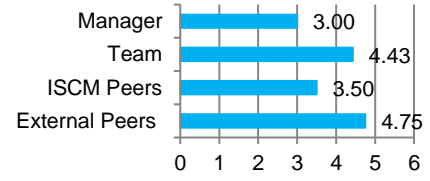
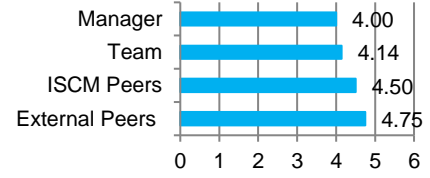
Focus Area: Be Bold


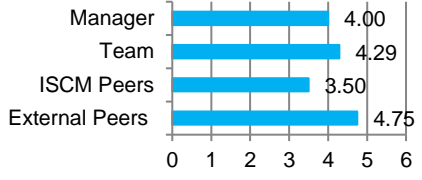
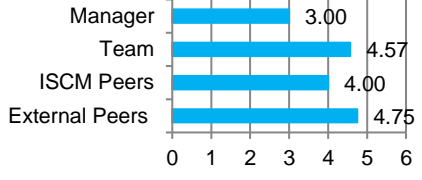
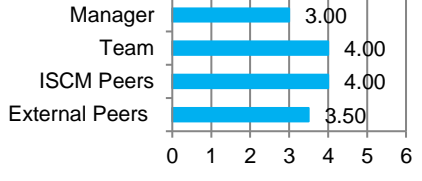
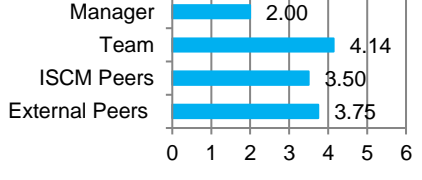
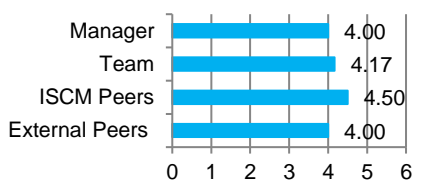
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	4.10	3.83	
1.	Speaks up and boldly shares opinions	4.00	4.50	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.07	
3.	Tracks and monitors performance of the team regularly	4.00	4.00	
4.	Ensures team members meet their goals and commitments	4.00	3.79	
5.	Takes quick action when people underperform	4.00	4.00	
6.	Makes decisions without delays	4.00	4.00	

7.	Takes risks – challenges status quo to experiment and do new things	5.00	4.14	
8.	Admits mistakes and learns from failure	5.00	4.50	
9.	<i>Waits for seniors to take decisions *</i>	3.00	2.86	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	2.57	

*The scores have been reversed and high score means favorable response

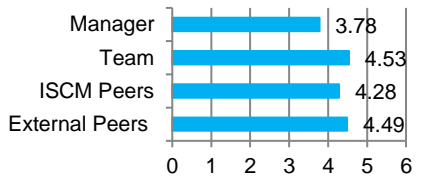
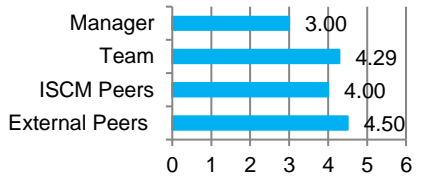
Focus Area: Build Capability – for Self and Others

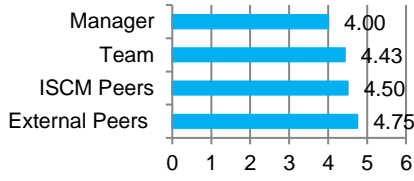
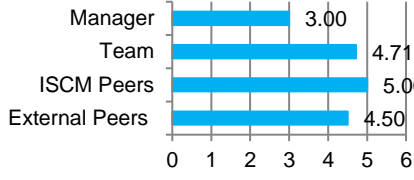
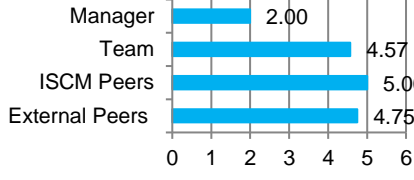
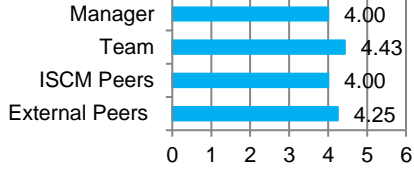
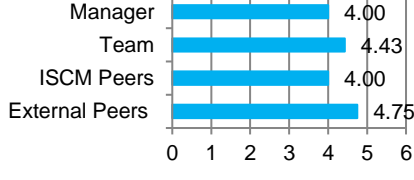
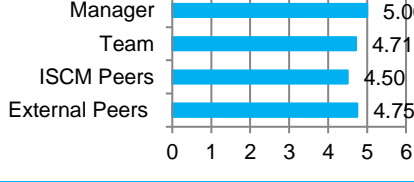
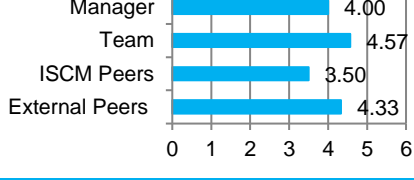
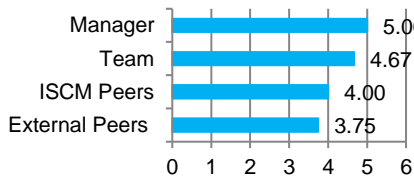
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.44	4.14	
1.	Learns new skills and knowledge to transform ISCM	4.00	3.92	
2.	Accepts change and adapts quickly	5.00	4.29	
3.	Delegates authority to team members to decentralize decision making	5.00	4.36	

4.	Builds new and diverse capabilities needed in the team	5.00	4.23	
5.	Coaches team members to improve their performance and abilities	5.00	4.29	
6.	Drives a data driven decision making approach within ISCM	4.00	4.43	
7.	<i>Gets too involved in unnecessary details *</i>	3.00	3.77	
8.	<i>Is reluctant to explore modern technology *</i>	4.00	3.79	
9.	<i>Does not empower or give authority to team members *</i>	5.00	4.15	

*The scores have been reversed and high score means favorable response

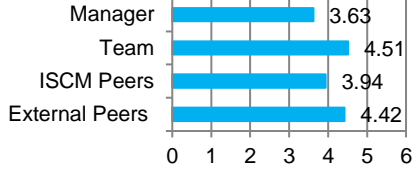
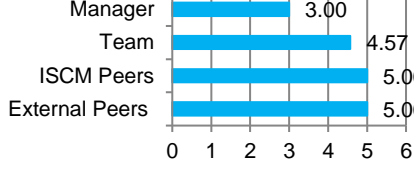
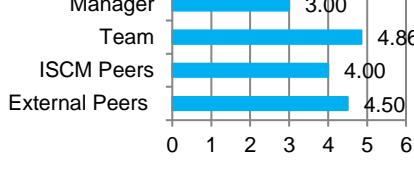
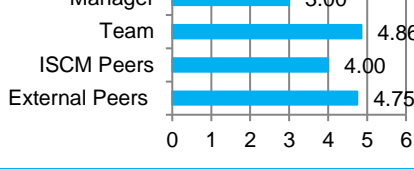
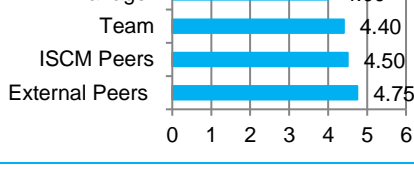
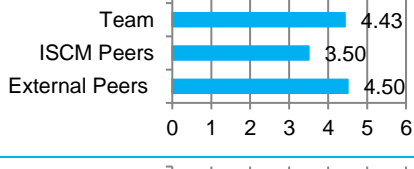
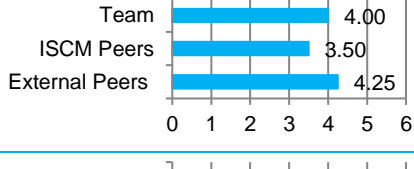
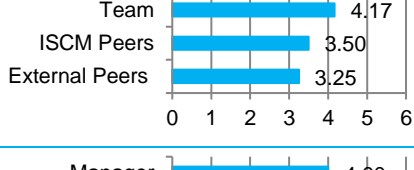
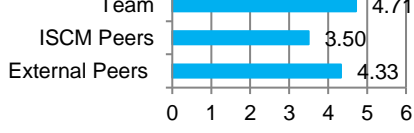
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.89	4.43	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.21	

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.50	
3.	Interacts and builds relationships with people across ISCM	5.00	4.57	
4.	Builds relationships with stakeholders in the business	5.00	4.50	
5.	Communicates and shares information transparently and promptly	5.00	4.29	
6.	Is trustworthy – delivers on commitments	5.00	4.43	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.71	
8.	Limits their interaction and communication with the same set of people *	5.00	4.31	
9.	Speaks negatively about others behind their backs *	5.00	4.31	

*The scores have been reversed and high score means favorable response

Focus Area: Demonstrate an SCM Mindset

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		5.00	4.33	 <p>Manager 3.63 Team 4.51 ISCM Peers 3.94 External Peers 4.42</p>
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.64	 <p>Manager 3.00 Team 4.57 ISCM Peers 5.00 External Peers 5.00</p>
2.	Stays updated on Supply Chain Management practices in the industry	5.00	4.50	 <p>Manager 3.00 Team 4.86 ISCM Peers 4.00 External Peers 4.50</p>
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.57	 <p>Manager 3.00 Team 4.86 ISCM Peers 4.00 External Peers 4.75</p>
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.50	 <p>Manager 4.00 Team 4.40 ISCM Peers 4.50 External Peers 4.75</p>
5.	Monitors and controls costs in own department / function	NA	4.36	 <p>Manager 5.00 Team 4.43 ISCM Peers 3.50 External Peers 4.50</p>
6.	Improves productivity by leveraging tools and technology	5.00	3.93	 <p>Manager 3.00 Team 4.00 ISCM Peers 3.50 External Peers 4.25</p>
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	3.77	 <p>Manager 4.00 Team 4.17 ISCM Peers 3.50 External Peers 3.25</p>
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.38	 <p>Manager 4.00 Team 4.71 ISCM Peers 3.50 External Peers 4.33</p>

*The scores have been reversed and high score means favorable response

Section 4: Top 5 & Bottom 5 Statements

Top 5 Statements

This section highlights the top 5 Statements as per the respondents

Top 5 Statements		
Focus Area	Statement	Respondent Average
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.71
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.64
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.57
Demonstrate an SCM Mindset	Links actions and plans to the larger goals and priorities of ISCM	4.57
Be Bold	Speaks up and boldly shares opinions	4.50

**The scores have been reversed and high score means favorable response*

Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	Statement	Respondent Average
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	2.57
Be Bold	<i>Waits for seniors to take decisions *</i>	2.86
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	3.77
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.77
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	3.79

**The scores have been reversed and high score means favorable response*

Section 5: Convergence and Divergence Areas

Top 5 Converging Statements

Statements with less variance between self & other's ratings.

Top 5 Converging Statements			
Focus Area	Statement	Self-Rating	Respondent Average
Be Bold	Tracks and monitors performance of the team regularly	4.00	4.00
Be Bold	Takes quick action when people underperform	4.00	4.00
Be Bold	Makes decisions without delays	4.00	4.00
Be Bold	Challenges and questions others to improve decisions and outcomes	4.00	4.07
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	4.00	3.92

**The scores have been reversed and high score means favorable response*

Top 5 Diverging Statements

Statements with more variance between self & other's ratings.

Top 5 Diverging Statements			
Focus Area	Statement	Self-Rating	Respondent Average
Be Bold	Shares good news and achievements but not failures and mistakes *	4.00	2.57
Demonstrate an SCM Mindset	Achieves results but with low focus on costs and efficiencies *	5.00	3.77
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	5.00	3.93
Be Bold	Takes risks – challenges status quo to experiment and do new things	5.00	4.14
Build Capability – for Self and Others	Does not empower or give authority to team members *	5.00	4.15

**The scores have been reversed and high score means favorable response*

Section 6: Qualitative Comments

Your significant strengths (An AI tool has been used to summarize the responses)

The significant strengths of this leader include:

1. **Customer Focus:** Always prioritizes customer requirements and learns from past decisions.
2. **Team Player:** Works excellently within teams, fostering collaboration and open communication.
3. **Integrity and Accountability:** Known for respecting others, maintaining integrity, and holding oneself accountable.
4. **Problem-Solving:** Open-minded and willing to accept challenges, demonstrating dedication and attention to detail.
5. **Networking Skills:** Builds strong relationships with stakeholders and communicates effectively across the team.
6. **Functional Expertise:** Possesses deep knowledge in processes and functions, particularly in supply chain optimization.
7. **Leadership:** Demonstrates visionary leadership, streamlining operations and enhancing supply chain efficiency.
8. **Data-Driven:** Utilizes data for precise decision-making, enhancing operational agility and performance.
9. **Adaptability:** Adapts to changing circumstances and market conditions with ease.
10. **Knowledge Sharing:** Actively shares knowledge, promoting teamwork and collaboration.

In summary, the leader excels in customer focus, teamwork, integrity, problem-solving, networking, and leveraging data for decision-making, contributing to strong leadership and operational success.

What should you start doing to transform ISCM? (An AI tool has been used to summarize the responses)

To transform ISCM, this person should:

1. **Improve Response Time:** Focus on reducing response times to accelerate business growth.
2. **Challenge the Status Quo:** Push for improvements within their department and enhance collaboration with other functions.
3. **Data-Driven Decision Making:** Provide more data-driven analysis and take a proactive approach to improve ISCM performance.
4. **Understand Manufacturing Process:** Gain a deeper understanding of the manufacturing flow and costs to contribute to decision-making on make/buy choices.
5. **Automate Production Data:** Implement automation for production data and utilize predictive analytics.
6. **Drive Results Aggressively:** Be more assertive in driving results and outcomes.
7. **Develop Leaders:** Invest in the growth of team members and encourage leadership development.

8. **Engage with Team:** Increase interactions with team members and demand higher performance for business benefits.
9. **Provide Unbiased Treatment:** Ensure a fair and unbiased approach to all team members.
10. **Expand Responsibility:** Take on additional responsibilities and promote innovation to address industry challenges.
11. **Benchmark Practices:** Benchmark inventory management practices and conduct in-depth analysis of key areas.
12. **Clarify Expectations:** Ensure alignment by frequently clarifying expectations and assumptions with the team.
13. **Digital Integration:** Implement end-to-end digital integration, including a digital control tower for real-time visibility across procurement, production, and logistics.
14. **Enhance Supply Chain Flexibility:** Focus on building a resilient and agile supply chain, incorporating modular manufacturing and adaptive capacity planning.
15. **Improve Logistics and Distribution:** Enhance logistics and distribution efficiency, integrating omnichannel fulfillment.

Additionally, improving relationships within the team and stakeholders is key to driving transformation.

What should you stop doing to be more effective? (An AI tool has been used to summarize the responses)

To be more effective, this person should:

1. **Stop Worrying About Failure:** Focus less on perfection and 100% achievement, and embrace learning from setbacks.
2. **Focus on Positives:** Emphasize the positive aspects of others and avoid dwelling on unchangeable negatives.
3. **Avoid Manual Processes:** Move away from relying on manual work and focus on finding system solutions and data analysis.
4. **Improve Decision-Making:** Encourage the team to make decisions independently and plan for the future.
5. **Stay Current with Data:** Keep data up to date and reduce the time spent gathering information, improving agility.
6. **Manage Energy:** Address energy levels and avoid appearing exhausted, especially during afternoon work hours.
7. **Avoid Being Carried by Team Outcomes:** Ensure proper checkpoints and validation of the team's work and performance.
8. **Reduce Time in Meetings:** Decrease time spent on weekly production meetings.
9. **Accept Failures:** Don't be too harsh on performance failures; instead, focus on improvements.
10. **Avoid Excessive Aggression:** Reduce moments of excessive aggression and ensure calm leadership.

11. **Streamline Decision-Making:** Simplify decision-making processes to improve efficiency and responsiveness.
12. **Delegate More:** Delegate tasks where appropriate to optimize workflow.
13. **Shift from Reactive to Proactive:** Move away from reactive, siloed practices and adopt data-driven, agile, and collaborative approaches.
14. **Reduce Travel:** Limit unnecessary travel to focus more on core responsibilities.

Additional feedback/ comments (An AI tool has been used to summarize the responses)

Additional feedback and comments include:

1. **Hierarchy:** Should be used only for administrative purposes, not in functional roles.
2. **Work-Life Balance:** Focus on improving work-life balance.
3. **Emotional Balance:** Maintains good emotional balance.
4. **Decision-Making:** Push the team to make decisions and focus on future growth.
5. **Support in Alignment:** Support in measuring NP alignment through shared Key Result Areas (KRAs).
6. **Organizational Asset:** Seen as an asset to the organization.
7. **Team Environment:** Build a family-like atmosphere within the function.
8. **Shift Focus:** Move from operational firefighting to strategic transformation, aligning ISCM with business growth, sustainability, and customer satisfaction.
9. **Data-Driven Decision Making:** Leverage data-driven insights for faster, more effective decisions.
10. **Personal Traits:** Known for being friendly and sportive.

END