360 Culture Feedback Survey Report

Culture Transformation Journey @ W&W ISCM

March 2025

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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	10
ISCM Peers	Peers within ISCM	3
External Peers	Peers Outside ISCM	3

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.

Competency	Self Rating	Respondent Average	Survey Average
Overall Score	**4.19**	**4.09**	**3.99**
Be Bold	4.20	3.94	3.83
Build Capability – for Self and Others	4.00	4.07	3.94
Collaborate Actively	4.11	3.97	4.06
Demonstrate an SCM Mindset	4.50	4.46	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

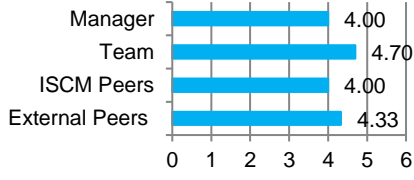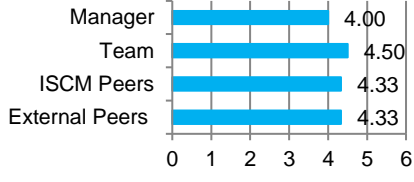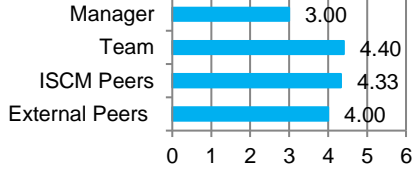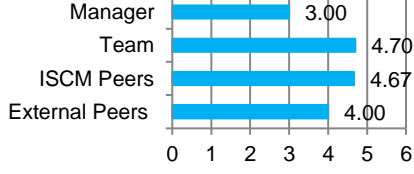| Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	**4.19**	**3.66**	**4.19**	**3.76**	**4.22**
Be Bold	4.20	3.50	4.07	3.73	3.87
Build Capability – for Self and Others	4.00	3.67	4.15	3.67	4.33
Collaborate Actively	4.11	3.50	4.03	3.52	4.33
Demonstrate an SCM Mindset	4.50	4.00	4.58	4.25	4.42
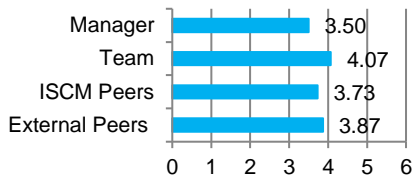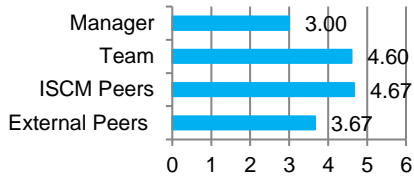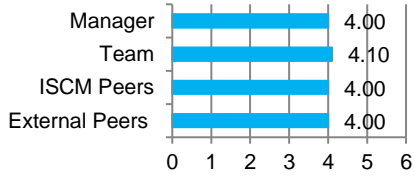
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity
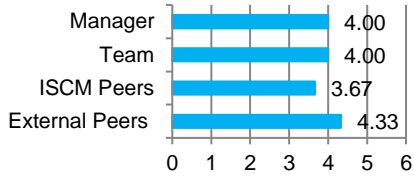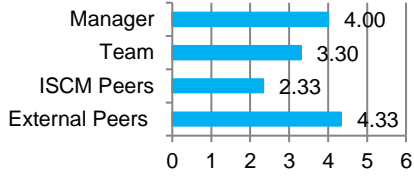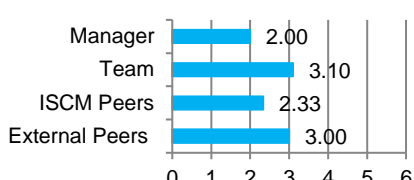
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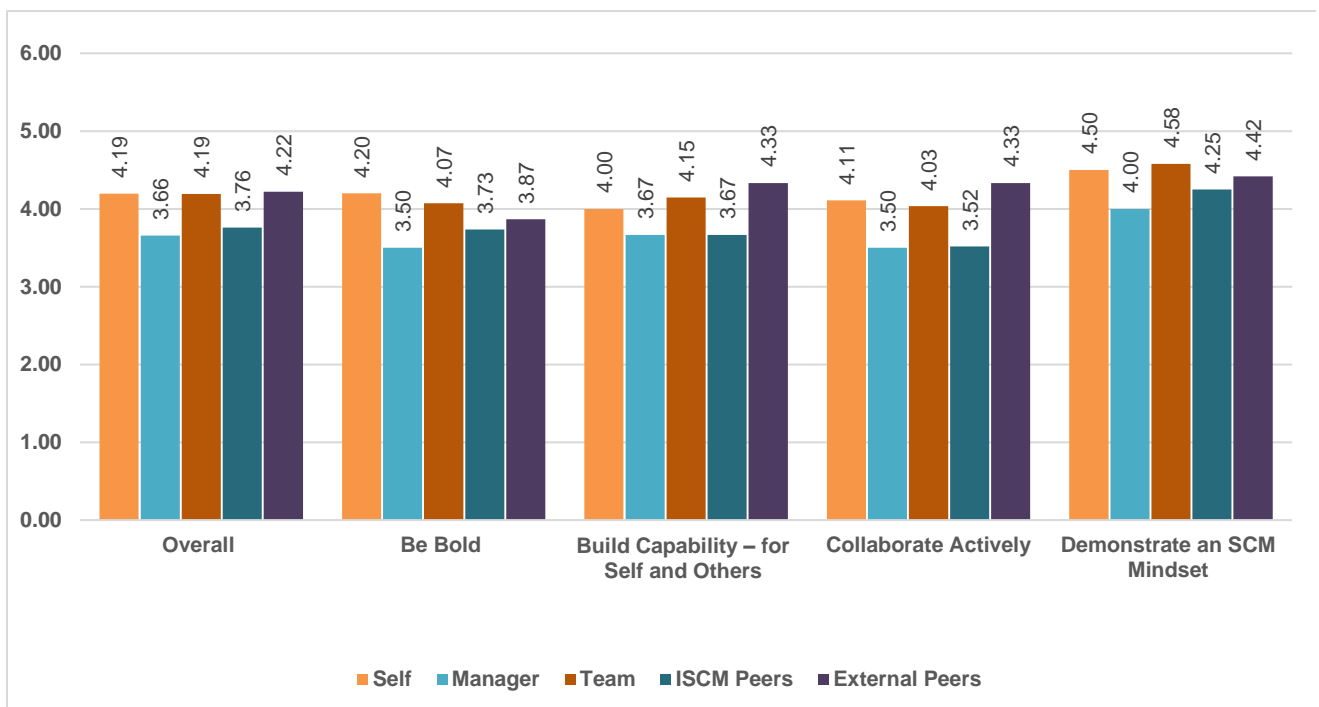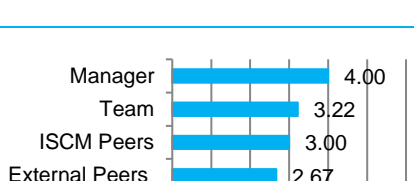
Section 3: Statement Wise Report

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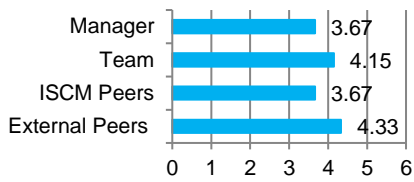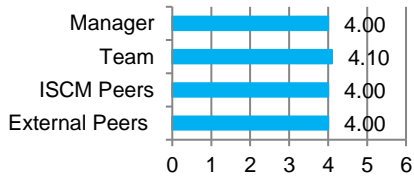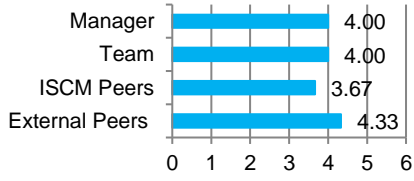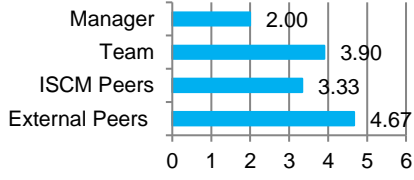
Focus Area: Be Bold
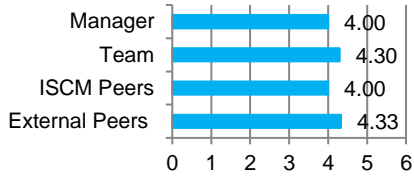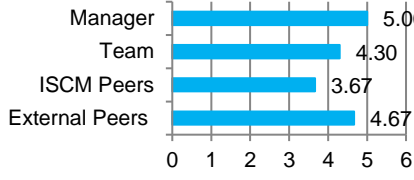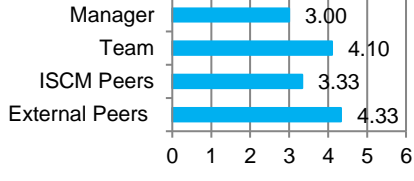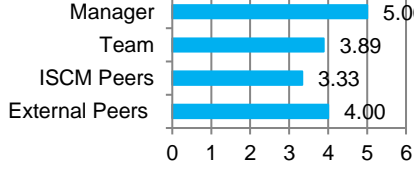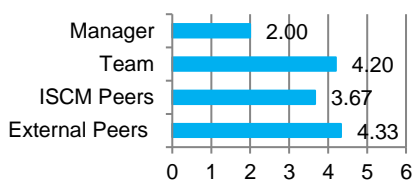
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.20**	**3.94**	Manager 3.50 / Team 4.07 / ISCM Peers 3.73 / External Peers 3.87
1.	Speaks up and boldly shares opinions	4.00	4.35	Manager 3.00 / Team 4.60 / ISCM Peers 4.67 / External Peers 3.67
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.06	Manager 4.00 / Team 4.10 / ISCM Peers 4.00 / External Peers 4.00
3.	Tracks and monitors performance of the team regularly	5.00	4.47	Manager 4.00 / Team 4.70 / ISCM Peers 4.00 / External Peers 4.33
4.	Ensures team members meet their goals and commitments	5.00	4.41	Manager 4.00 / Team 4.50 / ISCM Peers 4.33 / External Peers 4.33
5.	Takes quick action when people underperform	4.00	4.24	Manager 3.00 / Team 4.40 / ISCM Peers 4.33 / External Peers 4.00
6.	Makes decisions without delays	5.00	4.47	Manager 3.00 / Team 4.70 / ISCM Peers 4.67 / External Peers 4.00

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
7.	Takes risks – challenges status quo to experiment and do new things	3.00	4.00	Manager 4.00, Team 4.00, ISCM Peers 3.67, External Peers 4.33
8.	Admits mistakes and learns from failure	3.00	3.35	Manager 4.00, Team 3.30, ISCM Peers 2.33, External Peers 4.33
9.	*Waits for seniors to take decisions *￼*	*4.00*	*2.88*	Manager 2.00, Team 3.10, ISCM Peers 2.33, External Peers 3.00
10.	*Shares good news and achievements but not failures and mistakes *￼*	*5.00*	*3.13*	Manager 4.00, Team 3.22, ISCM Peers 3.00, External Peers 2.67

*The scores have been reversed and high score means favorable response
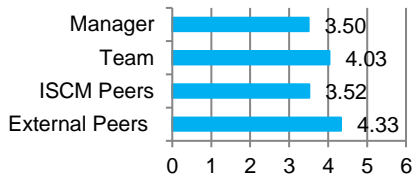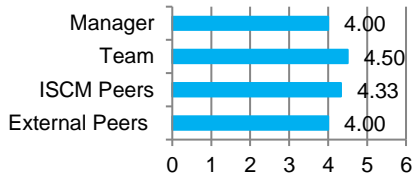
Focus Area: Build Capability – for Self and Others

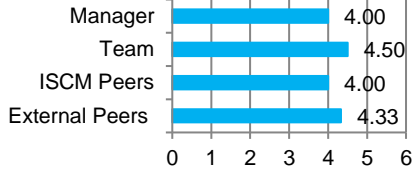| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.00**	**4.07**	Manager 3.67, Team 4.15, ISCM Peers 3.67, External Peers 4.33
1.	Learns new skills and knowledge to transform ISCM	4.00	4.06	Manager 4.00, Team 4.10, ISCM Peers 4.00, External Peers 4.00
2.	Accepts change and adapts quickly	5.00	4.00	Manager 4.00, Team 4.00, ISCM Peers 3.67, External Peers 4.33
3.	Delegates authority to team members to decentralize decision making	3.00	3.82	Manager 2.00, Team 3.90, ISCM Peers 3.33, External Peers 4.67
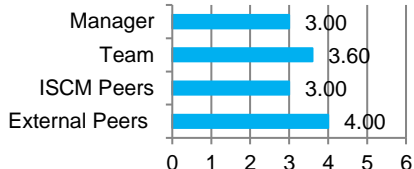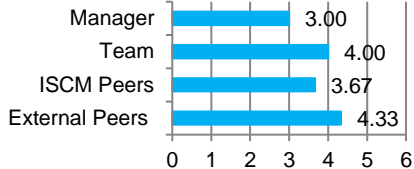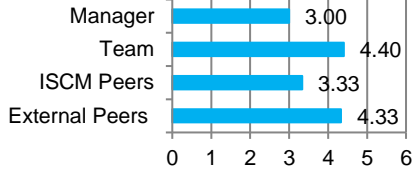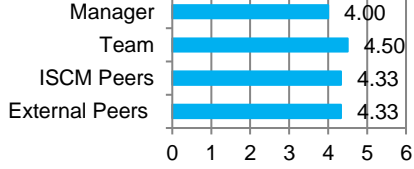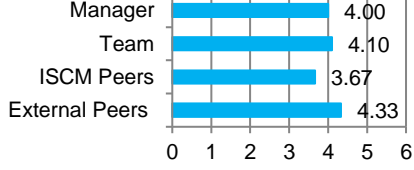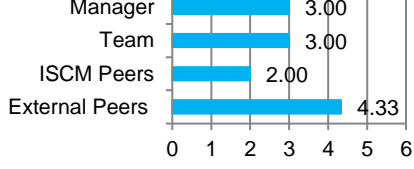
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
4.	Builds new and diverse capabilities needed in the team	4.00	4.24	Manager 4.00, Team 4.30, ISCM Peers 4.00, External Peers 4.33
5.	Coaches team members to improve their performance and abilities	4.00	4.29	Manager 5.00, Team 4.30, ISCM Peers 3.67, External Peers 4.67
6.	Drives a data driven decision making approach within ISCM	4.00	4.35	Manager 4.00, Team 4.50, ISCM Peers 4.00, External Peers 4.33
7.	*Gets too involved in unnecessary details **	*3.00*	*3.94*	Manager 3.00, Team 4.10, ISCM Peers 3.33, External Peers 4.33
8.	*Is reluctant to explore modern technology **	*4.00*	*3.88*	Manager 5.00, Team 3.89, ISCM Peers 3.33, External Peers 4.00
9.	*Does not empower or give authority to team members **	*5.00*	*4.00*	Manager 2.00, Team 4.20, ISCM Peers 3.67, External Peers 4.33

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

Focus Area: Collaborate Actively
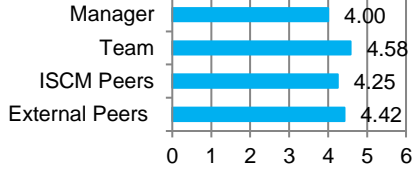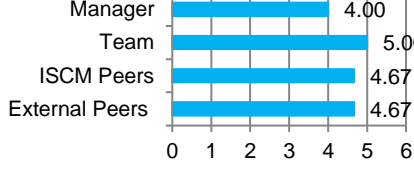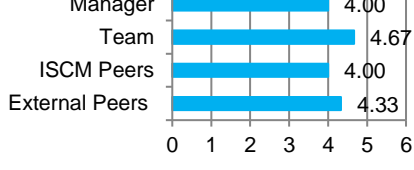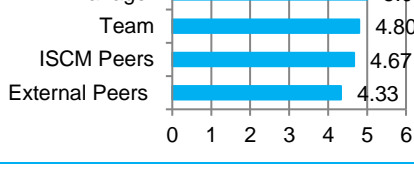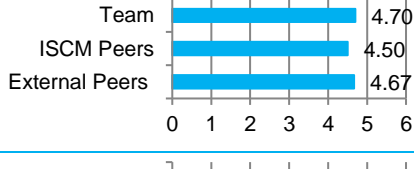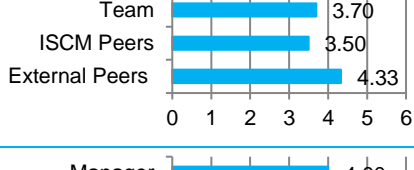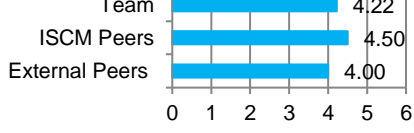
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.11**	**3.97**	Manager 3.50, Team 4.03, ISCM Peers 3.52, External Peers 4.33
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.35	Manager 4.00, Team 4.50, ISCM Peers 4.33, External Peers 4.00

No.	Statement	Self	Others	Chart
2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	3.53	Manager 3.00, Team 3.60, ISCM Peers 3.00, External Peers 4.00
3.	Interacts and builds relationships with people across ISCM	3.00	3.94	Manager 3.00, Team 4.00, ISCM Peers 3.67, External Peers 4.33
4.	Builds relationships with stakeholders in the business	3.00	4.12	Manager 3.00, Team 4.40, ISCM Peers 3.33, External Peers 4.33
5.	Communicates and shares information transparently and promptly	4.00	3.94	Manager 4.00, Team 3.90, ISCM Peers 3.67, External Peers 4.33
6.	Is trustworthy – delivers on commitments	5.00	4.41	Manager 4.00, Team 4.50, ISCM Peers 4.33, External Peers 4.33
7.	Welcomes new people into ISCM and helps them settle down	4.00	4.06	Manager 4.00, Team 4.10, ISCM Peers 3.67, External Peers 4.33
8.	*Limits their interaction and communication with the same set of people *	*4.00*	*3.06*	Manager 3.00, Team 3.00, ISCM Peers 2.00, External Peers 4.33
9.	*Speaks negatively about others behind their backs *	*5.00*	*4.25*	Manager 0.00, Team 4.20, ISCM Peers 3.67, External Peers 5.00

The scores have been reversed and high score means favorable response

Focus Area: Demonstrate an SCM Mindset

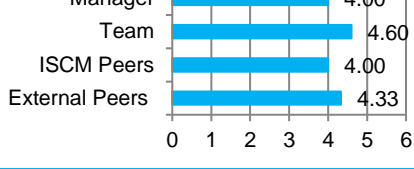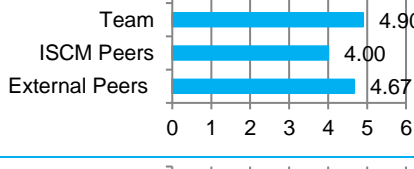| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.50**	**4.46**	Manager 4.00 / Team 4.58 / ISCM Peers 4.25 / External Peers 4.42
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.82	Manager 4.00 / Team 5.00 / ISCM Peers 4.67 / External Peers 4.67
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.44	Manager 4.00 / Team 4.67 / ISCM Peers 4.00 / External Peers 4.33
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.41	Manager 4.00 / Team 4.60 / ISCM Peers 4.00 / External Peers 4.33
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.71	Manager 5.00 / Team 4.80 / ISCM Peers 4.67 / External Peers 4.33
5.	Monitors and controls costs in own department / function	5.00	4.69	Manager 4.00 / Team 4.90 / ISCM Peers 4.00 / External Peers 4.67
6.	Improves productivity by leveraging tools and technology	5.00	4.63	Manager 4.00 / Team 4.70 / ISCM Peers 4.50 / External Peers 4.67
7.	*Achieves results but with low focus on costs and efficiencies* *	*4.00*	*3.75*	Manager 3.00 / Team 3.70 / ISCM Peers 3.50 / External Peers 4.33
8.	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals* *	*5.00*	*4.20*	Manager 4.00 / Team 4.22 / ISCM Peers 4.50 / External Peers 4.00

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	4.82
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.71
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	4.69
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	4.63
Be Bold	Tracks and monitors performance of the team regularly	4.47

The scores have been reversed and high score means favorable response

Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	**Statement**	**Respondent Average**
Be Bold	*Waits for seniors to take decisions *	*2.88*
Collaborate Actively	*Limits their interaction and communication with the same set of people *	*3.06*
Be Bold	*Shares good news and achievements but not failures and mistakes *	*3.13*
Be Bold	Admits mistakes and learns from failure	3.35
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	3.53

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	Challenges and questions others to improve decisions and outcomes	4.00	4.06
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	4.00	4.06
Collaborate Actively	Communicates and shares information transparently and promptly	4.00	3.94
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.00	4.06
Build Capability – for Self and Others	*Is reluctant to explore modern technology **	*4.00*	*3.88*

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

Top 5 Diverging Statements

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

Top 5 Diverging Statements			
Focus Area	**Statement**	**Self-Rating**	**Respondent Average**
Be Bold	*Shares good news and achievements but not failures and mistakes **	*5.00*	*3.13*
Be Bold	*Waits for seniors to take decisions **	*4.00*	*2.88*
Collaborate Actively	Builds relationships with stakeholders in the business	3.00	4.12
Build Capability – for Self and Others	Accepts change and adapts quickly	5.00	4.00
Build Capability – for Self and Others	*Does not empower or give authority to team members **	*5.00*	*4.00*

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

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Section 6: Qualitative Comments

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

Key strengths of this leader include:

1. **Quick Decision-Making**: Ability to make decisions swiftly and effectively.
2. **Functional Expertise**: Strong expertise in their area, demonstrated by technical knowledge and operational proficiency.
3. **Achievement Orientation & Drive for Results**: Focused on achieving goals and driving results.
4. **Mentoring & Coaching**: Provides continuous mentoring to team members to enhance their skills, particularly in vendor management.
5. **Boldness & High-Level Thinking**: Willing to take bold steps and engage in strategic, high-level thinking.
6. **Delegation & Empowerment**: Skilled in delegating tasks effectively to empower the team and drive progress.
7. **Adaptability & Flexibility**: Able to adjust to changes in a dynamic work environment.
8. **Critical Thinking**: Challenges team members to perform at their best and engages in critical thinking for problem-solving.
9. **Strong Leadership & Vision**: Known for being a visionary leader, setting long-term goals and aligning the team with a strategic vision.
10. **Operational Expertise**: Demonstrates strong understanding of the production process, improving efficiency and quality.
11. **Communication & Articulation**: Excellent communication skills, particularly in articulating complex ideas and aligning teams with business objectives.
12. **Networking & Technology Adaptation**: Skilled in adapting to new technologies and maintaining strong networks.
13. **Planning & Execution**: Strong planning and execution skills, delivering effective results.
14. **Continual Improvement Focus**: Works effectively with cross-functional teams, ensuring smooth execution and continual improvement.

Overall, this leader excels in strategic thinking, operational expertise, leadership, mentoring, and clear communication.

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

To transform ISCM, this leader should consider:

1. **Connecting with External Stakeholders**: Engage more with external partners and stakeholders to strengthen relationships.

2. **Mentoring and Coaching**: Focus on mentoring juniors and empowering the team through training and skill development.

3. **Delegating Authority**: Delegate more responsibilities to team members to enhance their decision-making capabilities.

4. **Involvement & Inclusiveness**: Foster a more inclusive environment where all team members are actively involved.

5. **Sustainability Initiatives**: Implement green supply chain initiatives, such as reducing carbon footprints.

6. **Appreciation & Recognition**: Acknowledge and appreciate the milestones and achievements of the team to motivate them.

7. **Assertiveness & Feedback**: Work on assertiveness and providing quality feedback to the team.

8. **Long-term Strategy Alignment**: Focus on aligning with ISCM's long-term strategies and objectives.

9. **Foster Integration**: Strengthen collaboration between design, manufacturing, and supply chain teams to improve alignment and speed.

10. **Continuous Improvement & Technology Adoption**: Institutionalize continuous improvement programs, accelerate the adoption of new technologies, and benchmark against external best practices.

11. **Drive Digital Transformation**: Focus on digitalization, especially in vendor management and smart manufacturing.

12. **Risk-Taking & Resilience**: Take calculated risks, embrace failures as learning opportunities, and demonstrate resilience and vulnerability for cultural transformation.

13. **Expertise in Costing & Subcontract Pricing**: Leverage expertise in costing to control subcontract pricing effectively.

14. **Focus on New Technologies**: Invest time in exploring and implementing newer technologies, especially in polishing processes and other technical areas.

15. **Focus on Execution & Tracking**: Ensure alignment between planning and execution by tracking implementation and impact to improve results.

These actions will help the leader drive transformation by focusing on people development, digitalization, sustainability, and fostering innovation.

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 consider stopping the following:

1. **Worrying Too Much About Failures**: Focus on moving forward rather than dwelling on past mistakes.

2. **Self-Centering**: Shift from focusing on personal interests to fostering collaboration and team growth.

3. **Controlling Emotions**: Avoid letting emotions influence decision-making; analyze situations objectively.

4. **Deciding Based on First Impressions**: Avoid making quick judgments about people and situations without fully understanding them.

5. **Excessive Dependency on Higher Levels for Decisions**: Take more responsibility and make decisions independently, rather than relying on the next level for everything.

6. **Limiting Knowledge to One Area**: Expand expertise beyond a single area to gain a broader understanding of ISCM.

7. **Reacting Based on Others' Opinions**: Avoid making decisions based solely on others' opinions about team members or close friends.

8. **Being Resistant to Change**: Exhibit more flexibility and openness to change to drive long-term success.

9. **Giving Manipulated Results**: Ensure that results are authentic and not manipulated to fit a desired outcome.

10. **Aggressiveness in Conversations**: Lower the aggression in conversations and focus on empathetic listening and building better relationships.

By addressing these areas, the leader can improve effectiveness, collaboration, and overall decision-making.

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

The feedback highlights the following positive aspects about the leader:

1. **Strong Leadership and Communication**: The leader is recognized for his quick learning, commitment, and ability to drive success while fostering an inclusive and dynamic work environment. His communication skills are exceptional, and he effectively guides and motivates his team.

2. **Mentorship and Development**: The leader is seen as a mentor who cultivates a culture of continuous learning, innovation, and collaboration. He empowers team members by providing insightful feedback and encouraging their growth.

3. **Problem-Solving and Vendor Management**: His critical thinking and vendor management skills are highly appreciated, especially in risk management and cost control. He has been successful in driving positive outcomes for the organization.

4. **Work Ethic and Personal Traits**: The leader is described as humble, empathetic, and dedicated, with a strong work ethic, including arriving early for planning. He is admired for his approachability and ability to handle challenges.

5. **Team Empowerment**: He is praised for motivating the team, challenging members to improve, and fostering a culture of teamwork and excellence.

6. **Personal Admiration**: Many feedbacks express deep respect for his leadership skills and personal qualities, with one even rating him highly in both personal and official capacities.

Overall, the leader is appreciated for his strong leadership, dedication, problem-solving abilities, and for creating a positive and motivating environment.

END