

# **360 Culture Feedback Survey Report**

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

**March 2025**

**Duraisamy M**

*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	5
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.

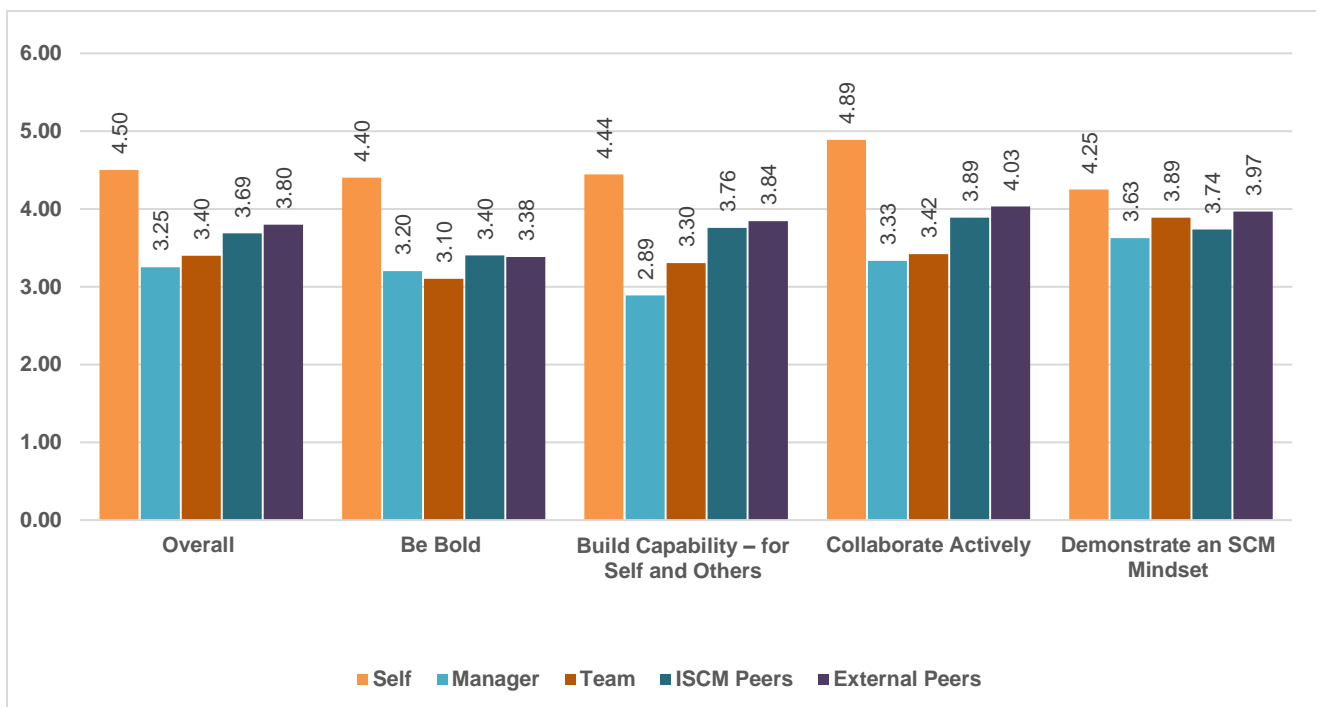
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.50	3.56									3.99
Be Bold	4.40	3.26									3.83
Build Capability – for Self and Others	4.44	3.53									3.94
Collaborate Actively	4.89	3.69									4.06
Demonstrate an SCM Mindset	4.25	3.84									4.15

## 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
<b>Overall</b>	<b>4.50</b>	<b>3.25</b>	<b>3.40</b>	<b>3.69</b>	<b>3.80</b>
Be Bold	4.40	3.20	3.10	3.40	3.38
Build Capability – for Self and Others	4.44	2.89	3.30	3.76	3.84
Collaborate Actively	4.89	3.33	3.42	3.89	4.03
Demonstrate an SCM Mindset	4.25	3.63	3.89	3.74	3.97

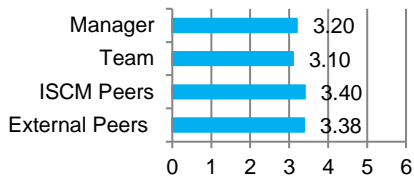
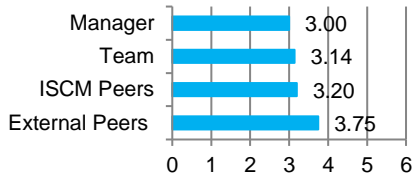
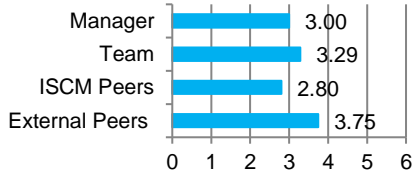
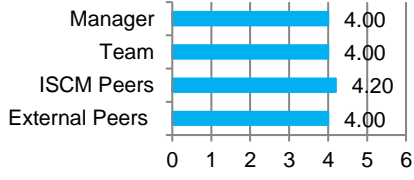
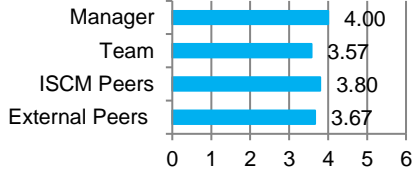
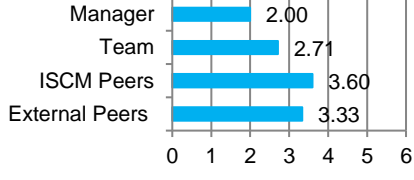
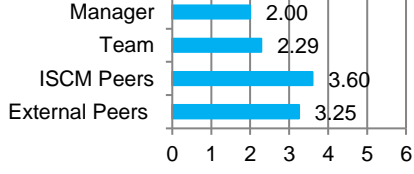
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*



### 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.

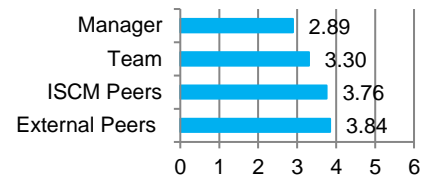
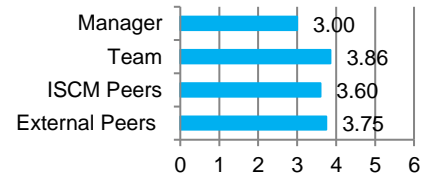
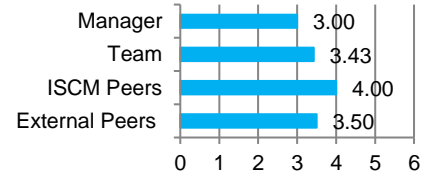
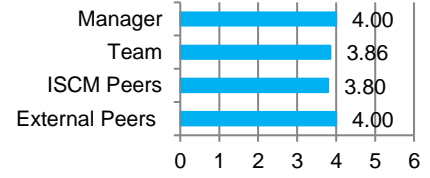
#### Focus Area: Be Bold

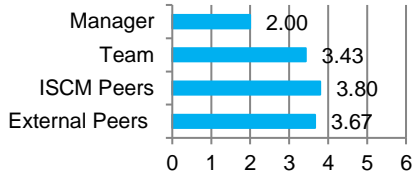
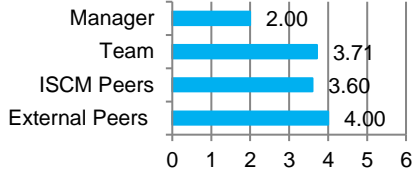
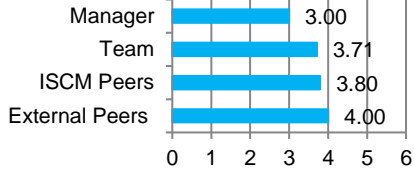
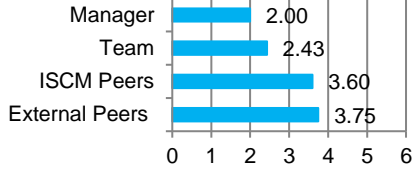
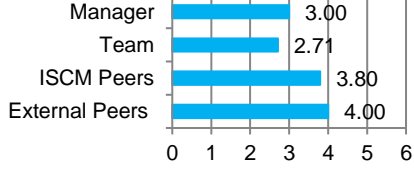
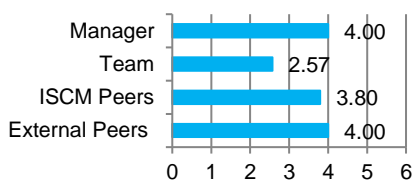
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>4.40</b>	<b>3.26</b>	
1.	Speaks up and boldly shares opinions	4.00	3.29	
2.	Challenges and questions others to improve decisions and outcomes	4.00	3.24	
3.	Tracks and monitors performance of the team regularly	5.00	4.06	
4.	Ensures team members meet their goals and commitments	5.00	3.69	
5.	Takes quick action when people underperform	5.00	3.06	
6.	Makes decisions without delays	4.00	2.88	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	2.94	
8.	Admits mistakes and learns from failure	5.00	3.69	
9.	<i>Waits for seniors to take decisions *</i>	4.00	2.56	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	3.19	

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

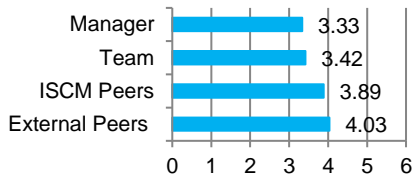
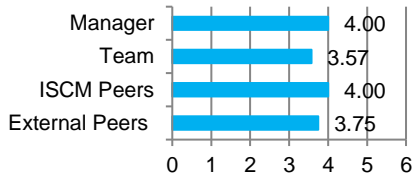
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.44</b>	<b>3.53</b>	
1.	Learns new skills and knowledge to transform ISCM	5.00	3.71	
2.	Accepts change and adapts quickly	5.00	3.59	
3.	Delegates authority to team members to decentralize decision making	4.00	3.88	

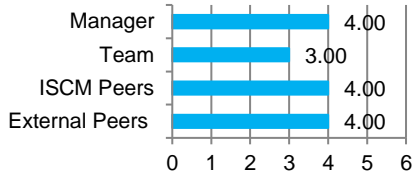
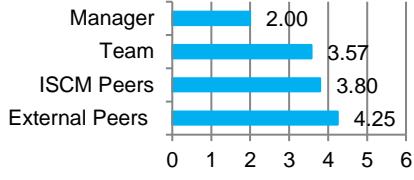
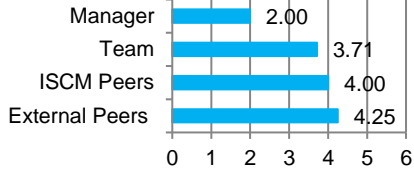
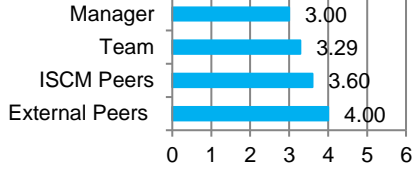
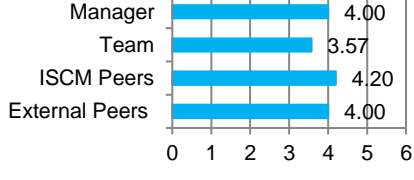
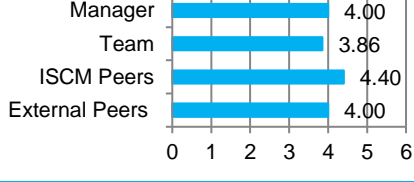
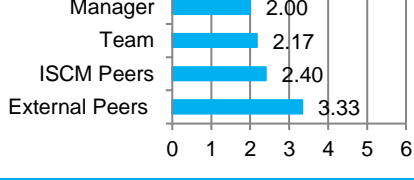
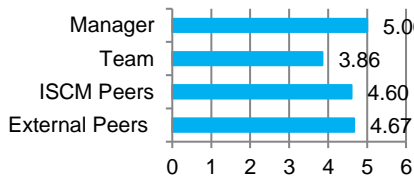
4.	Builds new and diverse capabilities needed in the team	4.00	3.50	
5.	Coaches team members to improve their performance and abilities	5.00	3.63	
6.	Drives a data driven decision making approach within ISCM	4.00	3.76	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	3.06	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.35	
9.	<i>Does not empower or give authority to team members *</i>	4.00	3.31	

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

### Focus Area: Collaborate Actively

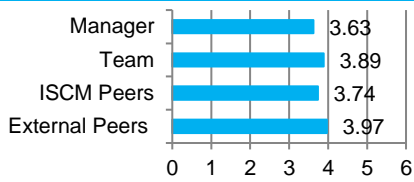
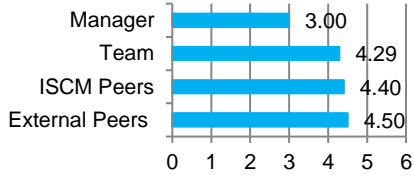
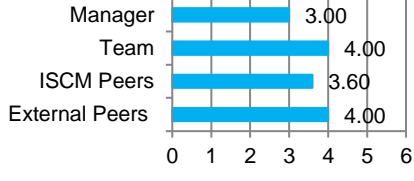
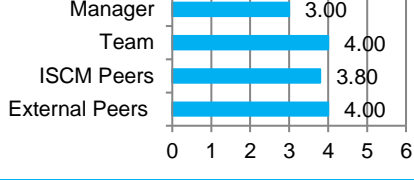
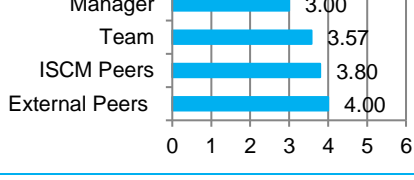

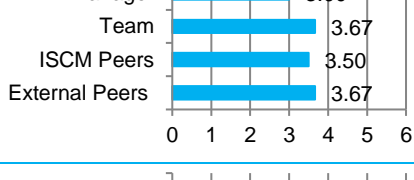
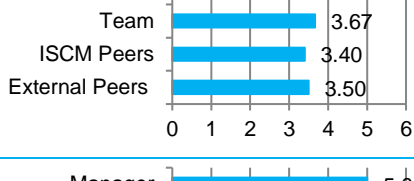
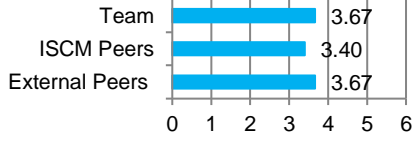
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.89</b>	<b>3.69</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	3.76	



2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.59	
3.	Interacts and builds relationships with people across ISCM	5.00	3.71	
4.	Builds relationships with stakeholders in the business	5.00	3.82	
5.	Communicates and shares information transparently and promptly	5.00	3.53	
6.	Is trustworthy – delivers on commitments	5.00	3.88	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.06	
8.	Limits their interaction and communication with the same set of people *	4.00	2.47	
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
<b>Overall Score</b>		<b>4.25</b>	<b>3.84</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.29	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	3.82	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	3.88	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	3.71	
5.	Monitors and controls costs in own department / function	5.00	4.13	
6.	Improves productivity by leveraging tools and technology	5.00	3.57	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	3.63	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	1.00	3.67	

\*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	<i>Speaks negatively about others behind their backs *</i>	4.31
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.29
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	4.13
Be Bold	Tracks and monitors performance of the team regularly	4.06
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.06

*\*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
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	2.47
Be Bold	<i>Waits for seniors to take decisions *</i>	2.56
Be Bold	Makes decisions without delays	2.88
Be Bold	Takes risks – challenges status quo to experiment and do new things	2.94
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	3.06

*\*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
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	4.00	3.88
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.00	3.82
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	4.00	3.76
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	3.71
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	3.50

*\*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
Demonstrate an SCM Mindset	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	1.00	3.67
Be Bold	Takes quick action when people underperform	5.00	3.06
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	5.00	3.35
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	4.00	2.47
Collaborate Actively	Communicates and shares information transparently and promptly	5.00	3.53

*\*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 are:

1. **Politeness & Positive Mindset:** Displays a positive outlook and a sincere, dedicated approach.
2. **Ownership & Accountability:** Takes full responsibility and is committed to his work.
3. **Techno-commercial Abilities:** Strong in both technical and commercial aspects, with good knowledge of sourcing and vendor networks, especially in Hong Kong & China.
4. **Interpersonal Skills & Emotional Intelligence:** Maintains good relationships with peers, vendors, and team members, and demonstrates empathy and effective communication.
5. **People Management:** Focuses on team engagement, motivation, and learning, while delegating tasks effectively.
6. **Technical Expertise & Product Knowledge:** Strong understanding of technical aspects and product details.
7. **Cool and Composed:** Maintains a calm demeanor in all situations, approachable, and unbiased.
8. **Continuous Improvement:** Always striving for excellence and motivating the team to improve and reach targets.

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

To transform ISCM, this person should focus on:

1. **Quick Decision-Making:** Make faster, more efficient decisions to drive progress and impact.
2. **Learning & Adaptation:** Enhance skills in supply chain processes, emerging technologies, and forecasting for the future.
3. **Improved Communication:** Speak up in meetings, articulate ideas clearly, and have regular communication with stakeholders for feedback and improvement.
4. **Cost Efficiency & Collaboration:** Focus on cost reduction initiatives, collaborate with vendors, and bring innovation for improvement.
5. **Team Engagement & Leadership:** Be more assertive, build strong relationships with the ISCM council, and provide support and trust to team members.
6. **Prioritization & Planning:** Take action on critical areas, prioritize tasks, and allocate resources efficiently.
7. **Vendor Development:** Work with vendors to improve cost competitiveness, quality, and productivity through co-creation.
8. **Empowerment & Team Recognition:** Learn to appreciate and recognize team efforts, avoid insulting or discouraging the team, and motivate them to perform better.

9. **Develop Thought Leadership:** Develop a clear framework for projects and initiatives, and improve overall decision-making and communication.

### 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 stop:

1. **Overthinking and Procrastination:** Avoid spending excessive time on data mining, overanalyzing, or delaying responses on important matters.
2. **Micromanaging:** Stop focusing too much on minute details and empower the team more by reducing micromanagement.
3. **Operating from Comfort Zone:** Move away from passive behavior and engage more actively with stakeholders and in key meetings.
4. **Ineffective Habits:** Reduce unnecessary reviews and avoid ineffective habits that delay decision-making or cause inefficiencies.
5. **Overlooking Tasks and Prioritization Issues:** Stop overlooking essential tasks and spending time on low-value activities that affect other priorities.
6. **Prolonged Discussions:** Be more concise in discussions and provide timely feedback to the team.
7. **Reliance on Past Experiences:** Avoid relying too heavily on past experiences and focus on adapting to new situations without over-referencing old methods.
8. **Inaction on Critical Issues:** Make quicker decisions, especially on cost, quality, and delivery issues, to avoid delays in team and vendor coordination.
9. **Irrelevant Data Requests:** Stop asking for unnecessary or irrelevant details and focus on value-added data and actions.

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

Additional feedback and comments for this leader include:

1. **Decision-Making and Complexity:** The leader should stop overthinking and focus on faster decision-making and managing complexity effectively. There is a need to prioritize outcomes and concentrate on higher-level activities for greater contributions.
2. **People Management and Development:** Focus on building synergy with stakeholders, improving team performance, and fostering ownership within the team. Encouraging the team to take responsibility and actively developing them can drive sustained success.
3. **Team Recognition:** The leader should work on recognizing and appreciating the efforts of team members. There is a noted gap in showing appreciation and understanding team members' challenges and personal lives. Empathy and gratitude are important qualities to enhance.

4. **Work-Life Balance and Support:** The leader should ensure work-life balance and address the concerns of team members more effectively. This includes reducing overwhelming communication and avoiding unrealistic expectations or deadlines.
5. **Growth Mindset:** Embrace challenges as opportunities for growth, and continue developing the team and driving innovation through collaboration.
6. **Improving Leadership:** Encourage a more empathetic approach to leadership by listening to individual concerns and providing timely feedback for both personal and professional growth.
7. **Focus on Relevant Data:** The leader should prioritize data that is relevant for decision-making, reduce unnecessary dependencies, and focus on work-related goals rather than general encouragement.
8. **Technical Expertise and Initiative:** There is potential for more technical initiatives in areas like assembly, quality control, and sourcing, which could drive further business improvements.

# END