

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	21
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	2

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

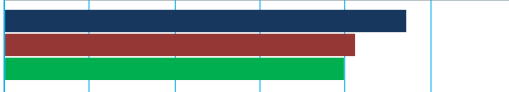




This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

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.

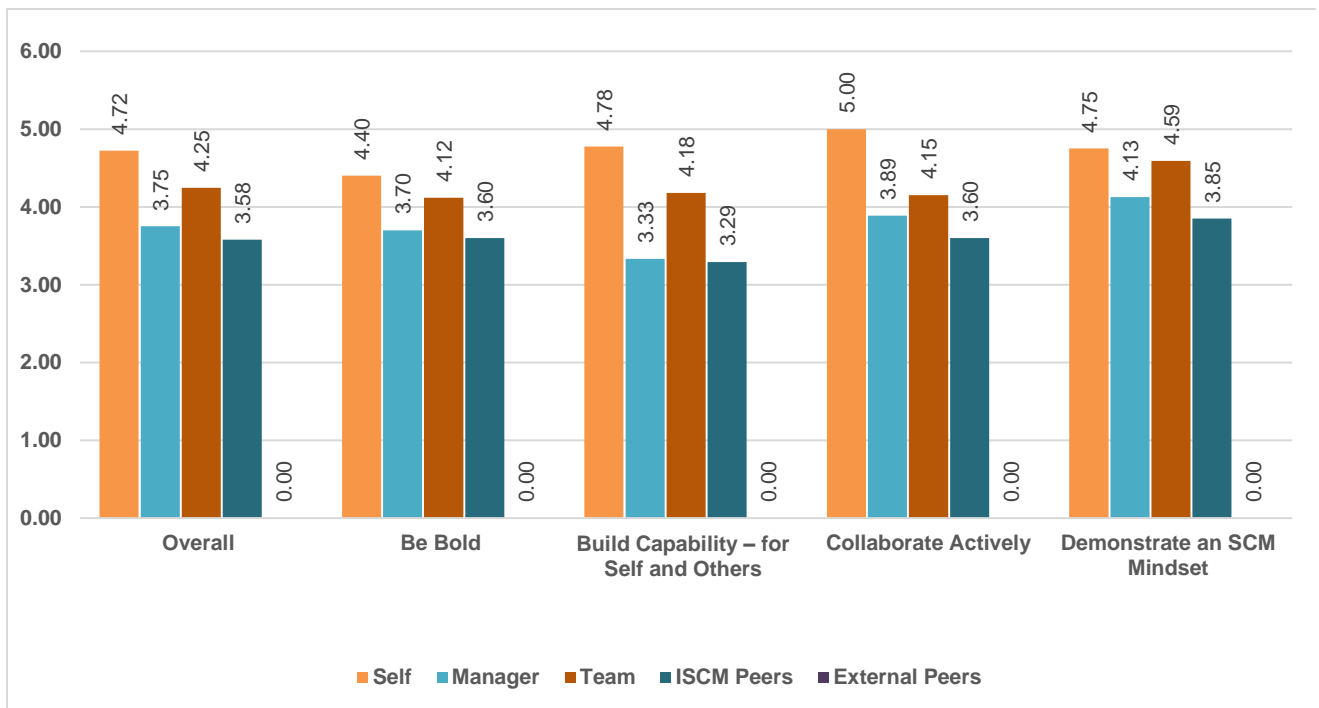
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.72	4.12								3.99	
Be Bold	4.40	4.02								3.83	
Build Capability – for Self and Others	4.78	3.99								3.94	
Collaborate Actively	5.00	4.08								4.06	
Demonstrate an SCM Mindset	4.75	4.44								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
Overall	4.72	3.75	4.25	3.58	-
Be Bold	4.40	3.70	4.12	3.60	-
Build Capability – for Self and Others	4.78	3.33	4.18	3.29	-
Collaborate Actively	5.00	3.89	4.15	3.60	-
Demonstrate an SCM Mindset	4.75	4.13	4.59	3.85	-

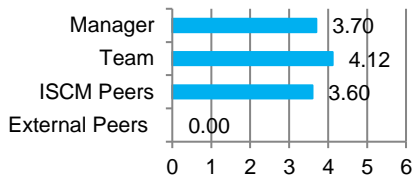
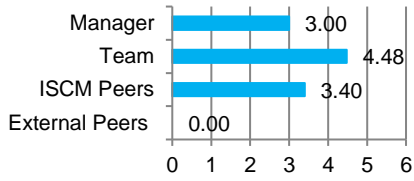
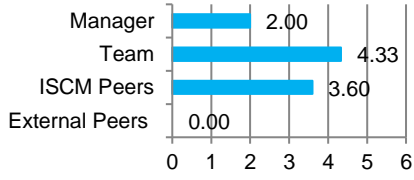
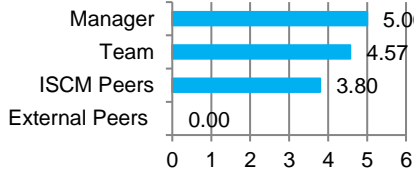
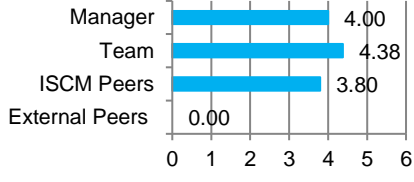
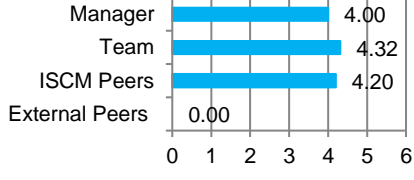

If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity


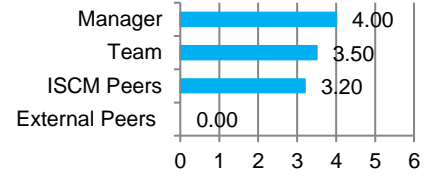
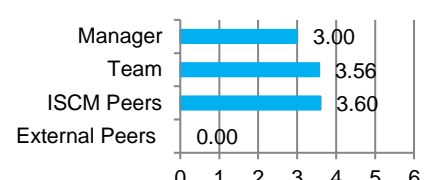
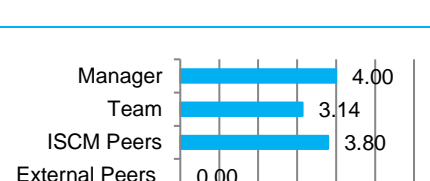


Section 3: Statement Wise Report

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.

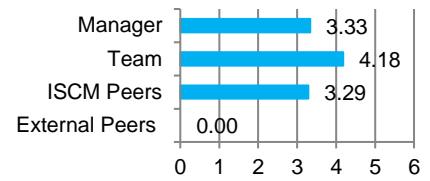
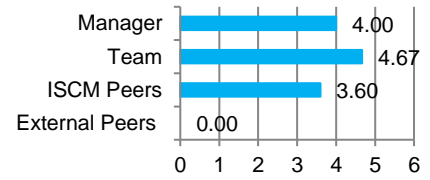
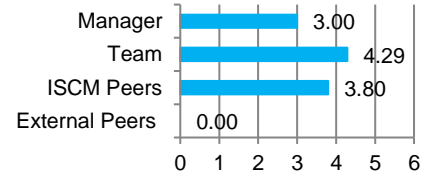
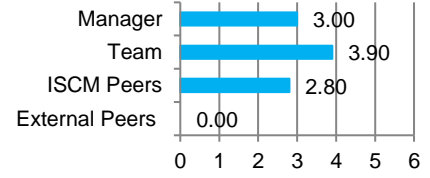
Focus Area: Be Bold

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	4.40	4.02	
1.	Speaks up and boldly shares opinions	3.00	4.24	
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.14	
3.	Tracks and monitors performance of the team regularly	5.00	4.46	
4.	Ensures team members meet their goals and commitments	5.00	4.29	
5.	Takes quick action when people underperform	5.00	4.31	
6.	Makes decisions without delays	5.00	4.29	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	4.00	
8.	Admits mistakes and learns from failure	5.00	3.54	
9.	<i>Waits for seniors to take decisions *</i>	5.00	3.57	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	2.00	3.31	

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

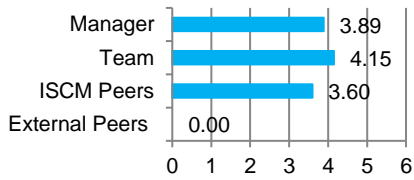
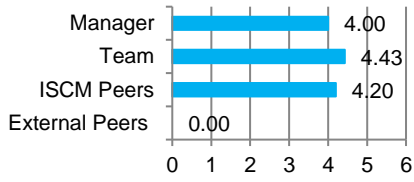
Focus Area: Build Capability – for Self and Others

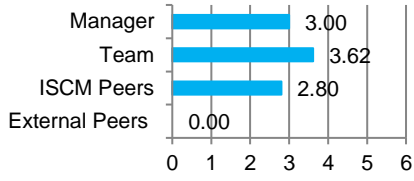
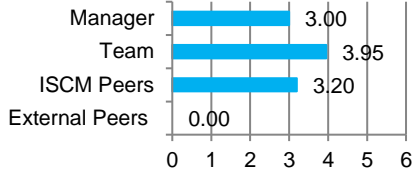
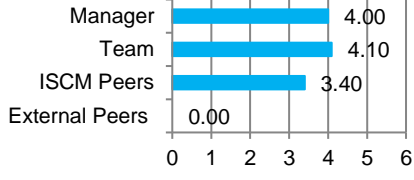
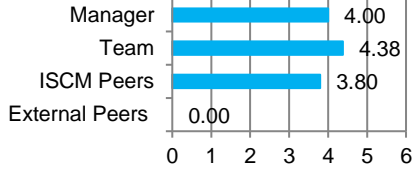
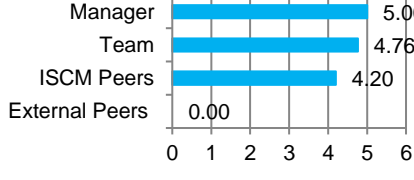
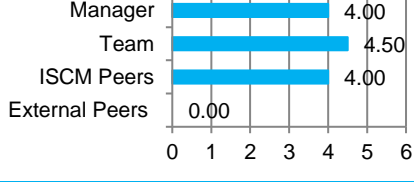
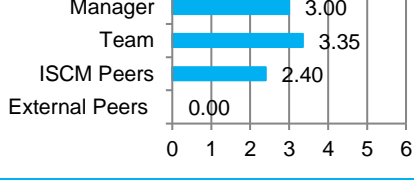
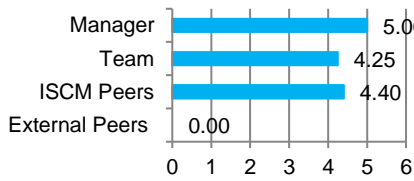
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.78	3.99	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.41	
2.	Accepts change and adapts quickly	5.00	4.17	
3.	Delegates authority to team members to decentralize decision making	4.00	3.71	

4.	Builds new and diverse capabilities needed in the team	5.00	3.96	
5.	Coaches team members to improve their performance and abilities	5.00	4.00	
6.	Drives a data driven decision making approach within ISCM	5.00	4.62	
7.	<i>Gets too involved in unnecessary details *</i>	5.00	3.52	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.97	
9.	<i>Does not empower or give authority to team members *</i>	5.00	3.48	

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

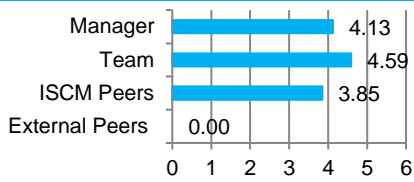
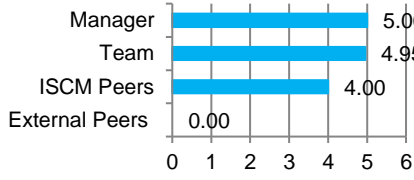

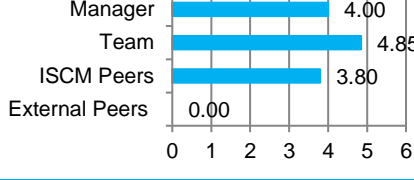
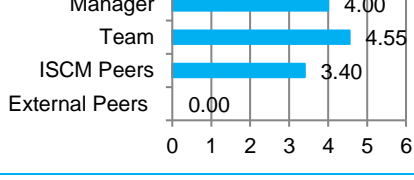
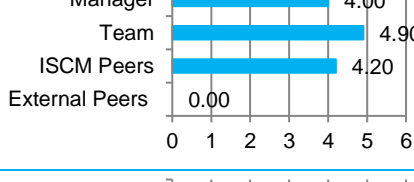
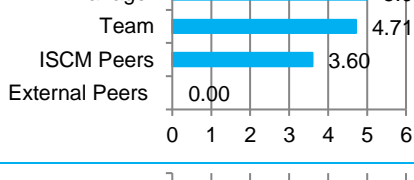
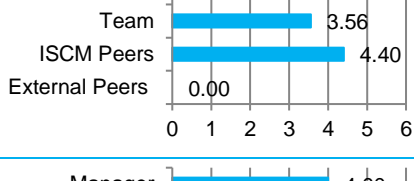
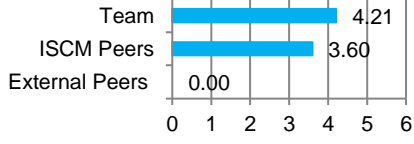
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		5.00	4.08	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.41	

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.52	
3.	Interacts and builds relationships with people across ISCM	5.00	3.83	
4.	Builds relationships with stakeholders in the business	5.00	4.03	
5.	Communicates and shares information transparently and promptly	5.00	4.31	
6.	Is trustworthy – delivers on commitments	5.00	4.69	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.41	
8.	Limits their interaction and communication with the same set of people *	5.00	3.21	
9.	Speaks negatively about others behind their backs *	5.00	4.32	

*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		4.75	4.44	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.79	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.57	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.61	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.32	
5.	Monitors and controls costs in own department / function	5.00	4.72	
6.	Improves productivity by leveraging tools and technology	5.00	4.52	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.76	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.11	

*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
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.79
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	4.72
Collaborate Actively	Is trustworthy – delivers on commitments	4.69
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	4.62
Demonstrate an SCM Mindset	Links actions and plans to the larger goals and priorities of ISCM	4.61

**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	Limits their interaction and communication with the same set of people *	3.21
Be Bold	Shares good news and achievements but not failures and mistakes *	3.31
Build Capability – for Self and Others	Does not empower or give authority to team members *	3.48
Build Capability – for Self and Others	Gets too involved in unnecessary details *	3.52
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	3.52

**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	Takes risks – challenges status quo to experiment and do new things	4.00	4.00
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.79
<i>Demonstrate an SCM Mindset</i>	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.76
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	5.00	4.72
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	4.00	3.71

**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
<i>Collaborate Actively</i>	<i>Limits their interaction and communication with the same set of people *</i>	5.00	3.21
<i>Build Capability – for Self and Others</i>	<i>Does not empower or give authority to team members *</i>	5.00	3.48
<i>Build Capability – for Self and Others</i>	<i>Gets too involved in unnecessary details *</i>	5.00	3.52
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.52
Be Bold	Admits mistakes and learns from failure	5.00	3.54

**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)

Summary: Significant Strengths of This Leader

1. **Data-Driven & Fact-Based Decision Making**
 - Highly **data-oriented** with **strong analytical skills**.
 - Uses **real data and facts** for decision-making and performance tracking.
 - Ensures **fact-based communication** and **clear strategic alignment**.
2. **Process-Oriented & Quality Champion**
 - Deep expertise in **Horology and quality functions**.
 - Strong focus on **structured processes, continuous improvement**, and **precision in manufacturing**.
 - Drives **advanced inspection methodologies** using **AI/ML** and **Vision Measurement Systems**.
3. **Strong Execution & Accountability**
 - **Meticulous execution**, ensures **timely delivery** and **goal tracking**.
 - **Quick decision-maker, solution-oriented**, and **results-driven**.
 - Holds teams accountable and ensures commitments are met.
4. **Leadership & Team Development**
 - **Coaching and mentoring** mindset, helping develop skills in others.
 - Encourages **self-learning, exploration of technology**, and **upskilling**.
 - Focuses on **collaboration with stakeholders** and **cross-functional engagement**.
5. **Visionary & Technologically Forward-Thinking**
 - **Adapts to new technology** and integrates **automation, AI, and advanced analytics**.
 - Leads **innovation in quality control and production efficiency**.
 - Ensures a **long-term strategic vision** that aligns with ISCM's growth.
6. **Strong Communication & Problem-Solving**
 - **Transparent and honest communication** with **stakeholders, vendors, and teams**.
 - **Balances business objectives with customer needs**, ensuring smooth operations.
 - **Effective at conflict resolution**, ensuring all concerns are heard and addressed.
7. **High Standards & Tough Leadership**
 - **Taskmaster with perfectionist tendencies**, driving teams to high performance.
 - **Can be tough on the team**, sometimes perceived as lacking empathy.
 - **Pushes for excellence**, ensuring **rigorous execution and discipline**.

Key Takeaway:

This leader is **highly strategic, data-driven, and quality-focused**, with a strong **execution mindset**. While a **tough coach**, they ensure **precision, innovation, and accountability**, making them a **key driver of ISCM's transformation and growth**.

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

Summary: What This Leader Should Start Doing to Transform ISCM

1. **Strengthen Thought Leadership & Stakeholder Collaboration**
 - Engage more actively in **strategic discussions and meetings**.
 - Build **stronger relationships with stakeholders** to align on business needs.
 - **Move from a "showstopper" to a solution provider**, ensuring better cooperation.
2. **Develop & Empower the Team**
 - **Delegate effectively** and **trust the team** to make decisions.
 - Foster a **positive leadership approach**—be a **motivating coach** rather than just a tough leader.
 - Encourage **team upskilling** (e.g., **Six Sigma, 5S, digitalization**).
 - Improve **listening skills** and be more **receptive to feedback**.
3. **Expand Business Acumen & Practical Exposure**
 - Gain deeper **business knowledge** in areas like **forecasting, P&L, and sales**.
 - **Conduct field visits** to better understand on-ground challenges.
 - **Benchmark competitor product quality** and integrate **best industry practices**.
4. **Enhance Quality & Digital Transformation**
 - Implement **Quality 4.0** by automating **inspections, complaint management, and traceability**.
 - Utilize **AI/ML and predictive analytics** for **defect prevention**.
 - Establish **higher quality standards** for premium watches, benchmarking against **Swiss standards**.
 - Shift focus from **percentage-based failure rates to defects per million** for better accuracy.
5. **Encourage Innovation & Risk-Taking**
 - Support **calculated risks** and **experimentation** to drive continuous improvement.
 - Develop a **culture of innovation**, allowing the team to **explore new solutions**.
 - **Leverage individual strengths** within the team to optimize performance.
6. **Strengthen Communication & Recognition**
 - Provide **regular updates** to the team and **appreciate contributions**.
 - Recognize and reward **even small achievements** to boost morale.
 - Foster a **collaborative and empathetic work culture** aligned with **Tata's values**.

Key Takeaway:

To transform ISCM, this leader should **expand strategic thinking, delegate more, embrace innovation, and strengthen quality & digital transformation**. By fostering a supportive, empowered, and high-performing team, ISCM can achieve **greater operational excellence**.

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

Summary: What This Leader Should Stop Doing to Be More Effective

1. **Reduce Micromanagement & Centralized Decision-Making**
 - **Trust the team** by **delegating responsibilities** and avoiding **excessive involvement** in day-to-day tasks.
 - Shift from **controlling every phase** of decision-making to **empowering team members** to take ownership.
 - Focus on **strategic leadership** rather than operational details.
2. **Improve Communication & Feedback Style**
 - **Avoid aggressive communication**—feedback should be **constructive and professional**.
 - **Stop blunt criticism and public reprimands**, as they impact morale and team motivation.
 - Foster a **positive, motivating environment** rather than **negative or demotivating discussions**.
3. **Be More Open to Team Input & Flexible in Approach**
 - **Listen to different viewpoints** instead of sticking rigidly to personal opinions.
 - Approach issues **holistically and without bias**, avoiding decisions based solely on past experiences.
 - Encourage **team contributions** rather than disregarding alternative ideas.
4. **Balance Leadership Style**
 - Avoid **over-involvement in minor issues**, allowing the team to develop problem-solving skills.
 - **Stop waiting for senior approvals** in all decisions—take **independent ownership** where possible.
 - Reduce **working in silos** and increase collaboration across teams.
5. **Encourage Autonomy & Team Growth**
 - Create an environment where employees feel **safe to take initiative and make decisions**.
 - Shift from **operational focus** to **long-term development and strategic growth**.
 - Stop **undermining team confidence**—encourage **empowerment and skill-building**.

Key Takeaway:

To be more effective, this leader should **reduce micromanagement, improve communication style, be more open to team input, and empower employees**. A **balanced, strategic, and motivational leadership approach** will enhance team efficiency and morale.

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

Summary: Additional Feedback & Comments

1. **Strengths & Leadership Style**

- Recognized as a **visionary, data-driven, and committed leader** with strong **strategic thinking**.
- **Passionate about quality** and plays a key role in **continuous improvement initiatives**.
- Strong focus on **cost control, transparency, and digital transformation**, inspiring innovation and efficiency.
- **Supports and guides** the team, especially during critical times.

2. Areas for Improvement

- **Empowerment & Delegation:** Encourage team decision-making by **delegating authority with mentorship**.
- **Team Engagement & Morale:** Build stronger **personal connections with the team** to foster motivation and unity.
- **Work on Attrition in Quality Function:** Analyze and address **why employees leave the quality department**.
- **Balance Perfectionism:** While aiming for excellence, also **adapt to imperfections and foster resilience**.

3. Suggestions for Future Growth

- Continue leveraging **AI and digital transformation** to enhance quality systems.
- Increase **team-building efforts** and **positive motivation** to strengthen workplace culture.
- A **more personal leadership approach** can further enhance engagement and team cohesion.
- **Conduct this feedback survey twice a year** to ensure continuous improvement.

Key Takeaway

The leader is highly **respected for expertise, dedication, and strategic vision**, but **greater delegation, team engagement, and motivational leadership** can further enhance effectiveness and team morale.

END