

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	3
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

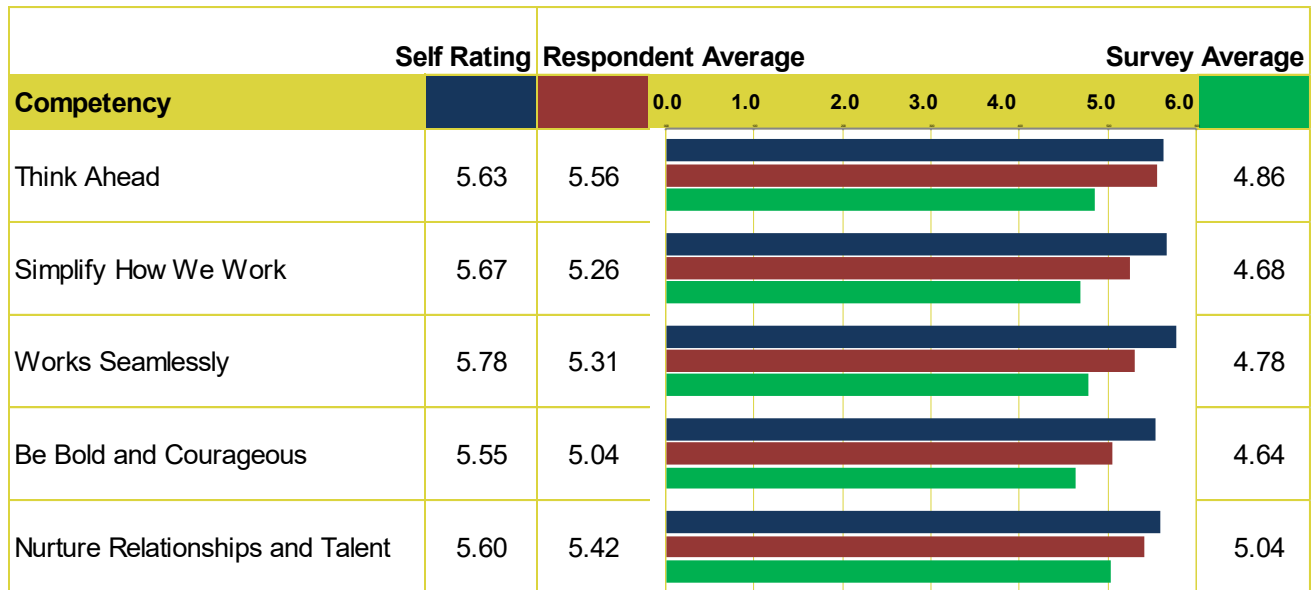
- This section provides the strengths and areas of development as rated by the respondents

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

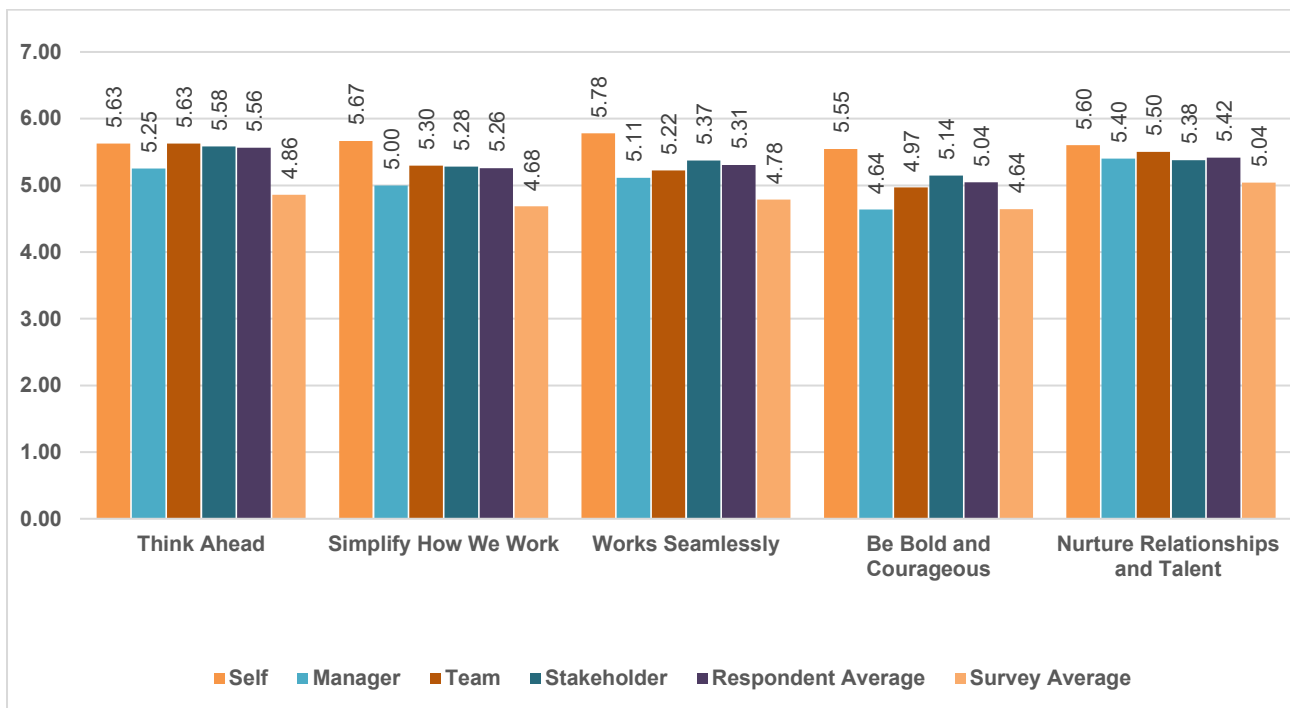


Section 2: Competency Score by Respondent Category

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	5.63	5.25	5.63	5.58	5.56	4.86
Simplify How We Work	5.67	5.00	5.30	5.28	5.26	4.68
Works Seamlessly	5.78	5.11	5.22	5.37	5.31	4.78
Be Bold and Courageous	5.55	4.64	4.97	5.14	5.04	4.64
Nurture Relationships and Talent	5.60	5.40	5.50	5.38	5.42	5.04

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

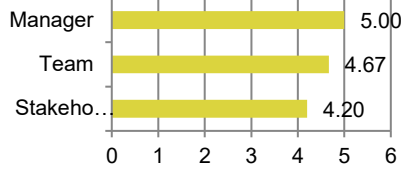


Section 3: Statement Wise Report

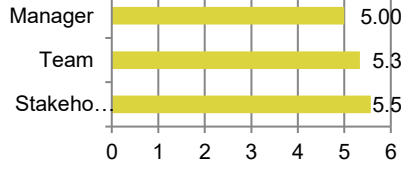
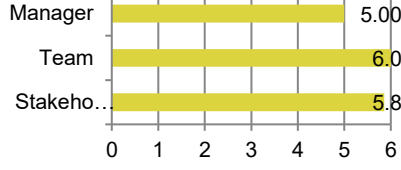
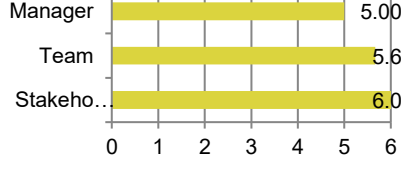
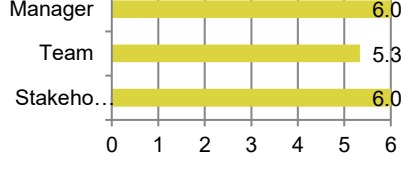
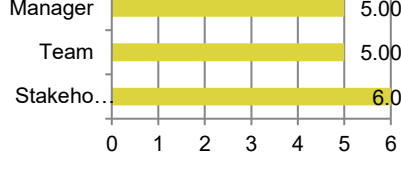
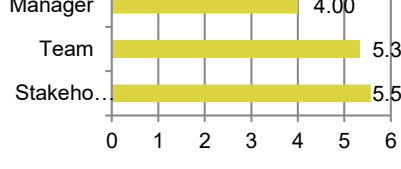
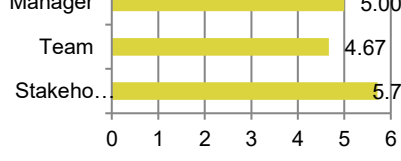
Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a 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	5.82	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.86</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	6.00	5.82	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.86</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	5.80	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.67</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	5.82	<p>Manager: 5.00 Team: 5.67 Stakeholders: 6.00</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	6.00	5.82	<p>Manager: 6.00 Team: 5.67 Stakeholders: 5.86</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	5.64	<p>Manager: 5.00 Team: 5.67 Stakeholders: 5.71</p>	4.99
7.	Challenges status quo and assumptions	5.00	5.18	<p>Manager: 5.00 Team: 5.33 Stakeholders: 5.14</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	4.00	4.44	 <p>Manager: 5.00 Team: 4.67 Stakeholders: 4.20</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	5.45	 <p>Manager: 5.00 Team: 5.33 Stakeholders: 5.57</p>	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	5.82	 <p>Manager: 5.00 Team: 6.00 Stakeholders: 5.86</p>	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	6.00	5.82	 <p>Manager: 5.00 Team: 5.67 Stakeholders: 6.00</p>	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	6.00	5.80	 <p>Manager: 6.00 Team: 5.33 Stakeholders: 6.00</p>	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	6.00	5.60	 <p>Manager: 5.00 Team: 5.00 Stakeholders: 6.00</p>	4.69
6.	Acts to simplify work at the front-end based on their feedback, and not just own assumptions	6.00	5.36	 <p>Manager: 4.00 Team: 5.33 Stakeholders: 5.57</p>	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.00	5.36	 <p>Manager: 5.00 Team: 4.67 Stakeholders: 5.71</p>	4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	5.00	4.27	<p>Manager: 5.00 Team: 5.00 Stakeho...: 3.86</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	6.00	3.91	<p>Manager: 5.00 Team: 5.33 Stakeho...: 3.14</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	5.00	5.36	<p>Manager: 5.00 Team: 4.67 Stakeho...: 5.71</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	6.00	5.44	<p>Manager: 5.00 Team: 5.00 Stakeho...: 5.80</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	4.56	<p>Manager: 5.00 Team: 3.67 Stakeho...: 5.00</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	6.00	5.82	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.86</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	5.73	<p>Manager: 5.00 Team: 5.33 Stakeho...: 6.00</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	6.00	5.18	<p>Manager: 5.00 Team: 5.33 Stakeho...: 5.14</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	6.00	5.27	<p>Manager: 5.00 Team: 5.67 Stakeholders: 5.14</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	6.00	5.27	<p>Manager: 5.00 Team: 5.67 Stakeholders: 5.14</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	6.00	5.00	<p>Manager: 6.00 Team: 5.67 Stakeholders: 4.57</p>	4.91

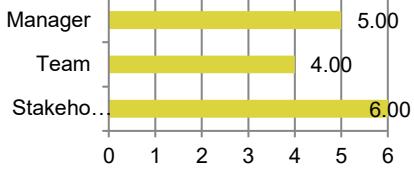
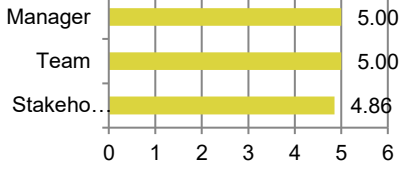
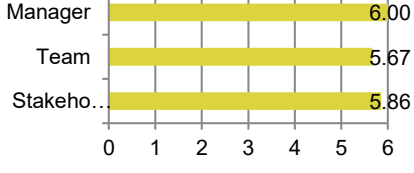
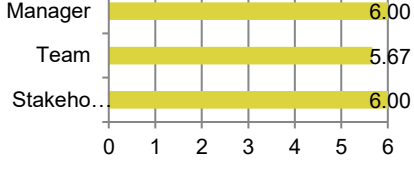
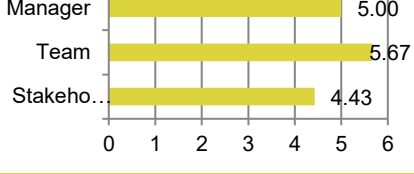
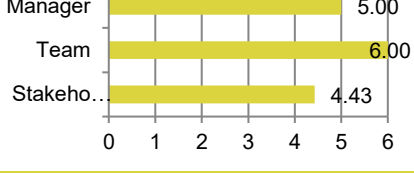
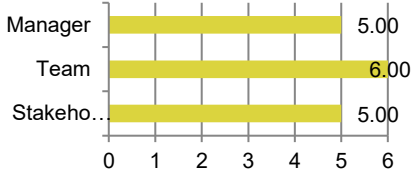
Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	6.00	5.64	<p>Manager: 5.00 Team: 5.33 Stakeholders: 5.86</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	5.00	4.89	<p>Manager: 4.00 Team: 4.33 Stakeholders: 5.40</p>	4.63
3.	Differentiates great performance and gives it the due recognition	6.00	5.90	<p>Manager: 6.00 Team: 5.67 Stakeholders: 6.00</p>	5.01
4.	Shares tough messages transparently and promptly	5.00	5.20	<p>Manager: 4.00 Team: 4.67 Stakeholders: 5.67</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	6.00	5.70	<p>Manager: 5.00 Team: 5.67 Stakeholders: 5.83</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	5.91	<p>Manager: 5.00 Team: 6.00 Stakeholders: 6.00</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	5.91	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.86</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	5.00	2.44	<p>Manager: 2.00 Team: 3.33 Stakeholders: 2.00</p>	3.41
9.	<i>Downplays bad news</i>	4.00	3.40	<p>Manager: 5.00 Team: 3.00 Stakeholders: 3.33</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	6.00	5.09	<p>Manager: 5.00 Team: 5.67 Stakeholders: 4.86</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	6.00	4.91	<p>Manager: 4.00 Team: 5.00 Stakeholders: 5.00</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	6.00	5.90	<p>Manager: 6.00 Team: 5.67 Stakeholders: 6.00</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	6.00	5.64	<p>Manager: 5.00 Team: 5.67 Stakeholders: 5.71</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	6.00	5.22	 <p>Manager: 5.00 Team: 4.00 Stakeholders: 6.00</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	4.00	4.91	 <p>Manager: 5.00 Team: 5.00 Stakeholders: 4.86</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.82	 <p>Manager: 6.00 Team: 5.67 Stakeholders: 5.86</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	5.82	 <p>Manager: 6.00 Team: 5.67 Stakeholders: 5.86</p>	5.09
7.	Invests in building capabilities of team members	6.00	5.90	 <p>Manager: 6.00 Team: 5.67 Stakeholders: 6.00</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	4.82	 <p>Manager: 5.00 Team: 5.67 Stakeholders: 4.43</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	4.91	 <p>Manager: 5.00 Team: 6.00 Stakeholders: 4.43</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	4.00	5.27	 <p>Manager: 5.00 Team: 6.00 Stakeholders: 5.00</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
Be Bold and Courageous	Encourages experimentation and learning from failure	5.91
Be Bold and Courageous	Shows perseverance to overcome obstacles and setbacks	5.91
Be Bold and Courageous	Differentiates great performance and gives it the due recognition	5.90
Nurture Relationships and Talent	Builds relationships and connects with others across the organisation matrix	5.90
Nurture Relationships and Talent	Invests in building capabilities of team members	5.90

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	2.44
Be Bold and Courageous	Downplays bad news	3.40
Simplify How We Work	Micromanages and gets over involved especially when things get challenging	3.91
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	4.27
Think Ahead	Over-reactive to changes and threats in the market	4.44

Section 5: Verbatim Comments

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

- Effective time management and solutions for alignment to business needs 2. Communication & networking 3. Understanding, sharing knowledge and leveraging team strengths for better outcome
- Deep Expertise in High Jewellery Design High Creative vision Great Interpersonal Skills and Articulation
- Understanding the Luxury Jewellery Industry and Styling very well. 2. Collaborative Working Style 3. Innovative thinking 4. Authenticity
- Well Informed and smooth flow of knowledge. 2. Constructive, rationalised decision making. 3. Adhere to the stakeholders point of views too and always equipped to bring all need states on one page with the clarity she beholds. 4. Effective public speaking skills.
- Exceptional Design Creativity As the Lead Designer for High-Value Diamonds, she consistently demonstrates a strong creative vision and a refined design sensibility. Her ability to translate complex inspirations into elegant, commercially viable pieces sets her apart. Strong Collaboration Skills She works seamlessly across teams—merchandising, marketing, and production—ensuring alignment while remaining open to feedback. Her collaborative approach helps maintain both design integrity and business priorities. Proactive Ownership and Follow-Through She shows a strong sense of ownership, especially during high-pressure timelines. Her proactive follow-ups and attention to detail ensure that collections are delivered on time and to the highest standards.
- Good team leader. 2) Great knowledge and technical understanding. 3) Good Communication skill.
- Listening Skill 2) making the data properly 3) Instant decision making.
- Zohara's top 3 strengths as a leader is She is very honest to her work and also others Confident in the work she does She has a good communication skill
- Cooperation. Works as a partner. Strong overall design strength.
- Ability to empower & motivate, provide constructive feedback, support growth
- She identifies our areas of improvement and helps us grow both personally and professionally. She consistently encourages us to think out of the box, pushing us beyond our comfort zones. She always listens to her team first before hearing out other perspectives, ensuring everyone feels valued and heard.
- She actively encourages team members to bring their best to the table, creating a positive and empowering work environment where people feel supported and motivated. She communicates expectations and feedback clearly, helping the team stay aligned and focused. Her professionalism, discipline, and accountability inspire others to follow suit.

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

- Increase interaction with internal stakeholders for wider understanding of existing processes 2. Broaden horizons to more categories 3. Learn the art of diplomacy
- Develop Greater Comfort with Ambiguity
- Increase the visibility 2. More customer Insights 3. Manufacturing Solutions 4. Stream lining Standards
- Being more diplomatic. 2. Internal Interaction.
- Scale Her Influence Beyond Projects She can explore contributing to broader brand moments — whether it's packaging, store VM, or PR-facing stories — and bring a more cohesive aesthetic voice across all touchpoints of luxury for Tanishq.
- More innovative 2) Timely shared ideas and Feedback 3) Should be more creative.
- Timely travel request for business. 2) Holding some information. 3) If the project will be delayed, escalate the delay.
- 3 things Zohara should avoid is Stop doing things herself and delegate it to the team Stop avoiding feedback Just avoid avoiding tough conversations just don't delay giving honest feedback
- Be assertive. take a few more risks
- Be more transparent, clear communication,
- As an individual and as part of a responsible team handling this high-value category, I believe it's important that she takes more initiative to explore deeper, enabling us to create truly unique and differentiated designs. This category demands greater time and focus for effective execution. If we can align on working towards one specific design line at a time, it would allow for better visualisation and sharper creative direction. Additionally, it's time we start gaining more exposure—be it in manufacturing processes or industry exhibitions—so we can elevate our work and contribute more refined, high-quality designs that benefit the brand.

- Sometimes, certain individuals may receive more interaction or involvement. Ensuring equal engagement with all team members can further strengthen unity and a sense of inclusion.

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?

- Clearly give feedback and share knowledge and time for better outcomes 2. Extend beyond current job role to contribute and support cross functionally 3. Takes responsibility
- Leverages deep expertise in jewellery and gemstones to craft a strong design language for the high jewellery category, while driving innovation and excellence for HVS along with good stakeholder management.
- Clearly understands the stated Purpose 2. Authentic 3. Responsible & Reliable.
- Strong Skill set of networking helps to smoothen the outcome without disruptions. 2. Being well informed about the parallel industry always keeps her on upper edge in compared to other need states. 3. Sharp understanding and explorative nature for product, helps to always come up with innovative and differentiated product, which provides company an elevated design language.
- Aligns Early with Cross-Functional Teams Zohara is proactive in engaging merchandising, marketing, and production teams at the concept stage itself. This ensures that design intent, commercial goals, and timelines are aligned from the beginning, minimizing downstream friction. 2. Maintains Clarity and Follow-Through She communicates expectations clearly and follows up diligently—especially in high-stakes, time-sensitive projects —ensuring all teams stay on track and deliver to shared goals. 3. Balances Design Integrity with Team Input Zohara remains open to feedback from multiple stakeholders while preserving the creative essence of the design. Her ability to co-create without compromising on design quality makes her a trusted and collaborative partner across teams.
- goal driven teamwork where individuals and team align priorities.
- When the collection faced challenges, she courageously made powerful decisions, choosing the right words and the right person to turn the impossible project into a reality. 2) The design perspective and team collaboration are truly remarkable; there are no critiques.
- Zohara promotes purposeful collaboration by clearly communicating team goals and aligning individual roles with the bigger picture. she encourages open dialogue and ensure everyone understands how their work contributes to shared outcomes. she is effective in bringing the right people together, facilitating focused discussions, and keeping the team aligned on priorities. Her ability to create a supportive, goal-driven environment helps the team stay on track and work efficiently toward common objectives.
- no comments
- Delegation of work during recent collection work, where the deliverables expected in very limited time but was only possible because the work was divided between the team as per their expertise and in case the team was feeling burnout she was understanding enough to ask for help from other teams.
- Despite being a small team of four, we are clear about our strengths and consistently support one another. In our recent collection, we faced multiple challenges, but the sense of unity and shared responsibility kept us going. Zohara has played a crucial role in cultivating this spirit of “we’re in this together.” She leads by example, creating an environment where everyone feels personally invested, not just in the outcome, but in the process. Fosters a strong sense of ownership and unity by encouraging the team to treat every project as a collective mission, not just an individual task. Builds trust and alignment by creating an emotionally safe space, where challenges are tackled together, making collaboration genuine and effective. Drives collective success by reinforcing that shared goals are more achievable when each member feels equally responsible and empowered.
- She consistently outlines project objectives and deliverables in a way that helps the team stay focused and aligned, reducing confusion and ensuring that everyone is working toward the same outcome. She actively encourages open communication and knowledge sharing among team members, which enhances collaboration and helps individuals feel comfortable contributing their ideas. Even during challenging phases of a project, she helps the team stay connected to the overall purpose, which boosts motivation and clarity.

END