

# **360 Culture Feedback Survey Report**

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

**March 2025**

**Raman A**

*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	11
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.

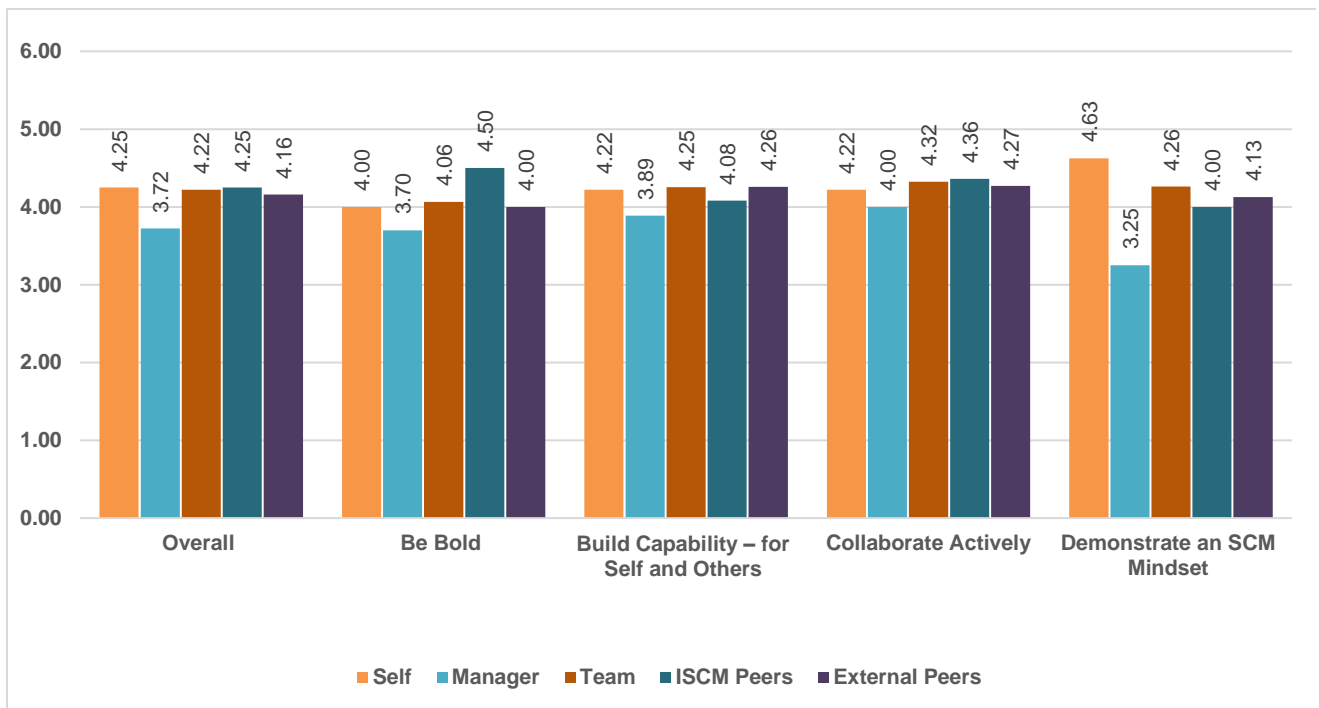
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.25	4.19								3.99	
Be Bold	4.00	4.10								3.83	
Build Capability – for Self and Others	4.22	4.21								3.94	
Collaborate Actively	4.22	4.30								4.06	
Demonstrate an SCM Mindset	4.63	4.14								4.15	

## Section 2: Score by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Manager, Team, ISCM Peers, External Peers) for each focus area

Competency	Self	Manager	Team	ISCM Peers	External Peers
<b>Overall</b>	<b>4.25</b>	<b>3.72</b>	<b>4.22</b>	<b>4.25</b>	<b>4.16</b>
Be Bold	4.00	3.70	4.06	4.50	4.00
Build Capability – for Self and Others	4.22	3.89	4.25	4.08	4.26
Collaborate Actively	4.22	4.00	4.32	4.36	4.27
Demonstrate an SCM Mindset	4.63	3.25	4.26	4.00	4.13

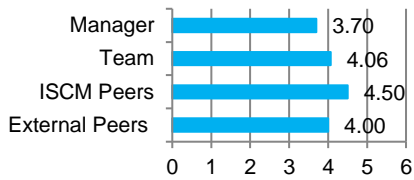
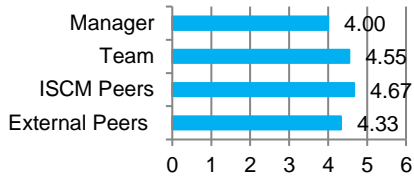
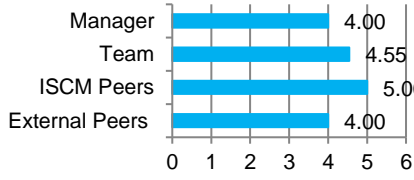
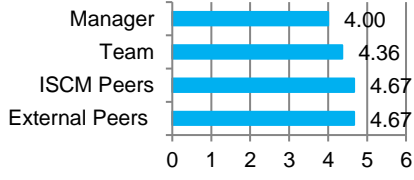
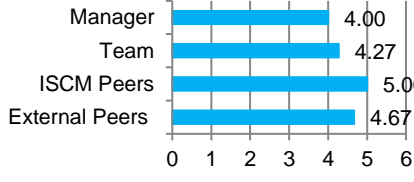
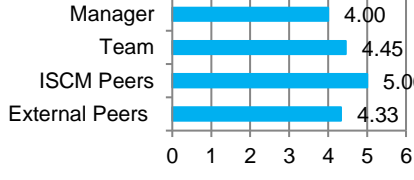
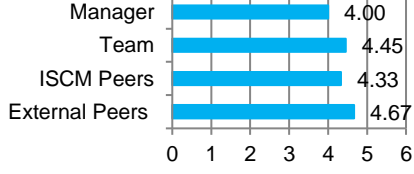
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*

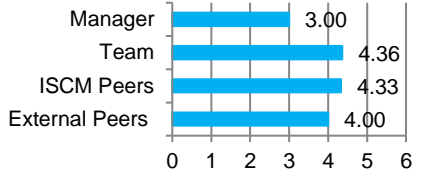


### Section 3: Statement Wise Report

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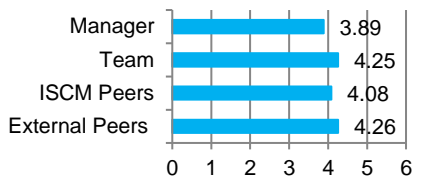
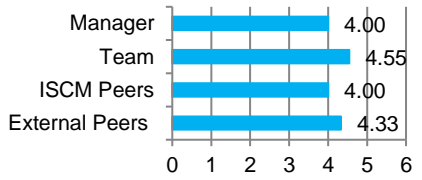
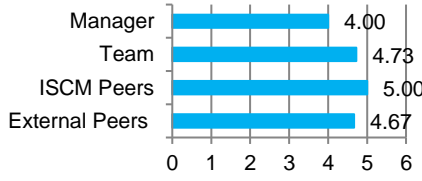

#### Focus Area: Be Bold

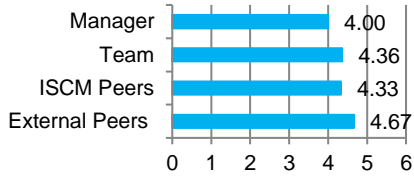
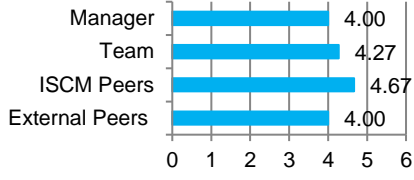
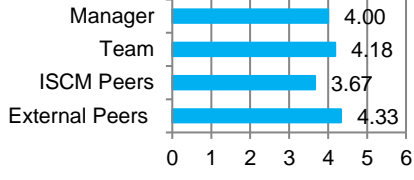
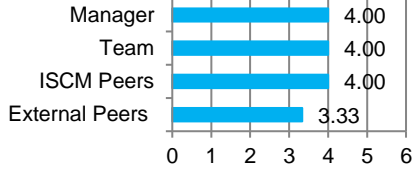
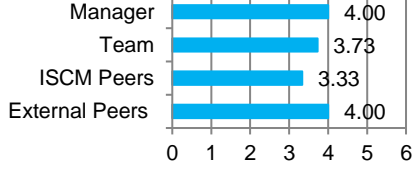
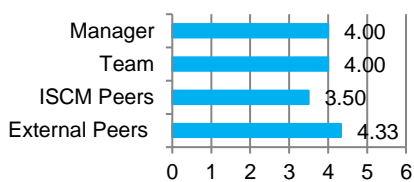
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>4.00</b>	<b>4.10</b>	
1.	Speaks up and boldly shares opinions	4.00	4.50	
2.	Challenges and questions others to improve decisions and outcomes	3.00	4.50	
3.	Tracks and monitors performance of the team regularly	5.00	4.44	
4.	Ensures team members meet their goals and commitments	5.00	4.44	
5.	Takes quick action when people underperform	5.00	4.50	
6.	Makes decisions without delays	4.00	4.44	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	4.56	
8.	Admits mistakes and learns from failure	4.00	4.22	
9.	<i>Waits for seniors to take decisions *</i>	3.00	2.89	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	3.00	2.31	

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

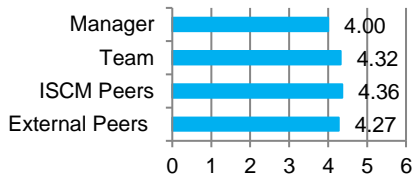
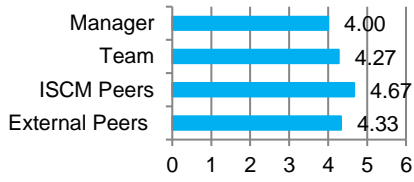
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.22</b>	<b>4.21</b>	
1.	Learns new skills and knowledge to transform ISCM	5.00	4.39	
2.	Accepts change and adapts quickly	5.00	4.72	
3.	Delegates authority to team members to decentralize decision making	4.00	4.35	

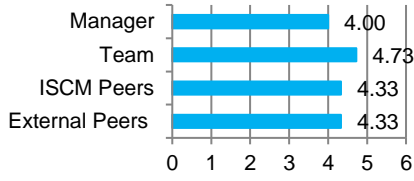
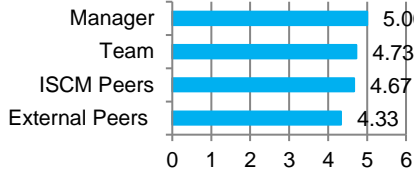
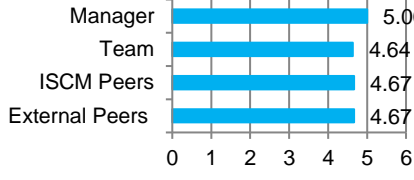
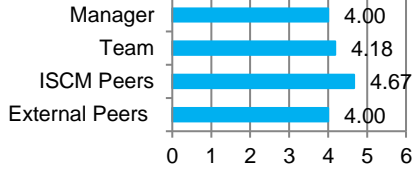
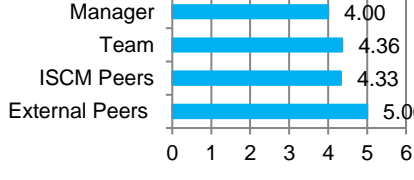
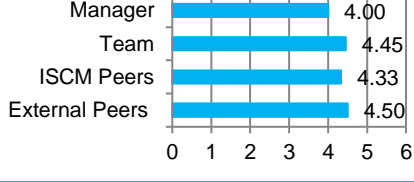
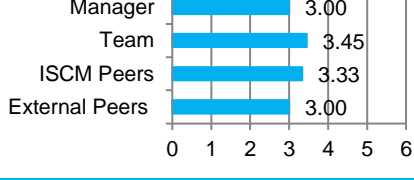
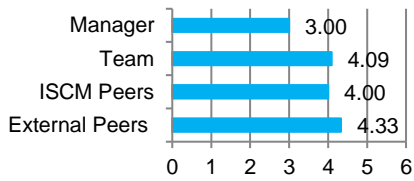
4.	Builds new and diverse capabilities needed in the team	5.00	4.39	
5.	Coaches team members to improve their performance and abilities	5.00	4.28	
6.	Drives a data driven decision making approach within ISCM	4.00	4.11	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	3.89	
8.	<i>Is reluctant to explore modern technology *</i>	2.00	3.72	
9.	<i>Does not empower or give authority to team members *</i>	4.00	4.00	

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

### Focus Area: Collaborate Actively

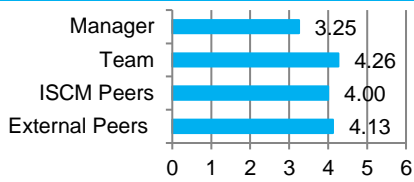
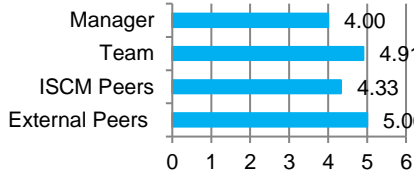
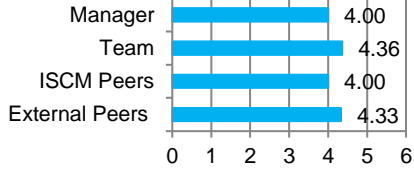
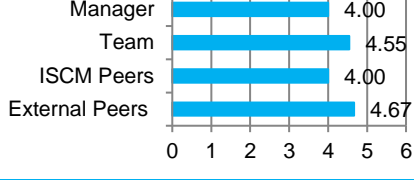
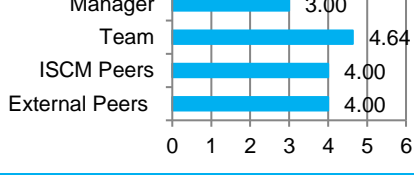

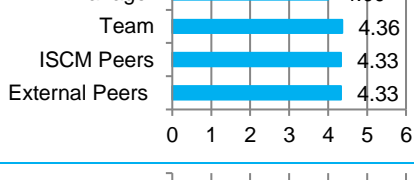

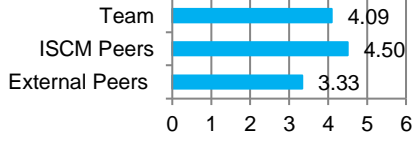
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.22</b>	<b>4.30</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	3.00	4.33	



2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.56	
3.	Interacts and builds relationships with people across ISCM	5.00	4.67	
4.	Builds relationships with stakeholders in the business	5.00	4.67	
5.	Communicates and shares information transparently and promptly	4.00	4.22	
6.	Is trustworthy – delivers on commitments	5.00	4.44	
7.	Welcomes new people into ISCM and helps them settle down	4.00	4.41	
8.	Limits their interaction and communication with the same set of people *	3.00	3.33	
9.	Speaks negatively about others behind their backs *	5.00	4.06	

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

### Focus Area: Demonstrate an SCM Mindset

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.63</b>	<b>4.14</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.78	
2.	Stays updated on Supply Chain Management practices in the industry	5.00	4.28	
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.44	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.33	
5.	Monitors and controls costs in own department / function	5.00	4.28	
6.	Improves productivity by leveraging tools and technology	5.00	4.33	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	2.78	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.88	

\*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	4.78
Build Capability – for Self and Others	Accepts change and adapts quickly	4.72
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.67
Collaborate Actively	Builds relationships with stakeholders in the business	4.67
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.56

*\*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	<i>Shares good news and achievements but not failures and mistakes *</i>	2.31
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	2.78
Be Bold	<i>Waits for seniors to take decisions *</i>	2.89
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	3.33
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	3.72

*\*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
<i>Build Capability – for Self and Others</i>	<i>Does not empower or give authority to team members *</i>	4.00	4.00
<i>Be Bold</i>	<i>Waits for seniors to take decisions *</i>	3.00	2.89
<i>Build Capability – for Self and Others</i>	Drives a data driven decision making approach within ISCM	4.00	4.11
<i>Build Capability – for Self and Others</i>	<i>Gets too involved in unnecessary details *</i>	4.00	3.89
<i>Be Bold</i>	Admits mistakes and learns from failure	4.00	4.22

*\*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>Build Capability – for Self and Others</i>	<i>Is reluctant to explore modern technology *</i>	2.00	3.72
<i>Be Bold</i>	Challenges and questions others to improve decisions and outcomes	3.00	4.50
<i>Collaborate Actively</i>	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	3.00	4.33
<i>Demonstrate an SCM Mindset</i>	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	2.78
<i>Demonstrate an SCM Mindset</i>	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.88

*\*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. **Commitment & Leadership**
  - Honors commitments and is dedicated to business development.
  - Serves as a role model, especially in times of crisis.
  - Encourages and motivates team members while ensuring accountability.
2. **Strategic Thinking & Problem-Solving**
  - Strong in process optimization, lean manufacturing, and automation.
  - Identifies inefficiencies and implements effective solutions to enhance productivity.
  - Quick decision-maker, responding effectively to challenges.
3. **Team Development & Collaboration**
  - A great team player who mentors, delegates work effectively, and builds a high-performance culture.
  - Encourages open communication, listens actively, and ensures cross-functional collaboration.
  - Provides resources and coaching to support SCM demands.
4. **Effective Communication & Interpersonal Skills**
  - Empathetic, approachable, and encourages diverse opinions.
  - Bold in communication, inspiring confidence and clarity.
  - Appreciates and motivates the team, fostering a positive work environment.
5. **Technical Expertise & Practical Approach**
  - Strong technical knowledge and on-the-job experience.
  - Hands-on, gets involved at the ground level to understand and solve problems.

#### Key Takeaway:

This leader is a **dedicated, strategic, and action-oriented professional** who effectively **mentors teams, optimizes processes, and fosters collaboration**. His **quick decision-making, technical expertise, and commitment to improvement** make him a valuable asset to the organization.

### 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. **Team Development & Leadership**
  - Mentor team members and focus on efficiency improvement.
  - Encourage young leadership development through training programs.
  - Foster a culture of trust, self-reflection, and positive leadership.

## 2. Strategic Planning & Operational Efficiency

- **Improve delivery alignment** and honor commitments consistently.
- **Ensure optimal utilization of work centers** to maximize productivity.
- **Pre-plan effectively** to avoid last-minute rushes.

## 3. Vendor & Supplier Collaboration

- **Strengthen partnerships** with vendors and suppliers to ensure **just-in-time (JIT) delivery** and cost reduction.
- **Develop new vendors** for flexibility and supply chain resilience.

## 4. Technology & Innovation

- **Leverage new technologies** and explore **digital solutions** for productivity improvement.
- Stay updated on **industry best practices** and **market trends**.
- **Shift towards a business-oriented mindset**, linking individual roles to overall business impact.

## 5. Communication & Relationship Building

- **Enhance language skills** for better communication.
- **Build strong relationships** with ISCM stakeholders and within the team.
- **Encourage open conversations and feedback loops** to refine decision-making.

### Key Takeaway:

To transform ISCM, this leader should **mentor the team, strengthen vendor relationships, leverage technology, improve strategic planning, and foster a collaborative and business-oriented mindset.**

## 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

- Avoid over-controlling daily operations; empower supervisors and team leads.
- Shift focus from **output alone** to **long-term process improvements** (Kaizen, Lean, Six Sigma).

#### 2. Improve Leadership Approach

- Stop **blaming others, taking sole credit, and criticizing the team**.
- Avoid **favoritism** and **covering for underperforming team members**.
- Take **ownership of challenges** and be open to change.

#### 3. Enhance Communication & Accountability

- Provide **clear expectations** instead of vague or unclear directives.
- **Actively listen** instead of interrupting during discussions.
- Encourage **balanced workload distribution** and recognize team potential.

#### 4. Adjust Work Habits

- Avoid **overstaying** unnecessarily.

- Stop trying to **do everything alone**; **delegate and trust the team**.
- Avoid **over-expectation** without proper team support.

**Key Takeaway:**

To be more effective, this leader should **reduce micromanagement, foster accountability, improve communication, avoid favoritism, and delegate effectively** while focusing on **long-term improvements over short-term output**.

**Additional feedback/ comments (An AI tool has been used to summarize the responses)**
**Summary: Additional Feedback & Comments**
**1. Strengths & Positive Attributes**

- A **valuable asset** to the company, **task-oriented**, and **fast at resolving issues**.
- **Strong leadership** in employee management, people-handling, and engagement.
- Consistently **reliable, bold, and stands firm on decisions**.
- Encourages **learning across departments** and supports growth.
- **Hardworking, talented, and maintains good relationships at all levels**.

**2. Areas for Improvement**

- Needs **more proactive planning** and **team accountability** for performance.
- Should **ensure timely decision-making** and **take appropriate action when needed**.
- A **more personalized approach** in handling individuals could improve results.
- Implement **better feedback mechanisms** to address concerns effectively.

**3. Recognition & Encouragement**

- Appreciation for **transforming mistakes into valuable lessons**.
- Encouraged to **continue leading cultural change efforts**.
- Wished success in becoming an **inspiring leader** in the future.

**Key Takeaway:**

The leader is **highly valued**, excels in **team management**, and is **task-driven**. To further enhance effectiveness, **proactive planning, timely decision-making, personalized team management, and structured feedback mechanisms** will be beneficial.

# END