

360 Culture Feedback Survey Report

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

March 2025

Raja P

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 | 6 |
| ISCM Peers | Peers within ISCM | 3 |
| External Peers | Peers Outside ISCM | 4 |

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

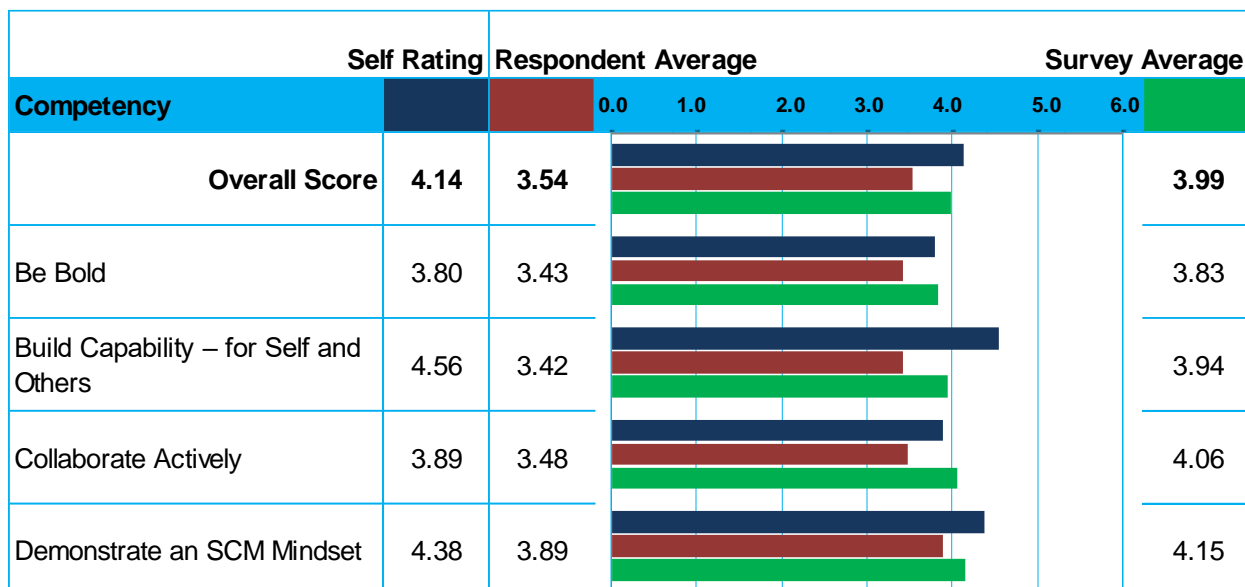
This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

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.

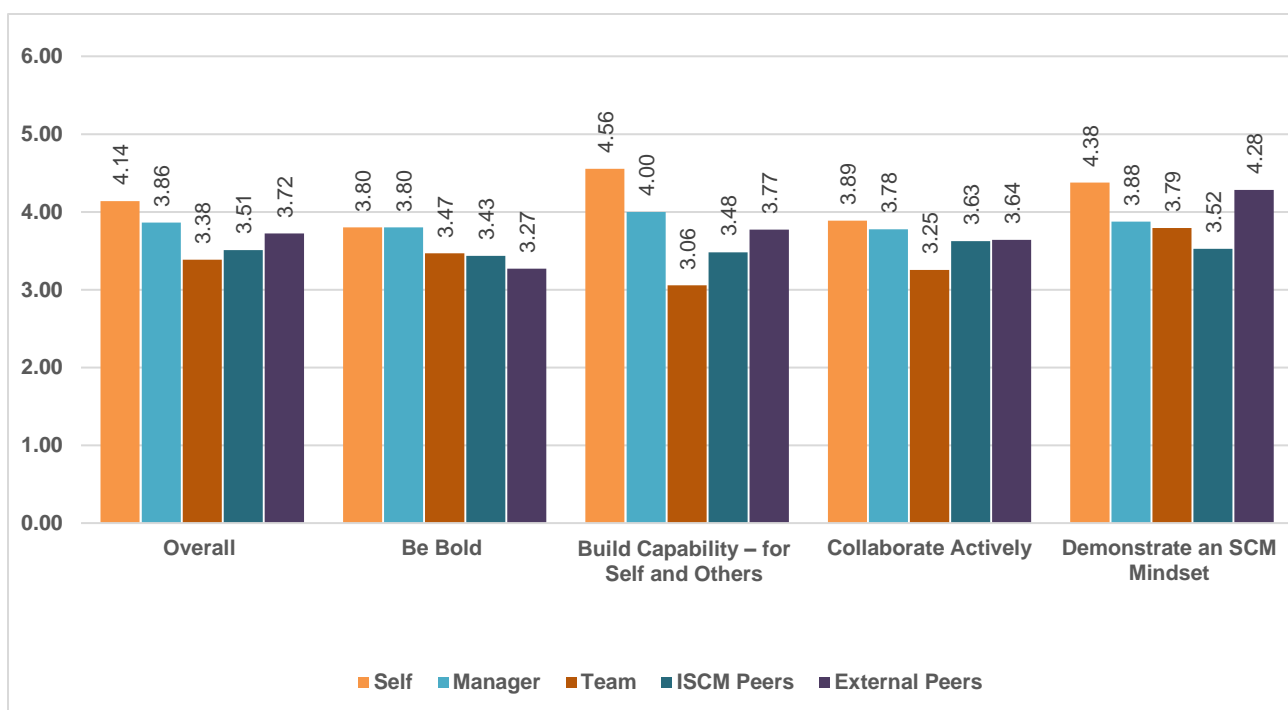


Section 2: Score by Respondent Category

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 | 4.14 | 3.86 | 3.38 | 3.51 | 3.72 |
| Be Bold | 3.80 | 3.80 | 3.47 | 3.43 | 3.27 |
| Build Capability – for Self and Others | 4.56 | 4.00 | 3.06 | 3.48 | 3.77 |
| Collaborate Actively | 3.89 | 3.78 | 3.25 | 3.63 | 3.64 |
| Demonstrate an SCM Mindset | 4.38 | 3.88 | 3.79 | 3.52 | 4.28 |

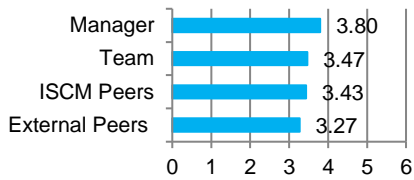
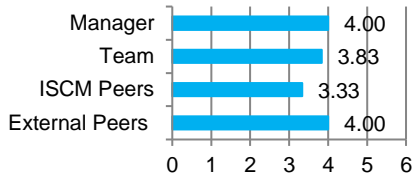
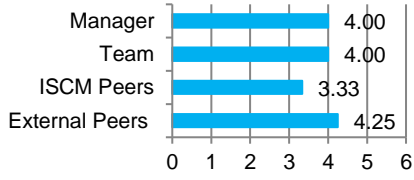
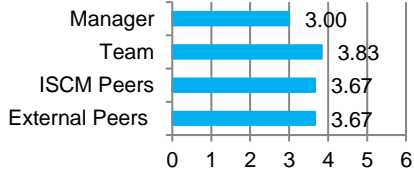
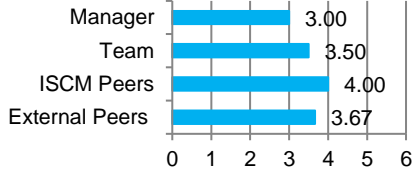
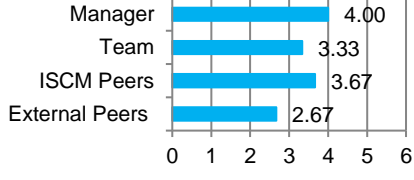
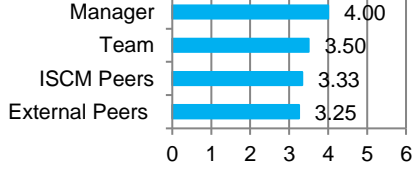
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

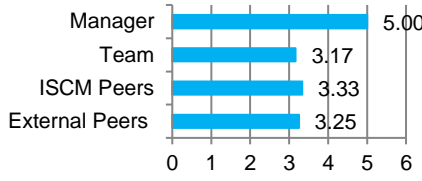
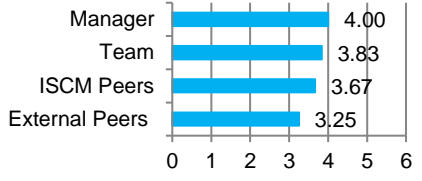
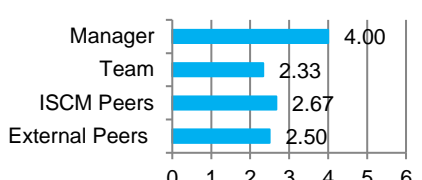
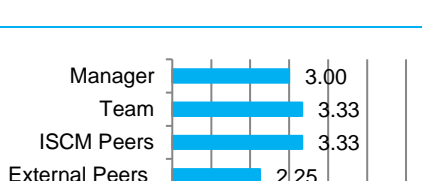


Section 3: Statement Wise Report

Some questions in this report are negatively framed - for example, waits for seniors to take decisions. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a lower score an area for improvement.

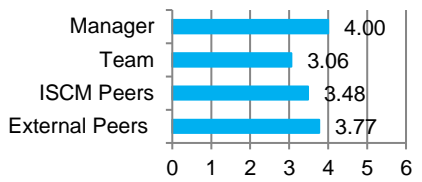
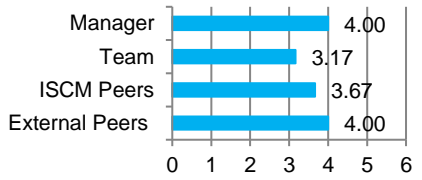
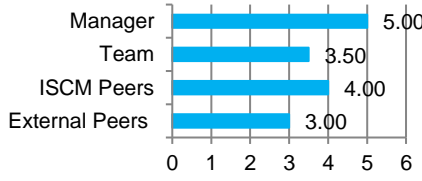

Focus Area: Be Bold

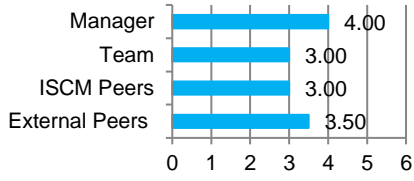
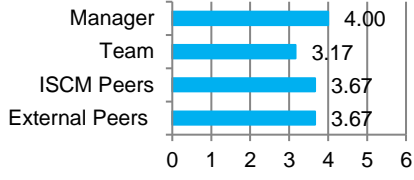
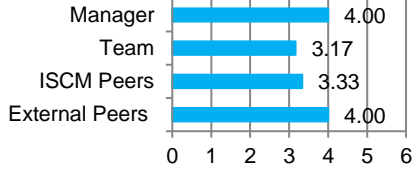
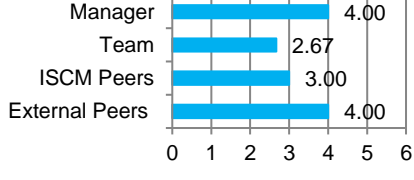
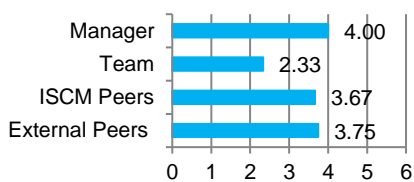
| S. No. | Statement | Self-Rating | Respondent Average | Manager, Team, ISCM Peers, External Peers |
|--------|---|-------------|--------------------|---|
| | Overall Score | 3.80 | 3.43 |  |
| 1. | Speaks up and boldly shares opinions | 4.00 | 3.79 |  |
| 2. | Challenges and questions others to improve decisions and outcomes | 4.00 | 3.93 |  |
| 3. | Tracks and monitors performance of the team regularly | 4.00 | 3.69 |  |
| 4. | Ensures team members meet their goals and commitments | 4.00 | 3.62 |  |
| 5. | Takes quick action when people underperform | 4.00 | 3.31 |  |
| 6. | Makes decisions without delays | 4.00 | 3.43 |  |

| | | | | |
|-----|--|------|------|---|
| 7. | Takes risks – challenges status quo to experiment and do new things | 4.00 | 3.36 |  |
| 8. | Admits mistakes and learns from failure | 4.00 | 3.64 |  |
| 9. | <i>Waits for seniors to take decisions *</i> | 3.00 | 2.57 |  |
| 10. | <i>Shares good news and achievements but not failures and mistakes *</i> | 3.00 | 3.00 |  |

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

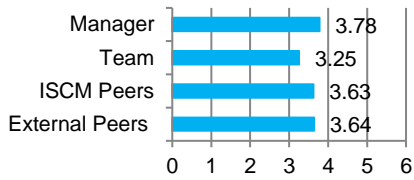
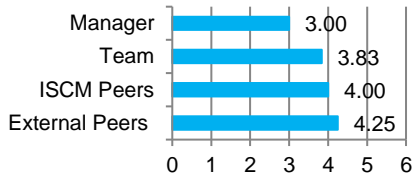
Focus Area: Build Capability – for Self and Others

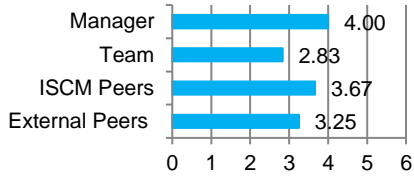
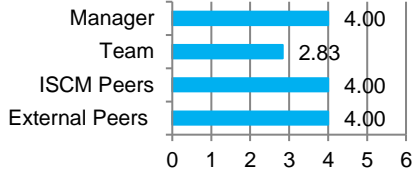
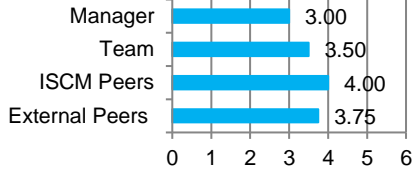
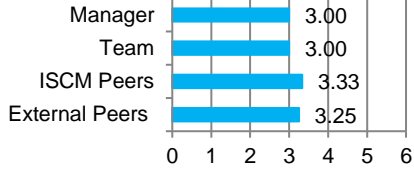
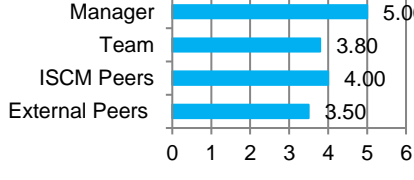
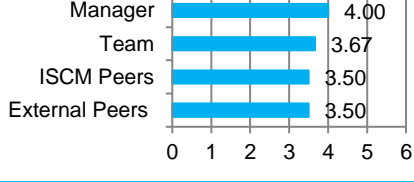
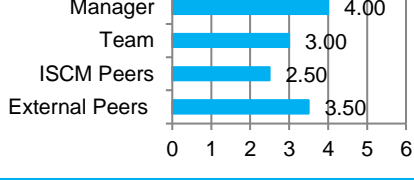
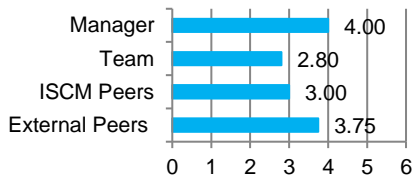
| S. No. | Statement | Self-Rating | Respondent Average | Manager, Team, ISCM Peers, External Peers |
|----------------------|---|-------------|--------------------|---|
| Overall Score | | 4.56 | 3.42 |  |
| 1. | Learns new skills and knowledge to transform ISCM | 4.00 | 3.57 |  |
| 2. | Accepts change and adapts quickly | 4.00 | 3.57 |  |
| 3. | Delegates authority to team members to decentralize decision making | 5.00 | 3.29 |  |

| | | | | |
|----|---|------|------|---|
| 4. | Builds new and diverse capabilities needed in the team | 4.00 | 3.21 |  |
| 5. | Coaches team members to improve their performance and abilities | 5.00 | 3.46 |  |
| 6. | Drives a data driven decision making approach within ISCM | 5.00 | 3.79 |  |
| 7. | <i>Gets too involved in unnecessary details *</i> | 5.00 | 3.50 |  |
| 8. | <i>Is reluctant to explore modern technology *</i> | 4.00 | 3.21 |  |
| 9. | <i>Does not empower or give authority to team members *</i> | 5.00 | 3.14 |  |

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

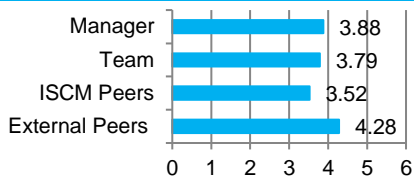
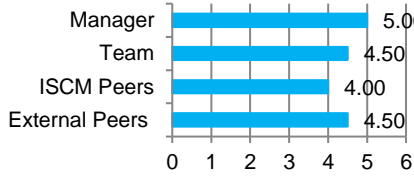
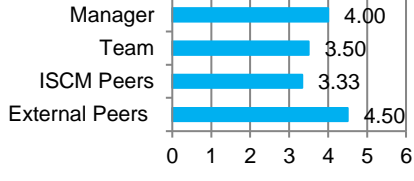
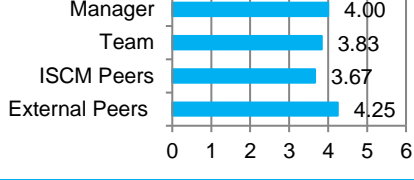
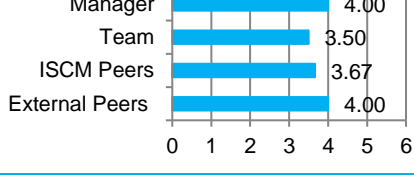

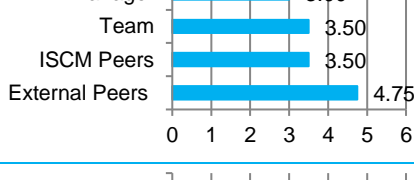
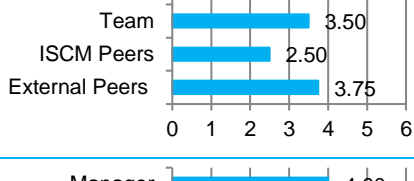
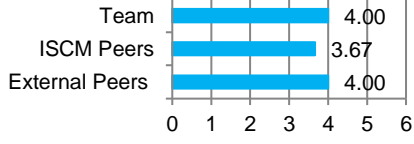
Focus Area: Collaborate Actively

| S. No. | Statement | Self-Rating | Respondent Average | Manager, Team, ISCM Peers, External Peers |
|----------------------|--|-------------|--------------------|---|
| Overall Score | | 3.89 | 3.48 |  |
| 1. | Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams | 4.00 | 3.93 |  |

| | | | | |
|----|--|------|------|---|
| 2. | Listens and appreciates others' opinions and ideas, even when different from own | 5.00 | 3.21 |  |
| 3. | Interacts and builds relationships with people across ISCM | 3.00 | 3.50 |  |
| 4. | Builds relationships with stakeholders in the business | 4.00 | 3.64 |  |
| 5. | Communicates and shares information transparently and promptly | 4.00 | 3.14 |  |
| 6. | Is trustworthy – delivers on commitments | 4.00 | 3.85 |  |
| 7. | Welcomes new people into ISCM and helps them settle down | 5.00 | 3.62 |  |
| 8. | Limits their interaction and communication with the same set of people * | 2.00 | 3.17 |  |
| 9. | Speaks negatively about others behind their backs * | 4.00 | 3.25 |  |

*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 | 4.38 | 3.89 |  |
| 1. | Understands the business priorities and the ISCM goals for 10-16-26 | 4.00 | 4.43 |  |
| 2. | Stays updated on Supply Chain Management practices in the industry | 4.00 | 3.79 |  |
| 3. | Links actions and plans to the larger goals and priorities of ISCM | 5.00 | 3.93 |  |
| 4. | Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those. | 4.00 | 3.71 |  |
| 5. | Monitors and controls costs in own department / function | 5.00 | 4.08 |  |
| 6. | Improves productivity by leveraging tools and technology | 4.00 | 3.85 |  |
| 7. | <i>Achieves results but with low focus on costs and efficiencies *</i> | 4.00 | 3.38 |  |
| 8. | <i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i> | 5.00 | 3.93 |  |

*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 | 4.43 |
| Demonstrate an SCM Mindset | Monitors and controls costs in own department / function | 4.08 |
| Be Bold | Challenges and questions others to improve decisions and outcomes | 3.93 |
| Collaborate Actively | Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams | 3.93 |
| Demonstrate an SCM Mindset | Links actions and plans to the larger goals and priorities of ISCM | 3.93 |

**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>Waits for seniors to take decisions *</i> | 2.57 |
| Be Bold | <i>Shares good news and achievements but not failures and mistakes *</i> | 3.00 |
| Build Capability – for Self and Others | <i>Does not empower or give authority to team members *</i> | 3.14 |
| Collaborate Actively | Communicates and shares information transparently and promptly | 3.14 |
| Collaborate Actively | <i>Limits their interaction and communication with the same set of people *</i> | 3.17 |

**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 | <i>Shares good news and achievements but not failures and mistakes *</i> | 3.00 | 3.00 |
| Be Bold | Challenges and questions others to improve decisions and outcomes | 4.00 | 3.93 |
| Collaborate Actively | Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams | 4.00 | 3.93 |
| Collaborate Actively | Is trustworthy – delivers on commitments | 4.00 | 3.85 |
| Demonstrate an SCM Mindset | Improves productivity by leveraging tools and technology | 4.00 | 3.85 |

**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>Does not empower or give authority to team members *</i> | 5.00 | 3.14 |
| Collaborate Actively | Listens and appreciates others' opinions and ideas, even when different from own | 5.00 | 3.21 |
| Build Capability – for Self and Others | Delegates authority to team members to decentralize decision making | 5.00 | 3.29 |
| Build Capability – for Self and Others | Coaches team members to improve their performance and abilities | 5.00 | 3.46 |
| <i>Build Capability – for Self and Others</i> | <i>Gets too involved in unnecessary details *</i> | 5.00 | 3.50 |

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

Section 6: Qualitative Comments

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

Summary: Significant Strengths of this Leader

1. **Data-Driven Decision Making** – Strong analytical approach, integrating historical data, trends, and external factors into strategic planning.
2. **Technical Expertise** – Deep knowledge in tooling, ISCM, press blank manufacturing, and cost optimization, backed by 35 years of experience.
3. **Strategic Planning & Execution** – Ability to forecast potential challenges, align business needs, and implement effective solutions.
4. **People Leadership & Team Building** – Approachable, fosters collaboration, coaches team members, and regularly tracks performance.
5. **Process & Cost Optimization** – Challenges the status quo, drives process improvements, and ensures cost control and benchmarking.
6. **Agility & Openness to Change** – Adapts to evolving business needs, embraces risk management, and continuously learns and implements best practices.

Key Takeaway: A technically proficient and data-driven leader with strong strategic execution, cost focus, and people management skills, ensuring efficiency and continuous improvement.

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

Summary: Key Actions to Transform ISCM

1. **Enhance Leadership & Decision-Making**
 - Take timely decisions and improve review systems to drive performance.
 - Empower and delegate authority to next-level leaders for decision-making.
 - Shift from an "old-timer mindset" to embrace risk-taking, experimentation, and adaptability.
2. **Strengthen Collaboration & People Focus**
 - Build stronger networking skills and interpersonal relationships across teams.
 - Foster trust with peers and stakeholders for smoother cross-functional collaboration.
 - Bring back a "People First" culture by appreciating contributions and accepting diverse ideas.
3. **Improve Strategic Execution**
 - Implement structured **Program Management** with tracking of critical activities.
 - Follow PQCDMS (Productivity, Quality, Cost, Delivery, Morale, and Safety) across all verticals.
 - Ensure smooth transition of new products into bulk production by refining processes and SOPs.
4. **Focus on Systematic Processes & Continuous Improvement**

- Honor commitments, adopt standardized systems, and leverage lead indicators for production output.
- Improve meeting preparation and follow through on discussion points promptly.
- Align people and processes towards long-term organizational goals.

Key Takeaway: By fostering collaboration, empowering teams, refining execution strategies, and embracing adaptability, Raja can drive ISCM's transformation effectively.

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

Summary: Actions to Stop for Greater Effectiveness

1. Avoid Micromanagement & Over-Involvement

- Stop focusing on minor details and allow the team to handle operational tasks.
- Delegate effectively and provide autonomy after delegation instead of directing every step.
- Ensure next-level leaders take ownership and make decisions independently.

2. Foster Collaborative Decision-Making

- Move away from unilateral decision-making and involve relevant stakeholders.
- Shift focus from individual achievements to team growth and shared success.
- Encourage diversified thinking by engaging a broader set of people in discussions.

3. Refine Leadership & Communication Approach

- Avoid dictating actions; instead, guide and empower the team.
- Be mindful of how feedback is given to ensure it does not impact self-esteem.
- Expand interactions beyond the usual set of people to gain diverse perspectives.

4. Strengthen Performance-Driven Approach

- Stop tolerating supplier inefficiencies—escalate and resolve issues proactively.
- Balance workload distribution to ensure efforts are recognized across the team.

Key Takeaway: By reducing micromanagement, encouraging collaboration, refining feedback delivery, and driving performance accountability, Raja can enhance his leadership effectiveness and team productivity.

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

Summary: Additional Feedback & Comments

1. Strengths & Positive Impact

- Raja is an insightful manager with a strong **data-driven approach** and a **focus on cost optimization**.
- He effectively analyzes production data and external factors for well-informed decision-making.

- Recognized as **technically strong**, adaptable, and capable of handling business challenges.

2. Areas for Growth & Improvement

- Enhance **collaborative leadership** by actively seeking feedback and involving the team in decisions.
- Strengthen **cross-departmental relationships** to improve overall alignment and integration.
- Improve **decision-making speed** and adopt a more **futuristic, strategic approach**.
- Act as a **bridge between senior management and the team**, ensuring transparency and alignment.

3. Encouraged Actions

- Foster a culture where **mistakes are learning opportunities** to drive innovation.
- Promote **risk-taking and experimentation** for transformation.
- Align personal and team goals with **broader ISCM objectives** for long-term success.
- Envision **grander leadership possibilities** for future growth.

Key Takeaway: Raja is valued for his expertise and leadership but can further enhance his effectiveness by fostering collaboration, improving decision-making, and strengthening team alignment with organizational goals.

END