

Titan Company Ltd.

360 Feedback Interim Report – Online Survey

**Leader to Legend
One Jewellery**

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Private and Confidential

Overview

This report provides you a summary of the 360 online survey that was conducted by our Technology partner, Ascendus. Responses from your manager, team (indirect reportees) and stakeholders/peers have been collated confidentially & is being presented to you. Please read this as Part-A of your 360-feedback exercise.

Part-B of 360-feedback includes the qualitative feedback based on interviews by Cocoon Facilitators with 3-4 key stakeholders.

Respondents

Based on your nominations the following respondents have completed the survey:

Respondent Category	Respondent Definition	Number of Respondents who completed the survey*
Self	Yourself	1
Manager	Your manager	1
Team	Your direct and indirect reportees	1
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	7

COMPETENCIES

The online responses are evaluated are based on a success profile developed for the Jewellery Division

1. Think Ahead

Key Themes - Longer Term and Differentiating | Outside -In

2. Simplify How We Work

Key Themes - The Critical Few | Execution Excellence | Empowering

3. Works Seamlessly

Key Themes - Alignment | Managing Interfaces and Interdependencies

4. Be Bold and Courageous.

Key Themes - Bold Decisions | Candour | Risk and Resilience

5. Nurture Relationships and Talent

Key Themes - Deep Engagement | Nurturing and Developing

Report Structure

The report consists of five sections:

Section 1: Overall Summary Report

- This section provides a comparison between Self score, the score given by all respondents, and overall survey average for each competency

Section 2: Competency Score by Respondent Category

- This section provides a comparison between Self score and the score given by each respondent category (Manager, Team and Stakeholders) for each competency

Section 3: Statement Wise Report

- This section provides a statement level score as given by Self, Managers, Team and Stakeholders
- Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. 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

Section 4: Areas of Strengths & Development

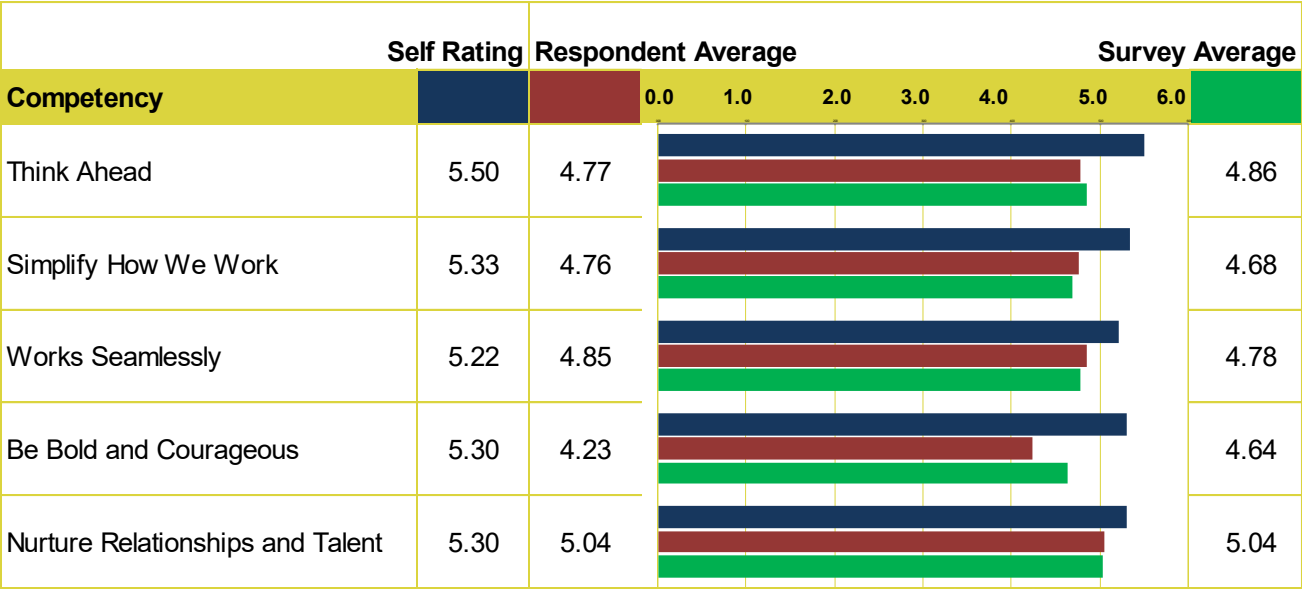
- This section provides the strengths and areas of development as rated by the respondents

Section 5: Verbatim Comments

- This section provides the verbatim comments written by self and respondents

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 (Supervisors, Team and Stakeholders) for each competency

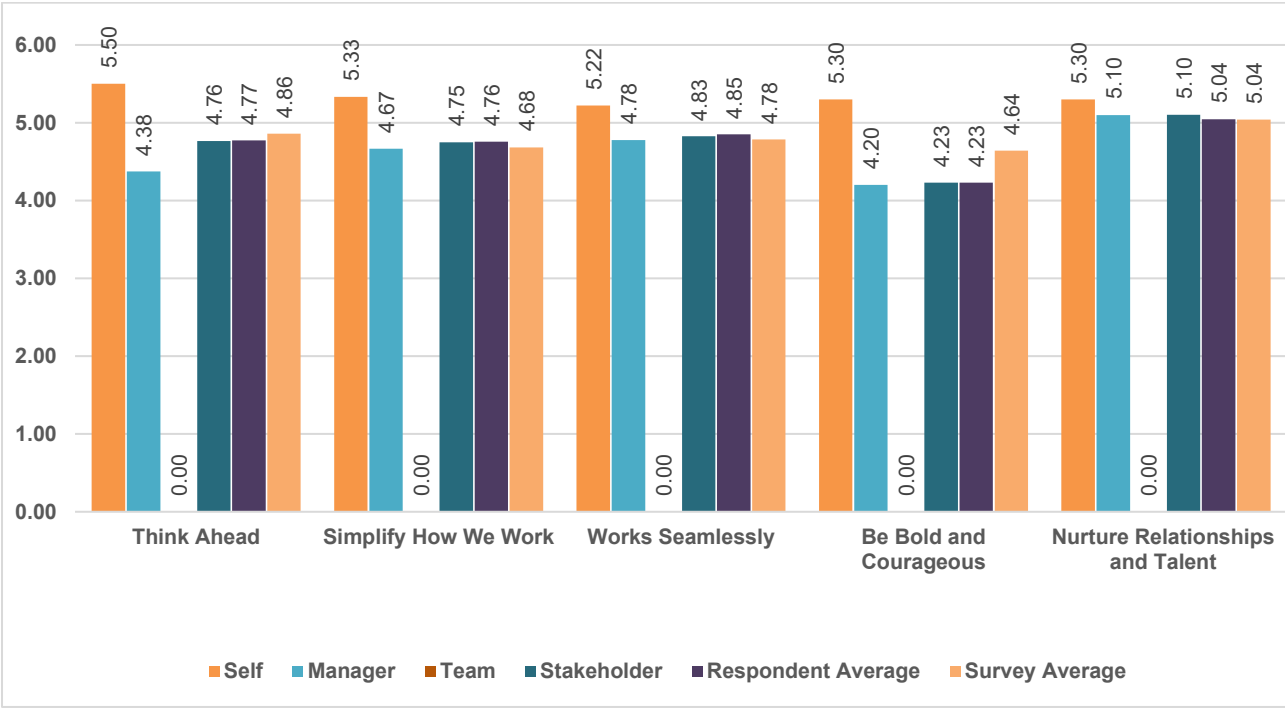


Section 2: Competency Score by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Managers, Team and Stakeholders) for each competency

Competency	Self	Manager	Team	Stakeholder	Respondent Average	Survey Average
Think Ahead	5.50	4.38	-	4.76	4.77	4.86
Simplify How We Work	5.33	4.67	-	4.75	4.76	4.68
Works Seamlessly	5.22	4.78	-	4.83	4.85	4.78
Be Bold and Courageous	5.30	4.20	-	4.23	4.23	4.64
Nurture Relationships and Talent	5.30	5.10	-	5.10	5.04	5.04

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 instance equates respect and care with not sharing tough messages. 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

Competency: Think Ahead

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Develops and implements strategies in own domain that will drive growth (revenue, profitability, etc.) for the year or beyond the quarter	6.00	5.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.86</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	6.00	5.11	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.14</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	4.88	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.83</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	5.11	<p>Manager: 4.00 Team: 0.00 Stakeholders: 5.29</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	6.00	4.89	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.86</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	4.78	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.57</p>	4.99
7.	Challenges status quo and assumptions	6.00	4.00	<p>Manager: 3.00 Team: 0.00 Stakeholders: 3.86</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	2.00	4.44	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.71</p>	3.89
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Competency: Simplify How We Work

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Identifies and highlights trade-offs to enable focus on the critical (few) priorities	5.00	5.00	<p>Manager: 4.00 Team: 0.00 Stakeholders: 5.00</p>	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	5.11	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.14</p>	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	5.00	4.89	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.71</p>	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	5.00	5.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.86</p>	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	6.00	4.44	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.43</p>	4.69
6.	Acts to simplify work at the front-end based on their feedback, and not just own assumptions	6.00	5.29	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.20</p>	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	6.00	5.44	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.43</p>	4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	4.00	3.67	<p>Manager: 4.00 Team: 0.00 Stakeholders: 3.71</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	5.00	4.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.33</p>	4.11

Competency: Works Seamlessly

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Puts overall business goals and priorities above own and own team, to make the Division succeed	6.00	5.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.86</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	6.00	5.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.00</p>	4.84
3.	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	5.00	4.44	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.43</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	6.00	5.44	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.43</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	5.33	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.29</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	1.00	3.67	<p>Manager: 4.00 Team: 0.00 Stakeholders: 3.57</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	6.00	4.44	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.43</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	6.00	5.11	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.14</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	5.00	5.22	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.29</p>	4.91

Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	5.00	4.33	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.29</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	6.00	4.14	<p>Manager: 0.00 Team: 0.00 Stakeholders: 4.17</p>	4.63
3.	Differentiates great performance and gives it the due recognition	6.00	4.89	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.86</p>	5.01
4.	Shares tough messages transparently and promptly	6.00	4.67	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.57</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	5.00	4.44	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.29</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	4.67	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.57</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	4.78	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.86</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	1.00	2.50	<p>Manager: 3.00 Team: 0.00 Stakeholders: 2.50</p>	3.41
9.	<i>Downplays bad news</i>	NA	3.38	<p>Manager: 4.00 Team: 0.00 Stakeholders: 3.33</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	6.00	4.89	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.14</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	6.00	3.56	<p>Manager: 5.00 Team: 0.00 Stakeholders: 3.57</p>	4.48

Competency: Nurture Relationships and Talent

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Builds relationships and connects with others across the organisation matrix	5.00	5.33	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.29</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	6.00	5.33	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.29</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	6.00	5.44	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.43</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	6.00	5.13	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.17</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.67	<p>Manager: 6.00 Team: 0.00 Stakeholders: 5.57</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	5.11	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.00</p>	5.09
7.	Invests in building capabilities of team members	6.00	5.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.86</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	4.22	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.43</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	4.00	5.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 5.43</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	2.00	4.22	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.57</p>	4.94

Section 4: Areas of Strengths & Development

Top 5 Strengths

This section highlights the top 5 strengths (Highest rated competencies) as per the respondents

Top 5 Strengths		
Competency	Statement	Respondent Average
Nurture Relationships and Talent	Cares about the well being of the team and individuals	5.67
Simplify How We Work	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.44
Works Seamlessly	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	5.44
Nurture Relationships and Talent	Actively travels to regions, units and stores to meet the frontline and internal customers	5.44
Works Seamlessly	Ensures that self and the team deliver on their commitments to other teams	5.33

Top 5 Areas of Development

This section highlights the top 5 Areas of Development (Lowest rated competencies) as per the respondents

Top 5 Areas of Development		
Competency	Statement	Respondent Average
Be Bold and Courageous	Equates 'respect' and 'care' with not sharing tough messages	2.50
Be Bold and Courageous	Downplays bad news	3.38
Be Bold and Courageous	Externalises - attributes shortfalls and underperformance to other teams	3.56
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	3.67
Works Seamlessly	Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding	3.67

Section 5: Verbatim Comments

What are your top 3 strengths (what do you excel at or do most effectively)?

- Listen to others first and then react Ethical Leadership fairness & transparency Need to visualise the work before starting .
- Good understanding of consumers taste especially in South Region Good stakeholder management
 - Very good understanding of design & Aesthetics - Very good connect with the market - very good connect with the vendor ecosystem - good understanding of manufacturing process.
- 1 Challenging the Status Quo – Constantly seeks better ways of working and pushes boundaries. 2 Adaptability – Quickly adjusts to changes and leads others through uncertainty. 3 Influencing Stakeholders – Builds buy-in and leads change across different levels of the organization.
- Deeksha is very good at creating and maintaining trust based relationships with her stakeholders 2) She has fairly good understanding of the market/category she is responsible for 3) She is approachable yet firm and decisive
- UNDERSTANDING THE MARKET EXPERIENCES COLLABORATION
- Strong Understanding of market. 2. Well versed with old SOPs of the company. 3. Resilient.
- 1-Have made good relations with other internal customer teams 2-Have knowledge about her own region.(South jewelry) 3-Is a humble person
- 1.Vision and Strategic Thinking 2.Emotional Intelligence and Communication 3.Decision-Making and Accountability and Adaptability
- Dealing with people,system knowledge and good team member

What are the 3 things you must do differently or stop doing to be more effective?

- Set boundaries ,model work life balance ,actively listen . Recognise individual contributions. Should encourage to share new ideas big or small.
- Be more proactive and vocal to drive Design Excellence for business Enhancing articulation skills will help to have stronger influence
 - Has to be more assertive in discussions & meetings - Focus on timelines - Timely escalations where & when necessary
- Shift from Task to Vision Leadership – More time spent communicating the “why” and long-term vision will inspire stronger followership. Reduce Reaction-Based Decisions – Slowing down decision-making in high-pressure moments can improve strategic outcomes. Be More Open to Diverse Perspectives – Encouraging input from varied voices can lead to richer decisions and foster innovation.
- She should challenge the norm more in design space. 2) She can encourage her team members to invest their time in understanding current trends and themes in design world.
- EMOTIONAL NEEDS MORE POIGNANT LEADERSHIP
- Openness for new process of working. 2. More networking skills. 3. Learn to say no and avoid burning out.
- 1-More experimental 2-Learn more tech 3-
- Stop Micromanaging 2. Start Listening More, Talking Less 3. Stop and Avoiding Difficult Conversations
- Encourage team member to do new experiments, Visit local vendor teams, Focus on new concepts.

Purposeful collaboration is about focused, goal-driven teamwork where individuals and teams align priorities, efforts and resources to achieve a specific, shared outcome(s). What does you do effectively in this area?

- Schedule regular meetings alongside performance reviews. Actively listening to the team and publicly giving credit to your teams efforts.
- Very goal driven and can work under pressure to drive favourable results, first Aadi collection introduction in crunched timeline which was appreciated and loved by all stakeholders
 - Align well with the overall objective set and works towards delivering the person's commitment of what is required - Very flexible to change incase the overall plan changes.
- Balances team autonomy with collective accountability – Encourages teams to take ownership of their roles while keeping everyone accountable to the larger goal. Simplifies cross-functional coordination – Acts as a bridge between departments, removing barriers and creating clarity around

who owns what, making it easier for teams to move forward together. Keeps collaboration outcome-oriented – Keeps discussions and joint efforts focused on deliverables and impact, rather than just process or activity.

- She has good hold and understanding of the category she is handling and has created a sense of respect. Along with that she is very good at creating and maintaining trust based relationships with her stakeholders. They value her expertise and opinion.
- PRODUCTION EXPERIENCES COOLABORATION WITHIN STAKEHOLDERS
- Well connected with the old structure and company employees which helps her to come up with collaborative outcome. 2. Goes beyond her call of duty to smoothen cross functions work with speedy outcome.
- She is very focused for her own area specific jewellery
- Clearly Articulates Shared Goals and Success Metrics They ensure everyone understands the "why" behind the work. By setting clear objectives and defining what success looks like, they minimize confusion, align priorities, and keep the team focused. 2. Facilitates Cross-Functional Coordination They break down silos by encouraging open communication and collaboration across teams. This leader ensures resources and responsibilities are well-aligned, avoiding duplication or gaps. 3. Holds Regular Alignment Check-ins They establish consistent touchpoints (e.g., weekly stand-ups, project reviews) to track progress, address blockers, and recalibrate efforts—keeping everyone accountable and moving in the same direction.
- Say no to requirement which is not possible in required leaetime.

END