

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	8
ISCM Peers	Peers within ISCM	5
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.

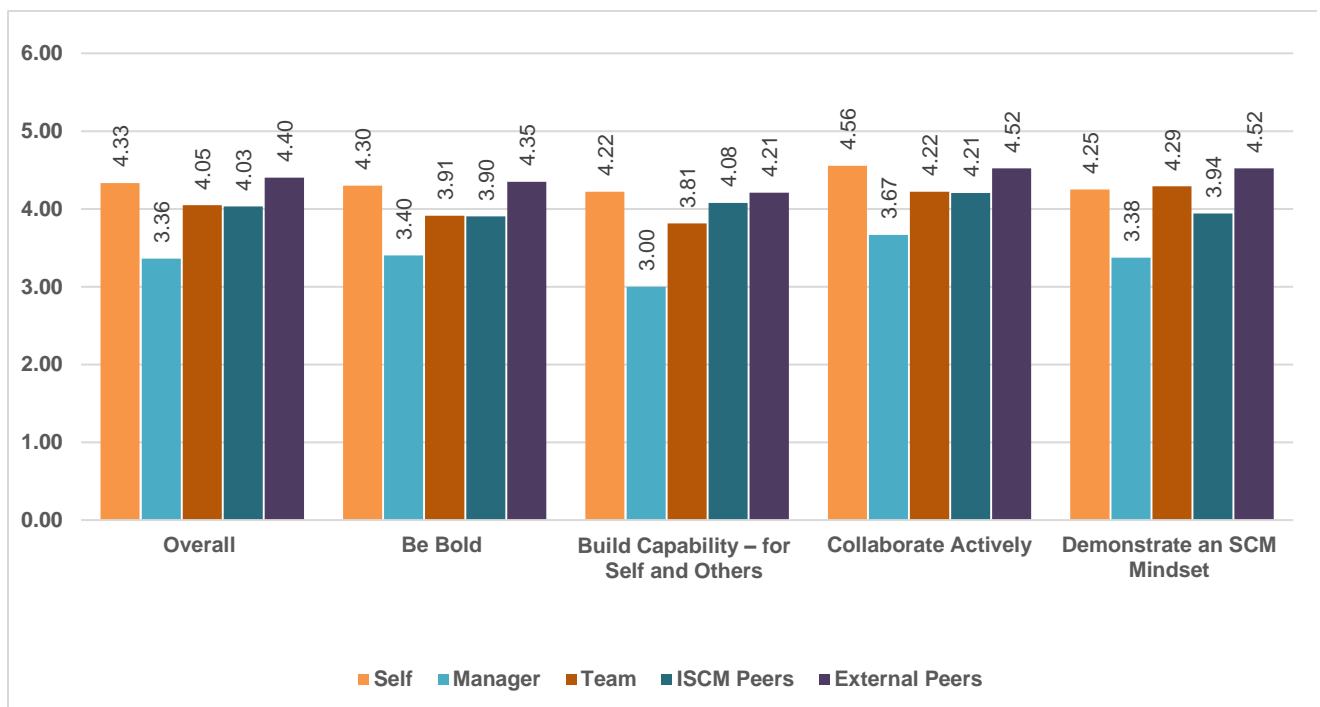
Self Rating		Respondent Average							Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0	
Overall Score	4.33	4.06								3.99
Be Bold	4.30	3.94								3.83
Build Capability – for Self and Others	4.22	3.91								3.94
Collaborate Actively	4.56	4.23								4.06
Demonstrate an SCM Mindset	4.25	4.17								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	4.33	3.36	4.05	4.03	4.40
Be Bold	4.30	3.40	3.91	3.90	4.35
Build Capability – for Self and Others	4.22	3.00	3.81	4.08	4.21
Collaborate Actively	4.56	3.67	4.22	4.21	4.52
Demonstrate an SCM Mindset	4.25	3.38	4.29	3.94	4.52

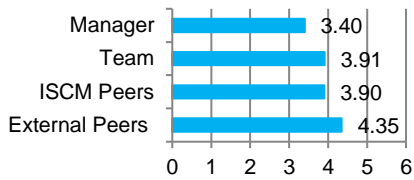
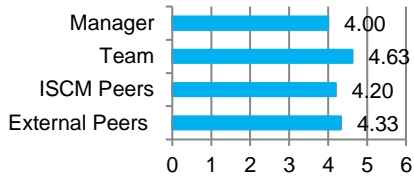
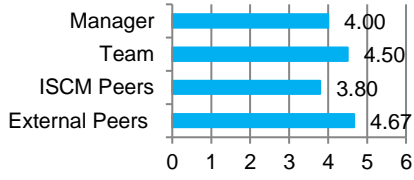
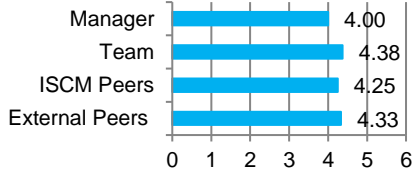
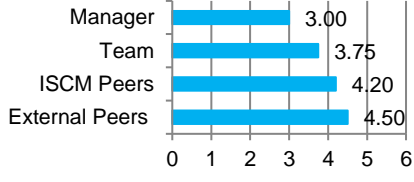
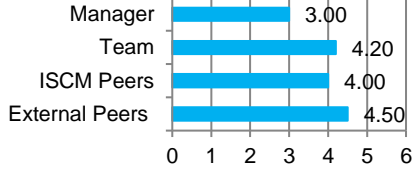
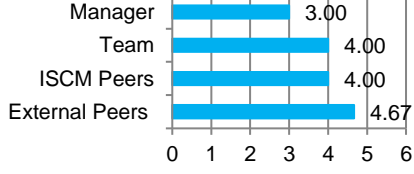
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

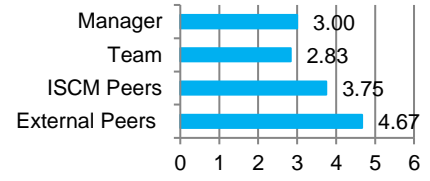
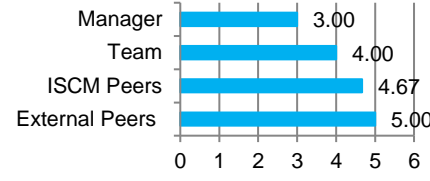
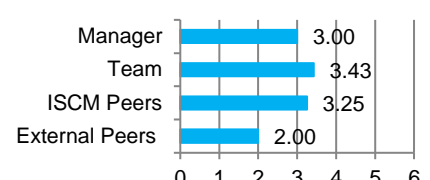
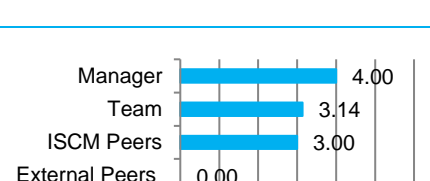


Section 3: Statement Wise Report

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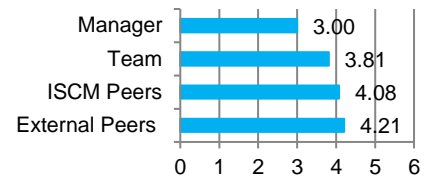
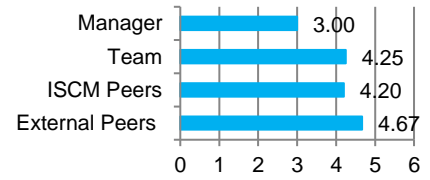
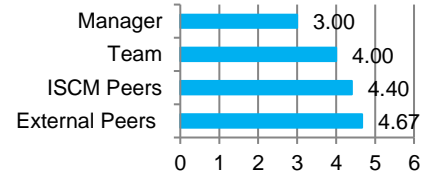
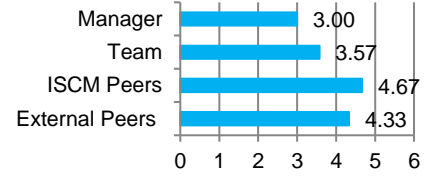
Focus Area: Be Bold

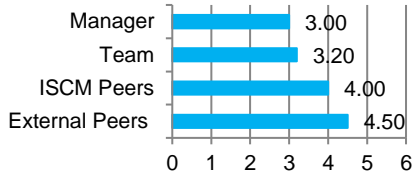
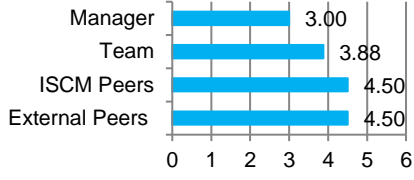
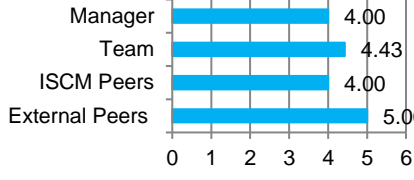
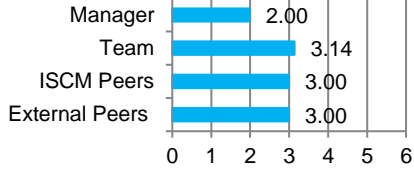
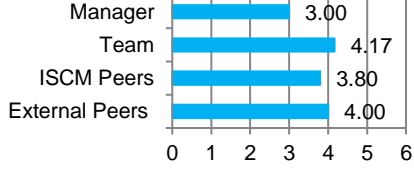
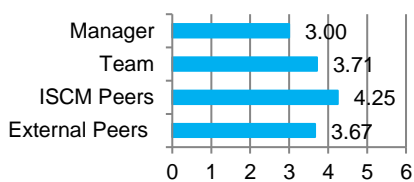
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	4.30	3.94	
1.	Speaks up and boldly shares opinions	4.00	4.41	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.29	
3.	Tracks and monitors performance of the team regularly	5.00	4.31	
4.	Ensures team members meet their goals and commitments	5.00	3.94	
5.	Takes quick action when people underperform	4.00	4.09	
6.	Makes decisions without delays	5.00	4.07	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.50	
8.	Admits mistakes and learns from failure	4.00	4.30	
9.	<i>Waits for seniors to take decisions *</i>	4.00	3.14	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	3.17	

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

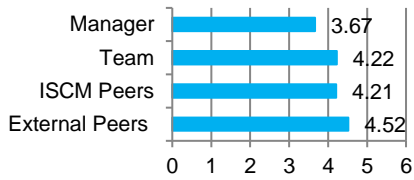
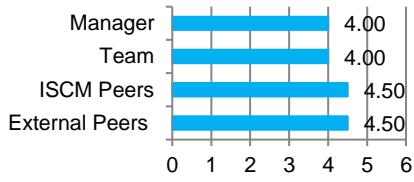
Focus Area: Build Capability – for Self and Others

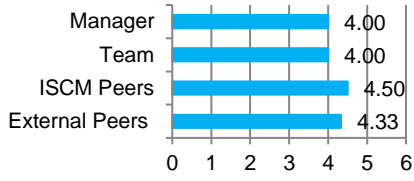
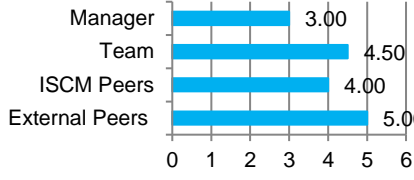
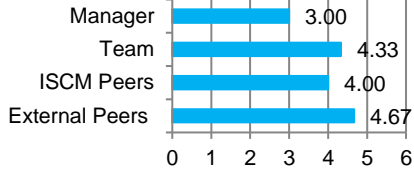
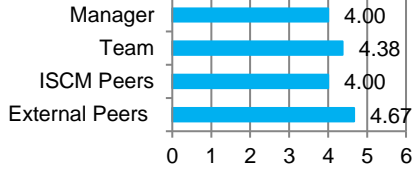
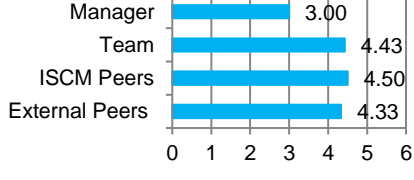
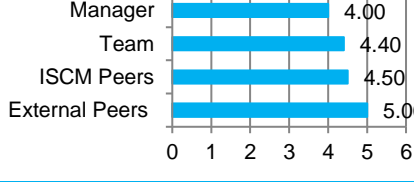
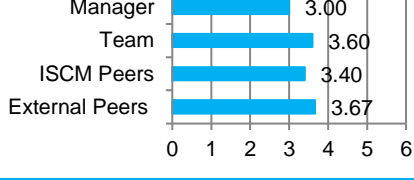
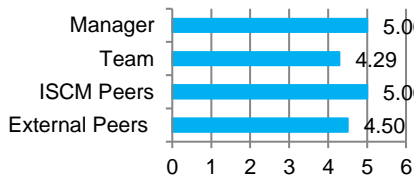
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.22	3.91	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.23	
2.	Accepts change and adapts quickly	5.00	4.18	
3.	Delegates authority to team members to decentralize decision making	5.00	3.93	

4.	Builds new and diverse capabilities needed in the team	4.00	3.69	
5.	Coaches team members to improve their performance and abilities	4.00	4.07	
6.	Drives a data driven decision making approach within ISCM	5.00	4.33	
7.	<i>Gets too involved in unnecessary details *</i>	2.00	3.00	
8.	<i>Is reluctant to explore modern technology *</i>	4.00	3.93	
9.	<i>Does not empower or give authority to team members *</i>	5.00	3.80	

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

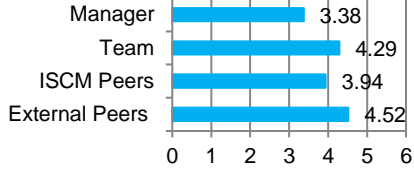
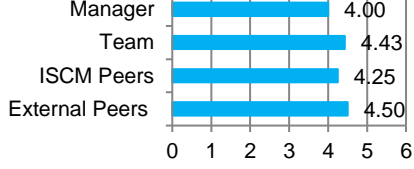
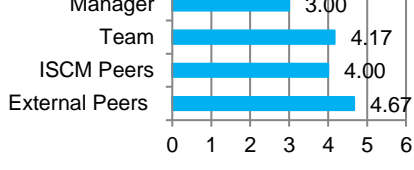
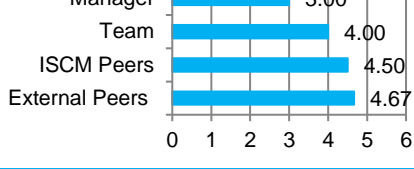
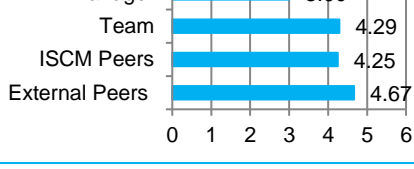
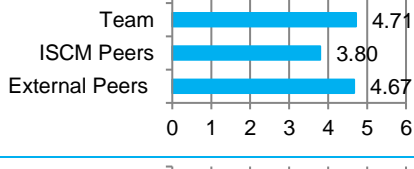
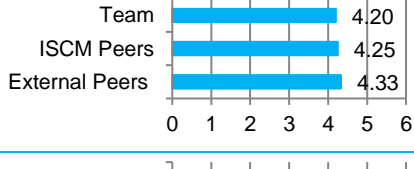
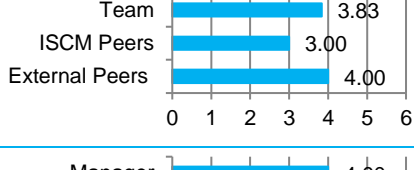
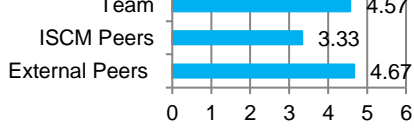
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.56	4.23	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.21	

2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.19	
3.	Interacts and builds relationships with people across ISCM	5.00	4.33	
4.	Builds relationships with stakeholders in the business	5.00	4.20	
5.	Communicates and shares information transparently and promptly	4.00	4.29	
6.	Is trustworthy – delivers on commitments	4.00	4.33	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.54	
8.	Limits their interaction and communication with the same set of people *	5.00	3.50	
9.	Speaks negatively about others behind their backs *	5.00	4.54	

*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		4.25	4.17	
1.	Understands the business priorities and the ISCM goals for 10-16-26	4.00	4.36	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.13	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.20	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.27	
5.	Monitors and controls costs in own department / function	4.00	4.31	
6.	Improves productivity by leveraging tools and technology	4.00	4.15	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.64	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.29	

*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
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.54
<i>Collaborate Actively</i>	<i>Speaks negatively about others behind their backs *</i>	4.54
Be Bold	Speaks up and boldly shares opinions	4.41
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.36
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	4.33

**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
<i>Build Capability – for Self and Others</i>	<i>Gets too involved in unnecessary details *</i>	3.00
<i>Be Bold</i>	<i>Waits for seniors to take decisions *</i>	3.14
<i>Be Bold</i>	<i>Shares good news and achievements but not failures and mistakes *</i>	3.17
Be Bold	Takes risks – challenges status quo to experiment and do new things	3.50
<i>Collaborate Actively</i>	<i>Limits their interaction and communication with the same set of people *</i>	3.50

**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
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	4.00	4.07
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	4.00	3.93
Be Bold	Takes quick action when people underperform	4.00	4.09
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.00	4.13
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	4.00	4.15

**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
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	5.00	3.50
Build Capability – for Self and Others	<i>Does not empower or give authority to team members *</i>	5.00	3.80
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	5.00	3.93
Be Bold	Ensures team members meet their goals and commitments	5.00	3.94
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	2.00	3.00

**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)

The significant strengths of this leader include:

1. **People Management:** The leader excels at engaging with and treating colleagues with respect, fostering a positive, collaborative environment. They focus on building synergy, accountability, and professionalism within the team.
2. **Execution and Focus on Results:** Strong in project management and daily operations, ensuring tasks are completed on time and to a high standard. They are result-oriented, with a clear vision and an uncompromising approach to achieving objectives.
3. **Communication:** The leader promotes open communication, actively listens to team members, and shares valuable knowledge. Their assertive communication style ensures clarity and transparency.
4. **Adaptability and Resilience:** They navigate change effectively, remain resilient in the face of setbacks, and encourage innovation and flexibility.
5. **Industrial Expertise:** Extensive experience in manufacturing processes, automotive industry practices, and various product/process knowledge helps them quickly grasp challenges and drive effective resolutions.
6. **Positive Attitude and Leadership:** Demonstrates a positive attitude, strong work ethic, and commitment to driving results while maintaining a down-to-earth personality.

These strengths enable the leader to drive team performance, foster growth, and navigate challenges effectively.

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

To transform ISCM, the leader should:

1. **Enhance Stakeholder Alignment:** Focus on aligning stakeholders for timely completion of projects, Kaizens, and initiatives, and prioritize key areas like new product development (NPD) and ceramics.
2. **Empower the Team:** Delegate more responsibilities, empower the team, and focus on strategic initiatives while allowing the team to handle day-to-day operations. Foster a culture of excellence and performance.
3. **Strategic Focus:** Prioritize strategic tasks over daily operational activities, set high standards, and take calculated risks. Focus on driving initiatives such as DWM, TQM, WCM, and TPM for process improvements.
4. **Collaboration & Networking:** Strengthen relationships with stakeholders, vendors, and customers to optimize the supply chain, improve production alignment with market demands, and build a cross-functional approach to problem-solving.

5. **Upskilling and Learning:** Invest in training and development to equip the team with the latest knowledge and tools. Deep dive into horology industry practices to make informed decisions and drive transformation.
6. **People-Centric Leadership:** Focus on understanding the team and processes more deeply, actively listen, and ensure decisions are data-driven and impartial.
7. **Broader Perspective:** Embrace a wider view of the organization's accomplishments, promote work-life balance, and challenge the team for higher performance.

By focusing on strategic initiatives, empowering the team, fostering collaboration, and enhancing industry knowledge, the leader can significantly impact ISCM transformation.

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:

1. **Stop Micro-Managing:** Avoid getting too involved in day-to-day operations and routine problems. Allow the team to take ownership of their work and make decisions within their areas of expertise.
2. **Reduce Meeting Involvement:** Attend selective meetings and avoid unnecessary, continuous meetings to focus on more strategic activities.
3. **Stop Overloading with Tasks:** Avoid micromanaging or overloading the team with new activities. Empower the team to manage their own responsibilities.
4. **Avoid Quick Changes:** Stop pushing too many changes at once. Take a more gradual, collaborative approach to implement new systems and strategies.
5. **Value Existing Team Knowledge:** Stop disregarding the current team's expertise and experience. Recognizing their contributions will foster a more collaborative environment.
6. **Be Less Directive:** Stop taking a top-down approach to decision-making and engage more in collaboration with the team for developing solutions.
7. **Balance Past and Future Goals:** Stop focusing only on the future and give more attention to the plant's history and strengths.
8. **Listen More:** Avoid interrupting others during discussions and listen actively to different perspectives.

By reducing micromanagement, focusing on strategic decisions, listening to the team, and valuing the plant's history, this person can enhance their effectiveness.

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

Key feedback and comments:

1. **Supportive and Professional:** The individual has received appreciation for supporting the Titan CBE team, being a good addition to ISCM, and showing professionalism in managing large workforces with patience and strong communication skills.
2. **Leadership Style:** Recognized for being adaptable, thoughtful, and collaborative in leadership. His approach is seen as subtle yet assertive, maintaining a focus on the bigger picture.
3. **Focus on Priorities:** There's a suggestion to recalibrate his understanding of the strategic direction for the SS Case plant, focusing on the top priorities and leveraging his external experience.
4. **Understanding Titan and Horology Industry:** More learning is needed in the ISCM and Titan culture, as well as a deeper understanding of horological industry practices. A balanced approach, blending new and old practices, would be beneficial.
5. **Team Building:** Emphasis on investing more time in team-building activities and strengthening interpersonal relationships to boost morale and collaboration.
6. **Vision and Growth:** While his strategy is seen as vital for Titan's future, it's noted that cultural and process changes should not be rushed. A more gradual transformation would be ideal.
7. **Potential Leader:** Recognized as a potential future leader for Titan with a promising start, highlighted by his work ethic, operational excellence, and commitment to leadership development.

Overall, the individual is seen as a valuable asset with a focus on professionalism, strategic thinking, and potential for leadership, but there's a need to balance innovation with the existing practices and build stronger team connections.

END