

# **360 Culture Feedback Survey Report**

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

**March 2025**

**Krishnamurthi T V**

*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	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.

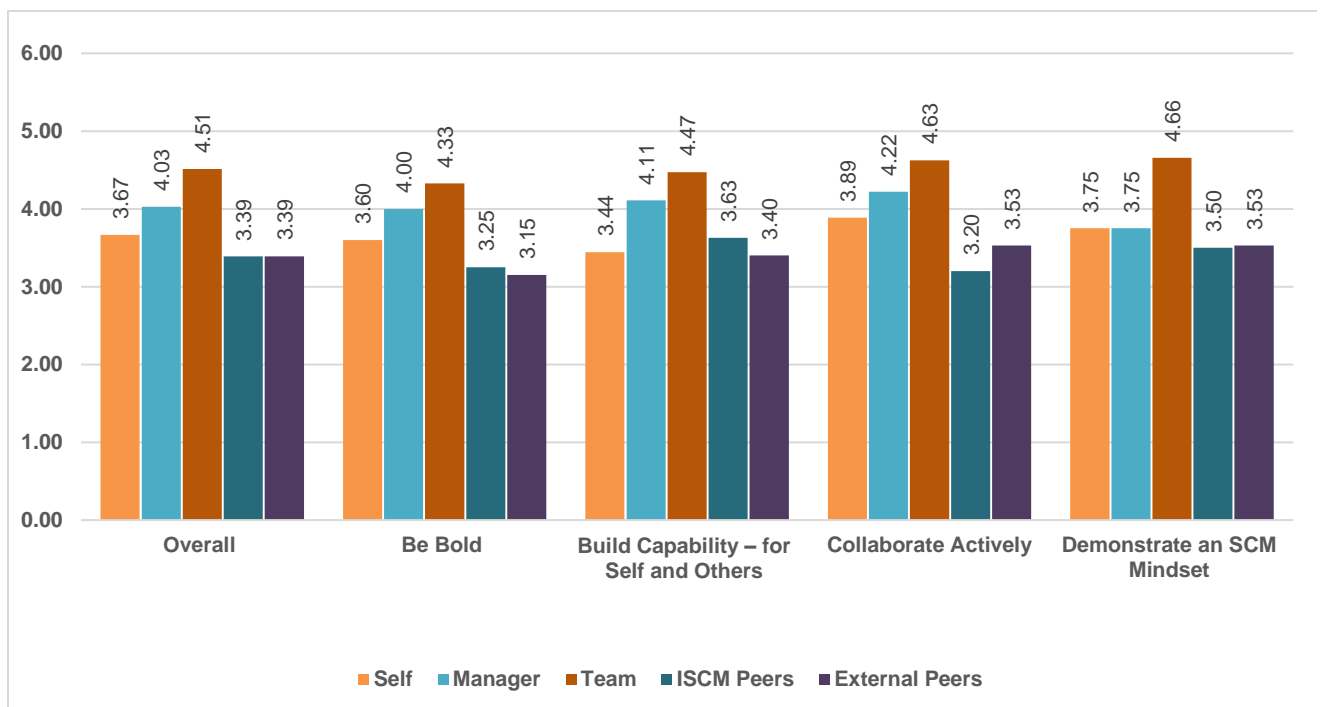
Self Rating		Respondent Average							Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0	
Overall Score	3.67	3.93								3.99
Be Bold	3.60	3.75								3.83
Build Capability – for Self and Others	3.44	3.98								3.94
Collaborate Actively	3.89	3.99								4.06
Demonstrate an SCM Mindset	3.75	4.04								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>3.67</b>	<b>4.03</b>	<b>4.51</b>	<b>3.39</b>	<b>3.39</b>
Be Bold	3.60	4.00	4.33	3.25	3.15
Build Capability – for Self and Others	3.44	4.11	4.47	3.63	3.40
Collaborate Actively	3.89	4.22	4.63	3.20	3.53
Demonstrate an SCM Mindset	3.75	3.75	4.66	3.50	3.53

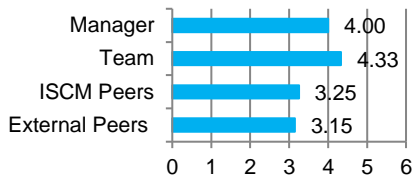
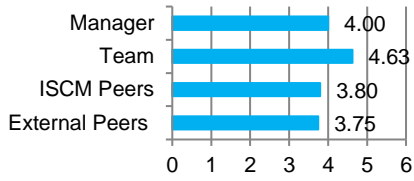
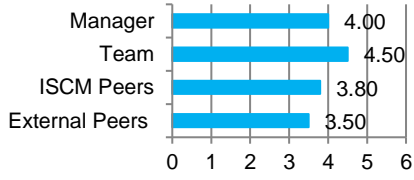
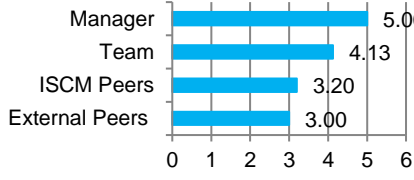
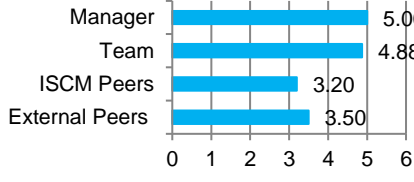
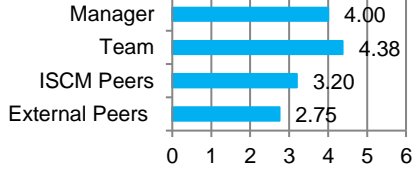
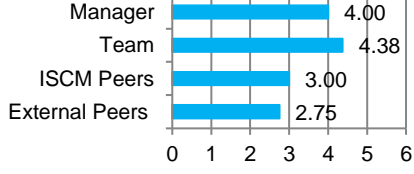
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*

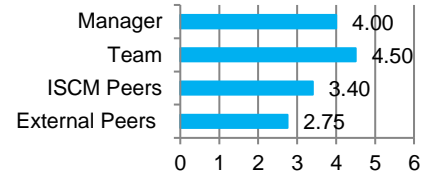
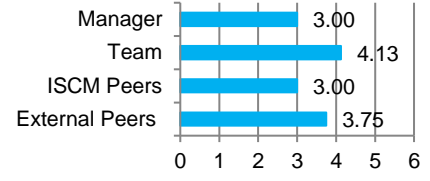
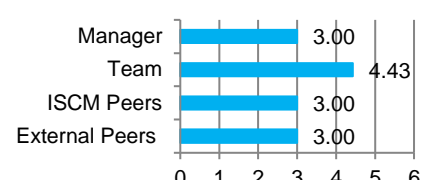
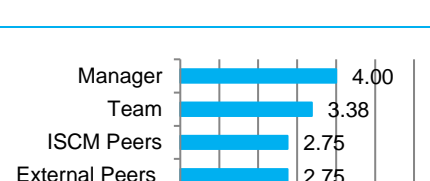


### Section 3: Statement Wise Report

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.

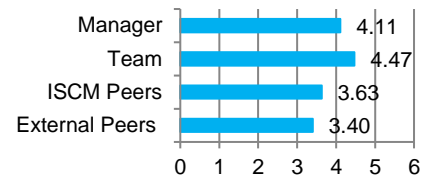
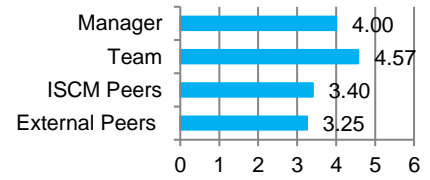
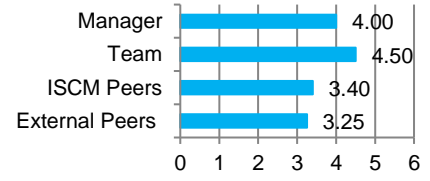
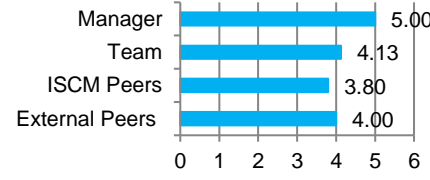
#### Focus Area: Be Bold


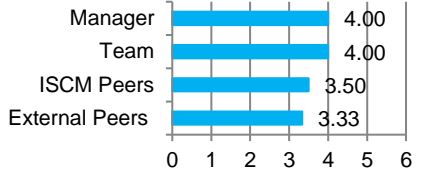
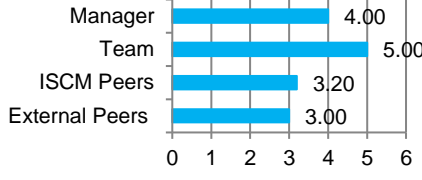
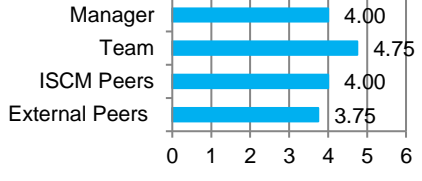
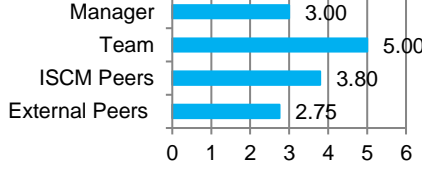
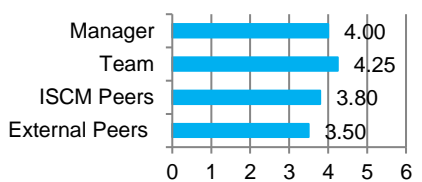
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>3.60</b>	<b>3.75</b>	
1.	Speaks up and boldly shares opinions	5.00	4.17	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.06	
3.	Tracks and monitors performance of the team regularly	3.00	3.67	
4.	Ensures team members meet their goals and commitments	4.00	4.11	
5.	Takes quick action when people underperform	2.00	3.67	
6.	Makes decisions without delays	3.00	3.61	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.78	
8.	Admits mistakes and learns from failure	4.00	3.67	
9.	<i>Waits for seniors to take decisions *</i>	3.00	3.63	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	3.12	

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

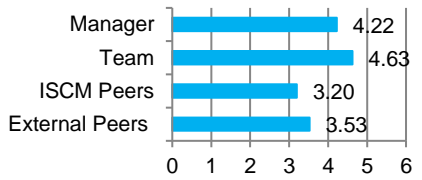
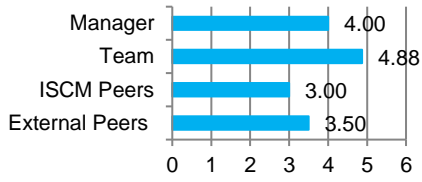
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>3.44</b>	<b>3.98</b>	
1.	Learns new skills and knowledge to transform ISCM	3.00	3.88	
2.	Accepts change and adapts quickly	4.00	3.89	
3.	Delegates authority to team members to decentralize decision making	5.00	4.06	

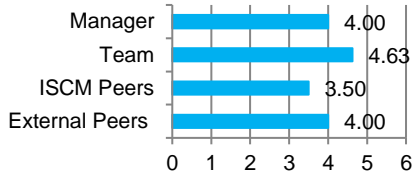
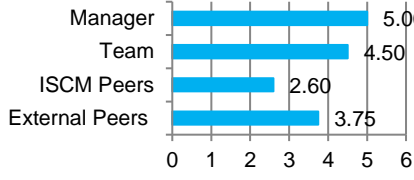
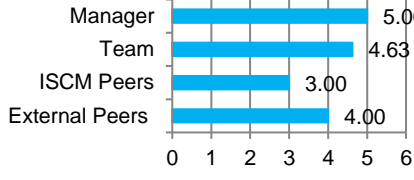
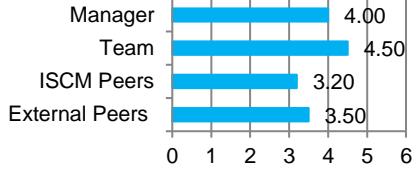
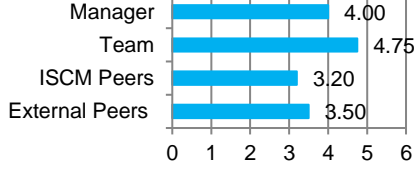
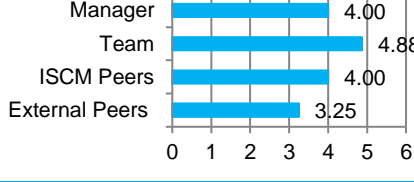
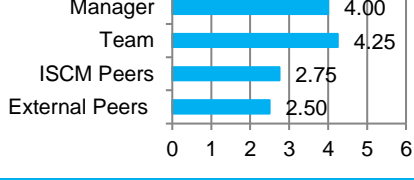
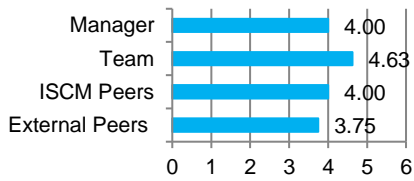
4.	Builds new and diverse capabilities needed in the team	4.00	4.00	
5.	Coaches team members to improve their performance and abilities	4.00	3.75	
6.	Drives a data driven decision making approach within ISCM	3.00	3.94	
7.	<i>Gets too involved in unnecessary details *</i>	2.00	4.29	
8.	<i>Is reluctant to explore modern technology *</i>	2.00	4.06	
9.	<i>Does not empower or give authority to team members *</i>	4.00	3.94	

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

### Focus Area: Collaborate Actively

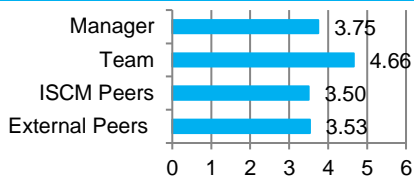
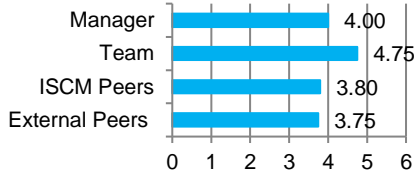
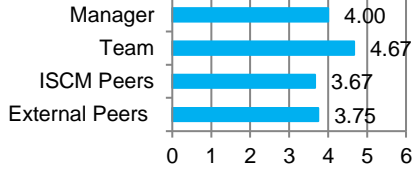
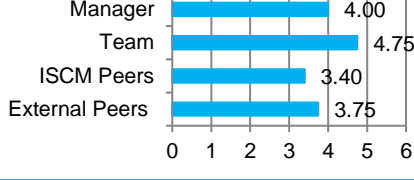
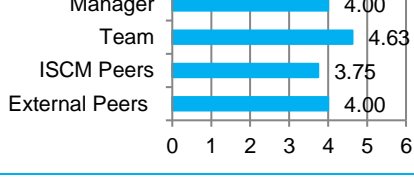

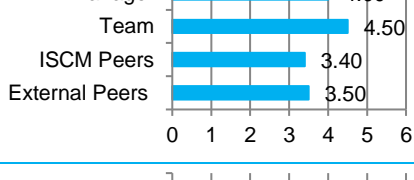
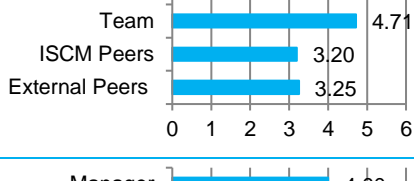
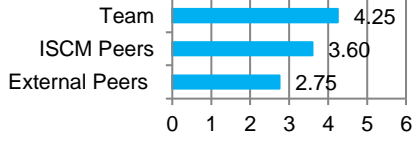
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>3.89</b>	<b>3.99</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.00	



2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.18	
3.	Interacts and builds relationships with people across ISCM	4.00	3.83	
4.	Builds relationships with stakeholders in the business	3.00	4.06	
5.	Communicates and shares information transparently and promptly	4.00	3.89	
6.	Is trustworthy – delivers on commitments	4.00	4.00	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.24	
8.	Limits their interaction and communication with the same set of people *	2.00	3.47	
9.	Speaks negatively about others behind their backs *	4.00	4.25	

\*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
<b>Overall Score</b>		<b>3.75</b>	<b>4.04</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	3.00	4.22	
2.	Stays updated on Supply Chain Management practices in the industry	3.00	4.14	
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.11	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.24	
5.	Monitors and controls costs in own department / function	4.00	4.12	
6.	Improves productivity by leveraging tools and technology	3.00	3.94	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.82	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.72	

\*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
<i>Build Capability – for Self and Others</i>	<i>Gets too involved in unnecessary details *</i>	4.29
<i>Collaborate Actively</i>	<i>Speaks negatively about others behind their backs *</i>	4.25
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.24
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.24
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.22

*\*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>Be Bold</i>	<i>Shares good news and achievements but not failures and mistakes *</i>	3.12
<i>Collaborate Actively</i>	<i>Limits their interaction and communication with the same set of people *</i>	3.47
Be Bold	Makes decisions without delays	3.61
<i>Be Bold</i>	<i>Waits for seniors to take decisions *</i>	3.63
Be Bold	Admits mistakes and learns from failure	3.67

*\*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	Builds new and diverse capabilities needed in the team	4.00	4.00
Collaborate Actively	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.00
Collaborate Actively	Is trustworthy – delivers on commitments	4.00	4.00
Be Bold	Challenges and questions others to improve decisions and outcomes	4.00	4.06
Build Capability – for Self and Others	<i>Does not empower or give authority to team members *</i>	4.00	3.94

*\*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
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	2.00	4.29
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	2.00	4.06
Be Bold	Takes quick action when people underperform	2.00	3.67
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	2.00	3.47
Demonstrate an SCM Mindset	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.72

*\*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)

Krish is a highly effective and empowering leader with several key strengths:

1. **Empowerment and Team Focus:** He consistently backs and empowers his team, fostering an environment where diverse ideas and strengths are valued and leveraged for success.
2. **People Leadership:** Krish is skilled at identifying and utilizing individual talents, encouraging growth, and creating a cohesive, motivated team.
3. **Emotional Intelligence:** He connects well with people, providing a safe and supportive atmosphere that builds trust, motivation, and confidence.
4. **Decision-Making and Innovation:** Krish excels in decision-making, driving innovation, and pushing the team to perform at their best while maintaining flexibility and control.
5. **Strategic Thinking:** He focuses on long-term goals, aligning individual development with organizational vision, while ensuring that team members are continuously growing and improving. He comes across as knowledgeable & systematic in his approach.
6. **Stakeholder Management and Communication:** Krish excels at managing stakeholders and keeping them informed, while remaining approachable and open to feedback.
7. **Leadership with Empathy:** He creates a positive and resilient work culture by recognizing achievements, celebrating wins, and coaching his team, all while balancing performance with personal well-being.

Overall, Krish is a dependable, empathetic, and effective leader, fostering both personal and professional growth within his team.

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

To transform ISCM, Krish should focus on the following areas:

1. **Stronger Collaboration & Communication** – Improve transparency, open communication, and inclusivity across teams and stakeholders. Ensure equal workload distribution and foster a culture where feedback is welcomed and acted upon.
2. **Enhancing Employee Experience & Digital Transformation** – Leverage technology to improve employee experience, streamline people functions, and introduce automation for better efficiency.
3. **Strengthening Stakeholder Engagement & Business Alignment** – Actively participate in key operational discussions, engage with all stakeholders without bias, and align HR strategies with supply chain goals for profitability and efficiency. Add value during calibration and contribution towards making R&R effective.
4. **Driving Performance & Accountability** – Set higher standards for team performance, hold members accountable, and challenge them to stretch their capabilities. Optimize team structure, build redundancies, and delegate effectively.
5. **Operational Discipline & Cost Management** – Implement stricter discipline at the shopfloor level, address inefficiencies in manufacturing, and optimize people costs through better resource planning. Better engagement with TEU to drive discipline.
6. **Encouraging Bold Leadership** – Take bigger risks, foster a merit-based system, introduce smarter talent into ISCM, and promote automation to drive business transformation. Be open to change & accept feedback.

7. **Developing Future Leaders** – Continue leadership pipeline development while fostering a culture of continuous learning, structured training, and HR-led engagement to build a skilled and agile workforce.

By focusing on these areas, Krish can drive ISCM's transformation, making it more efficient, people-centric, and strategically aligned with business goals.

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

To be more effective, Krish should consider stopping the following:

1. **Avoiding the Status Quo** – He should challenge existing norms more actively instead of hesitating to push for change.
2. **Selective Engagement** – Broaden interactions beyond a few close team members, CPO, and CMO to build a stronger cross-functional network.
3. **Procrastination & Last-Minute Actions** – Avoid delaying critical initiatives, postponing discussions, or addressing issues at the last minute.
4. **Overlooking Balanced Delegation** – While empowerment is important, ensure the team gets the right level of support where needed, without excessive reliance.
5. **Surface-Level Involvement** – Engage deeply in ISCM and People Function matters instead of skimming the surface or postponing difficult conversations.
6. **Office Presence & Accessibility** – Increase physical presence at the office and ensure availability to a broader range of stakeholders.
7. **Hesitation in Holding Strong Views** – Be more assertive in presenting contrarian viewpoints and not worry about rejection.

Overall, while Krish has already demonstrated strong leadership, stopping these behaviors will help him further enhance his effectiveness and strategic impact.

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

##### Additional Feedback for Krish:

1. **Be More Bold & Vocal** – Speak up more often and take a stronger stance on key matters.
2. **Strengthen Team & Relationships** – Build a stronger team and foster better collaboration with COEs to drive objectives more effectively.
3. **Improve Communication & Transparency** – Clearer communication on deadlines, expectations, and cultural behaviors will enhance accountability and morale.
4. **Focus on Attrition and Contribution**: Reflect on the reasons behind employee attrition, particularly in PF, Hosur, and work towards the transition to a more contributory stage.
5. **Address Favoritism & Team Dynamics** – Ensure fairness and consistency in leadership to maintain team motivation and accountability.
6. **Continue Driving Culture Transformation** – Krish is seen as a key champion for cultural change; continuing this work will have a lasting impact.
7. **Expand Leadership Influence** – While he has built a strong foundation, spending more time with the extended team will amplify his mentorship and impact.

8. **Maintain High-Performance Culture** – His leadership fosters psychological safety, transparency, and team spirit—sustaining this environment will drive long-term success.

Overall, Krish is highly regarded as a dependable and visionary leader. By continuing to refine his strategic influence, strengthening his team, and ensuring inclusivity, he can further enhance ISCM's transformation.

# END