

# **360 Culture Feedback Survey Report**

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

**March 2025**

**Muthiah S**

*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	20
ISCM Peers	Peers within ISCM	9
External Peers	Peers Outside ISCM	6

## 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**

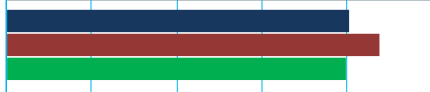
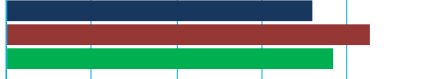



This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

### **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.

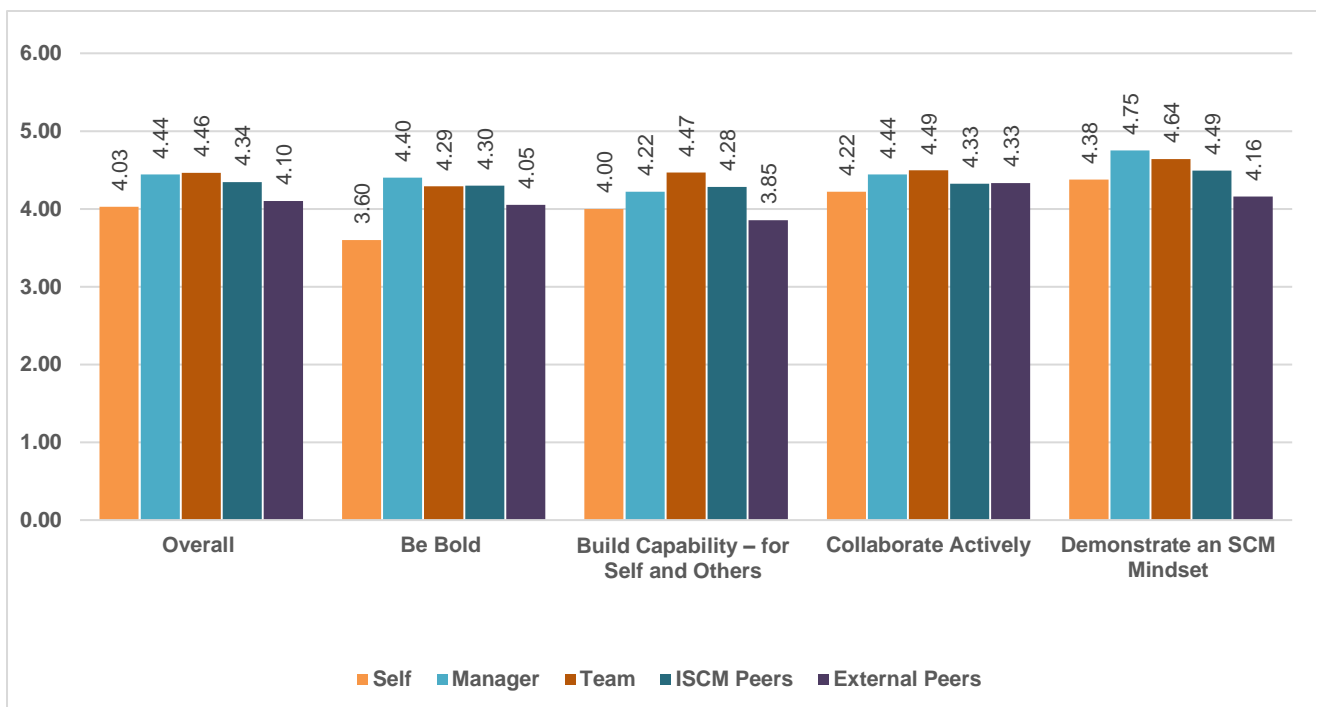
Self Rating		Respondent Average							Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0	
Overall Score	4.03	4.37								3.99
Be Bold	3.60	4.26								3.83
Build Capability – for Self and Others	4.00	4.32								3.94
Collaborate Actively	4.22	4.42								4.06
Demonstrate an SCM Mindset	4.38	4.53								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>4.03</b>	<b>4.44</b>	<b>4.46</b>	<b>4.34</b>	<b>4.10</b>
Be Bold	3.60	4.40	4.29	4.30	4.05
Build Capability – for Self and Others	4.00	4.22	4.47	4.28	3.85
Collaborate Actively	4.22	4.44	4.49	4.33	4.33
Demonstrate an SCM Mindset	4.38	4.75	4.64	4.49	4.16

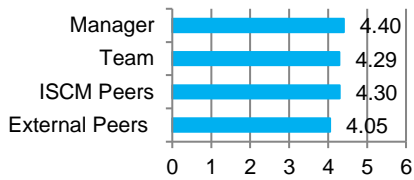
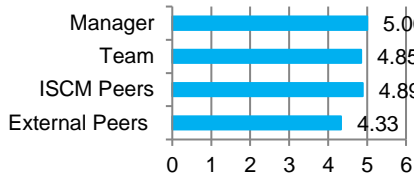
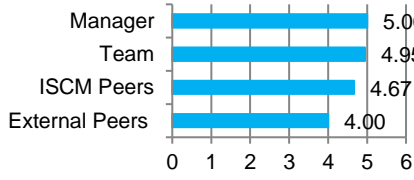
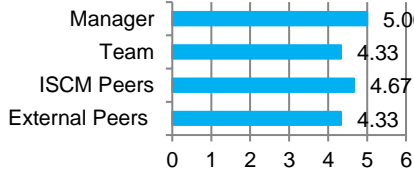
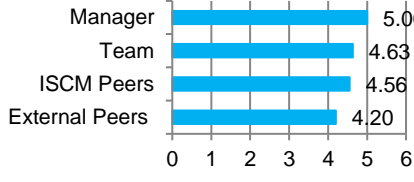
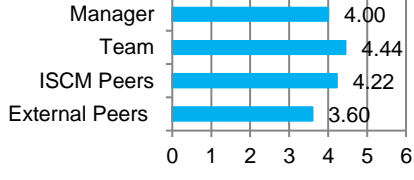
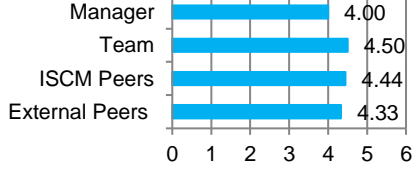
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*

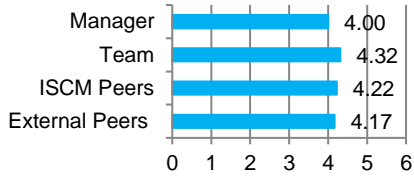
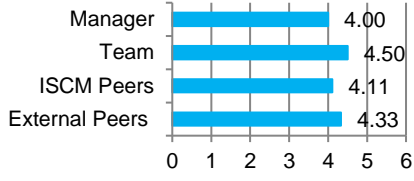
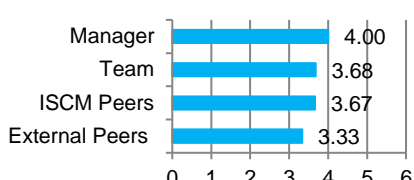
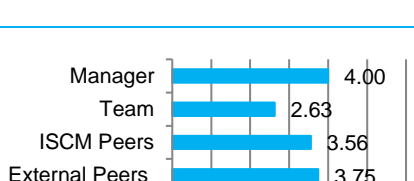


### Section 3: Statement Wise Report

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.

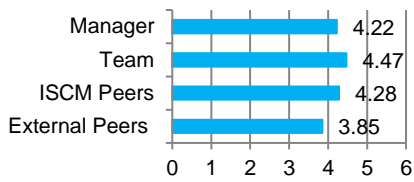
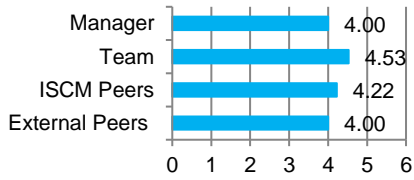
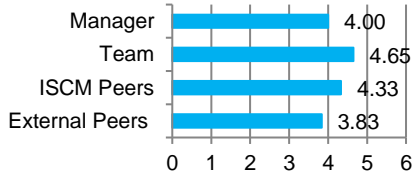
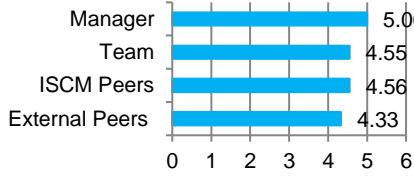
#### Focus Area: Be Bold

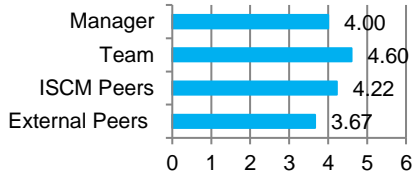
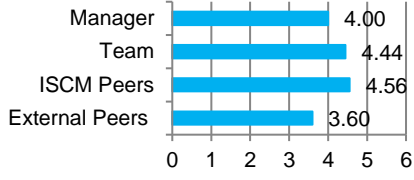
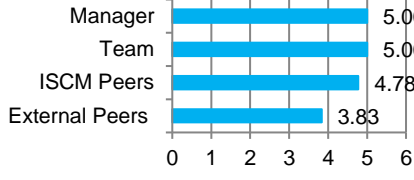
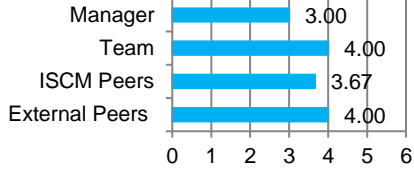
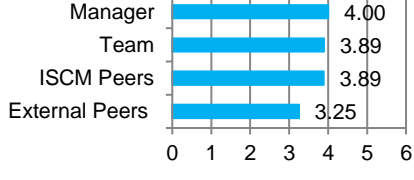
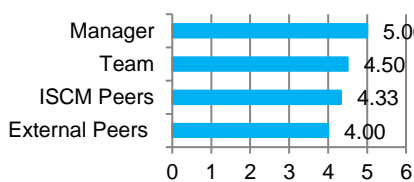
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>3.60</b>	<b>4.26</b>	
1.	Speaks up and boldly shares opinions	4.00	4.78	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.72	
3.	Tracks and monitors performance of the team regularly	4.00	4.44	
4.	Ensures team members meet their goals and commitments	4.00	4.56	
5.	Takes quick action when people underperform	2.00	4.24	
6.	Makes decisions without delays	3.00	4.44	

7.	Takes risks – challenges status quo to experiment and do new things	3.00	4.26	
8.	Admits mistakes and learns from failure	4.00	4.35	
9.	<i>Waits for seniors to take decisions *</i>	4.00	3.63	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	3.06	

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

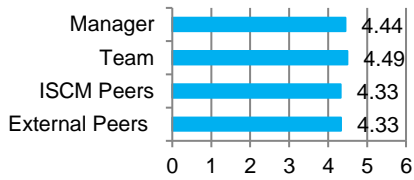
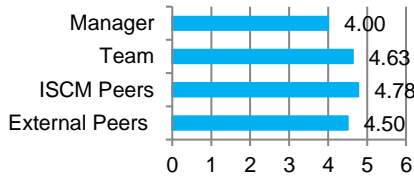
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.00</b>	<b>4.32</b>	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.36	
2.	Accepts change and adapts quickly	3.00	4.42	
3.	Delegates authority to team members to decentralize decision making	5.00	4.53	

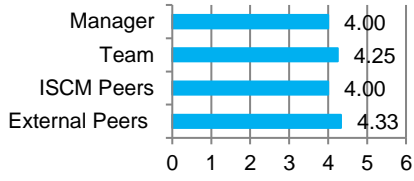
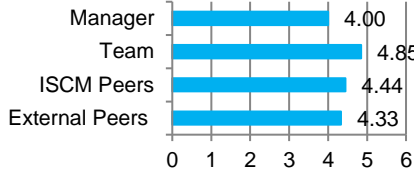
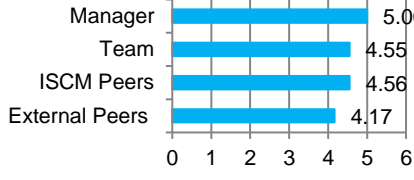
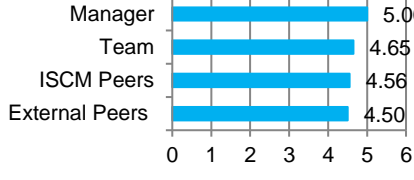
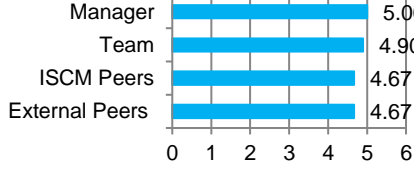
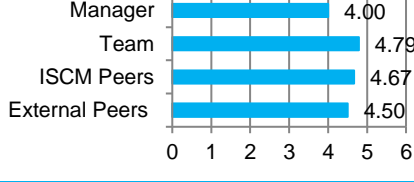
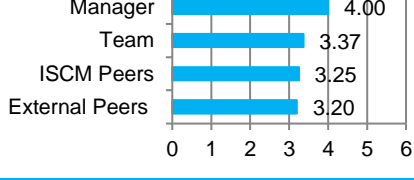
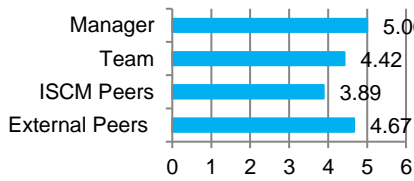
4.	Builds new and diverse capabilities needed in the team	4.00	4.33	
5.	Coaches team members to improve their performance and abilities	4.00	4.33	
6.	Drives a data driven decision making approach within ISCM	5.00	4.75	
7.	<i>Gets too involved in unnecessary details *</i>	3.00	3.89	
8.	<i>Is reluctant to explore modern technology *</i>	3.00	3.82	
9.	<i>Does not empower or give authority to team members *</i>	5.00	4.39	

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

### Focus Area: Collaborate Actively

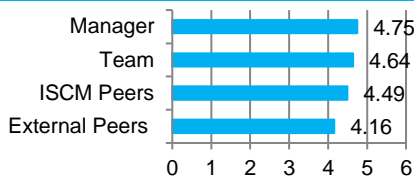
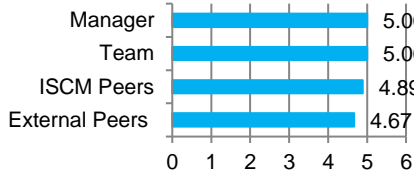
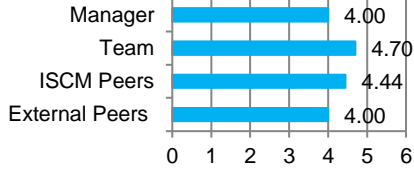
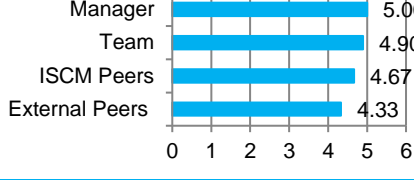
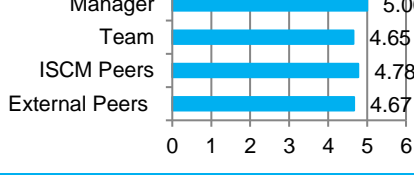

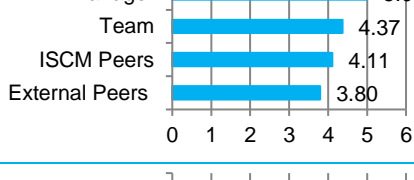
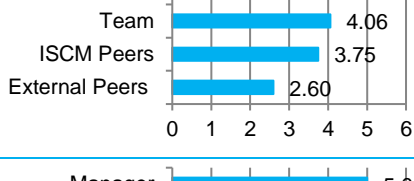
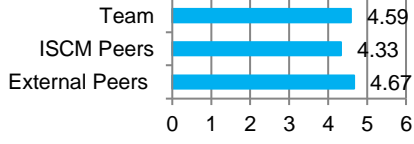
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.22</b>	<b>4.42</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.63	



2.	Listens and appreciates others' opinions and ideas, even when different from own	3.00	4.19	
3.	Interacts and builds relationships with people across ISCM	5.00	4.64	
4.	Builds relationships with stakeholders in the business	4.00	4.50	
5.	Communicates and shares information transparently and promptly	4.00	4.61	
6.	Is trustworthy – delivers on commitments	5.00	4.81	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.70	
8.	Limits their interaction and communication with the same set of people *	4.00	3.33	
9.	Speaks negatively about others behind their backs *	4.00	4.34	

\*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>4.38</b>	<b>4.53</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.92	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.50	
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.75	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.69	
5.	Monitors and controls costs in own department / function	5.00	4.76	
6.	Improves productivity by leveraging tools and technology	4.00	4.24	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.75	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.55	

\*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	4.92
Collaborate Actively	Is trustworthy – delivers on commitments	4.81
Be Bold	Speaks up and boldly shares opinions	4.78
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	4.76
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	4.75

*\*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>	3.06
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	3.33
Be Bold	<i>Waits for seniors to take decisions *</i>	3.63
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.75
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	3.82

*\*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
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.92
Collaborate Actively	Is trustworthy – delivers on commitments	5.00	4.81
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	4.00	4.24
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	5.00	4.76
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	5.00	4.75

*\*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	Takes quick action when people underperform	2.00	4.24
Be Bold	Makes decisions without delays	3.00	4.44
Build Capability – for Self and Others	Accepts change and adapts quickly	3.00	4.42
Be Bold	Takes risks – challenges status quo to experiment and do new things	3.00	4.26
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	3.00	4.19

*\*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 of "Significant Strengths of This Leader"

1. **Trust & Integrity** – Highly trustworthy, transparent, and honest; builds confidence within the ISCM ecosystem.
2. **Leadership & Coaching** – A role model leader who develops high-performing teams, mentors emerging leaders, and fosters a culture of accountability.
3. **Strategic & Visionary Thinking** – Thinks holistically, foresees gaps, and proactively drives transformation aligned with business priorities.
4. **Data-Driven Decision Making** – Makes informed decisions using data analytics and has a strong memory for numbers and trends.
5. **Ownership & Accountability** – Takes complete responsibility for outcomes, leads from the front, and delivers commitments.
6. **Bold & Effective Communication** – Assertive in sharing opinions, diplomatic, and ensures clarity in messaging.
7. **Deep Business & Technical Expertise** – Strong grasp of supply chain, manufacturing, sourcing, planning, and operational processes.
8. **Resilient & Composed** – Handles pressure with a calm demeanor and maintains focus on long-term objectives.
9. **Collaboration & Influence** – Builds strong relationships with stakeholders, values differing perspectives, and works cross-functionally for ISCM success.
10. **Empathy & Approachability** – Respected for his openness, willingness to listen, and ability to provide a balanced perspective in complex situations.

**Key Takeaway:** A data-driven, strategic leader with deep industry expertise, strong communication, and a people-first leadership style that fosters trust, accountability, and transformation.

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

#### Summary of "What Should This Person Start Doing to Transform ISCM?"

1. **Mentoring & Leadership Development** – Focus on coaching the next generation of leaders, succession planning, and guiding future talent to build a strong ISCM leadership pipeline.
2. **Embracing Technology & Digitalization** – Implement advanced analytics, automation, predictive modeling, and digital tools to enhance efficiency, agility, and decision-making.
3. **Strengthening Cross-Functional Collaboration** – Foster synergy between sourcing, manufacturing, and market demands, ensuring seamless integration and collective strength.

4. **Enhancing Listening & Communication** – Encourage open discussions, actively listen to diverse viewpoints, and engage with teams at all levels to drive meaningful transformation.
5. **Encouraging Innovation & Agility** – Invest in high horology expertise, support innovation in product creation, and take calculated risks to explore new opportunities.
6. **Building Strategic Relationships** – Strengthen partnerships with vendors, suppliers, and key stakeholders to drive mutual value and ensure long-term success.
7. **Structuring Job Rotations & Talent Growth** – Address role stagnation by implementing structured job rotations to enhance skills and eliminate bottlenecks in ISCM operations.
8. **Work-Life Balance & Delegation** – Empower teams by trusting their decisions, allowing more flexibility, and ensuring a balanced approach to workload management.

**Key Takeaway:** To transform ISCM, this leader should drive digitalization, mentor emerging leaders, improve collaboration, foster innovation, and actively listen while strategically shaping the future ecosystem.

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

#### Summary of "What Should This Person Stop Doing to Be More Effective?"

1. **Over-Reliance on Data & Past Trends** – Reduce excessive dependence on past data for decision-making; balance data-driven insights with situational judgment and intuition.
2. **Perfectionism & Micromanagement** – Avoid getting too deep into every detail; trust the team to handle tasks without excessive oversight.
3. **Judging Too Quickly** – Ensure complete understanding before forming opinions or making decisions; be open to changing perspectives.
4. **Holding on to Familiar Functions & Conservative Approaches** – Encourage innovation, take calculated risks, and be open to new ways of working rather than relying solely on tried-and-tested methods.
5. **Limiting Communication & Selective Engagement** – Expand interactions beyond the usual group and provide broader updates on key ISCM initiatives.
6. **Avoiding Difficult Conversations** – Address challenges directly instead of postponing or delegating them to others.
7. **Long & Detailed Discussions** – Streamline meetings by being more concise and focusing on key takeaways.
8. **Being Too Cautious in Decision-Making** – Take more bold, calculated risks without excessive fear of failure or criticism.
9. **Rigid Mindset on People** – Avoid forming lasting impressions based on limited interactions; give individuals opportunities to prove themselves over time.
10. **Over-Correcting & Delayed Intervention** – Address issues proactively rather than allowing mistakes to happen before intervening.

**Key Takeaway:** To be more effective, this leader should balance data with intuition, delegate more, communicate openly with a wider audience, and take bolder, calculated risks while fostering adaptability in decision-making.

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

#### Summary of "Any Other Feedback/Comments"

1. **Strong Leadership & Business Acumen** – Highly knowledgeable, experienced, and committed leader with deep expertise in ISCM processes and strategic decision-making.
2. **Encouragement to Be More Vocal** – Should express his views more openly on key strategic matters to leverage his vast experience for the benefit of the organization.
3. **Mentorship & People Development** – Should focus on coaching and mentoring the next generation of leaders to ensure business continuity and stronger collaboration.
4. **Focus on Digital Transformation & Innovation** – Continue driving digital initiatives and investments in advanced technologies for horological advancements.
5. **Direct & Transparent Communication** – Provide constructive feedback more directly to individuals and set clear expectations to reduce inefficiencies.
6. **Building Broader Engagement** – Engage with teams across locations, understand challenges, and strengthen relationships with vendor partners through structured interactions.
7. **Work-Life Balance & Health** – Take care of personal health to sustain high performance in this demanding leadership role.
8. **Respected & Trusted Leader** – Seen as ethical, approachable, and a role model with a balance of humor, humility, and empathy.

**Key Takeaway:** Continue leveraging leadership strengths while enhancing strategic communication, mentorship, and digital transformation efforts, ensuring long-term impact and stronger stakeholder relationships.

# END