360 Culture Feedback Survey Report

Culture Transformation Journey @ W&W ISCM

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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	7
ISCM Peers	Peers within ISCM	4
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.

CULTURE
TRANSFORMATION

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.

Competency	Self Rating	Respondent Average	0.0 1.0 2.0 3.0 4.0 5.0 6.0	Survey Average
Overall Score	**4.78**	**3.57**		**3.99**
Be Bold	4.60	3.28		3.83
Build Capability – for Self and Others	4.67	3.53		3.94
Collaborate Actively	5.00	3.63		4.06
Demonstrate an SCM Mindset	4.88	3.91		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

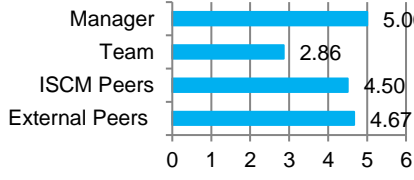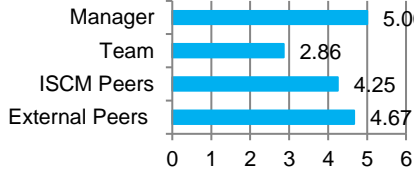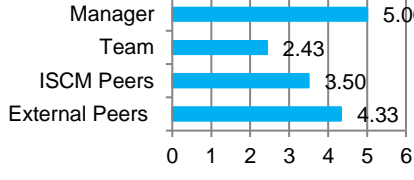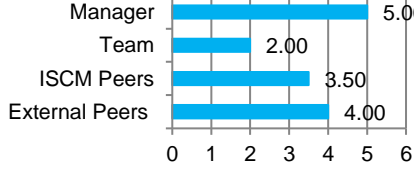| Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	**4.78**	**4.50**	**2.96**	**3.84**	**4.32**
Be Bold	4.60	4.60	2.64	3.54	4.04
Build Capability – for Self and Others	4.67	4.56	2.94	3.75	4.26
Collaborate Actively	5.00	4.00	2.93	4.09	4.48
Demonstrate an SCM Mindset	4.88	4.88	3.42	4.07	4.57
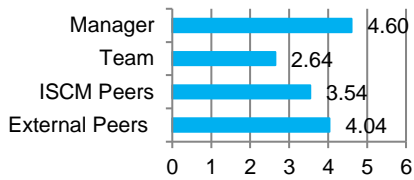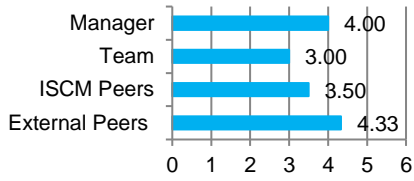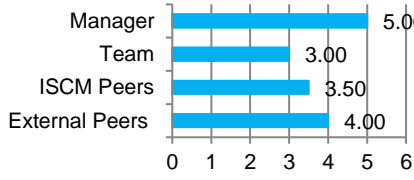
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity
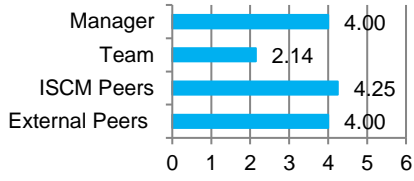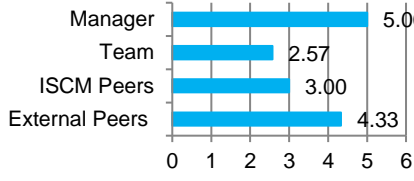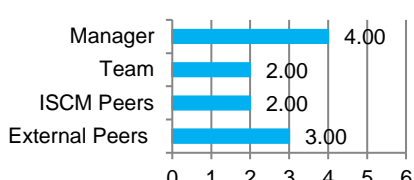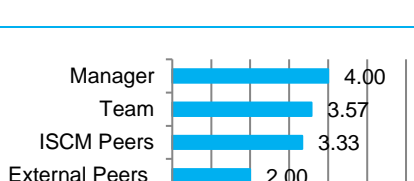
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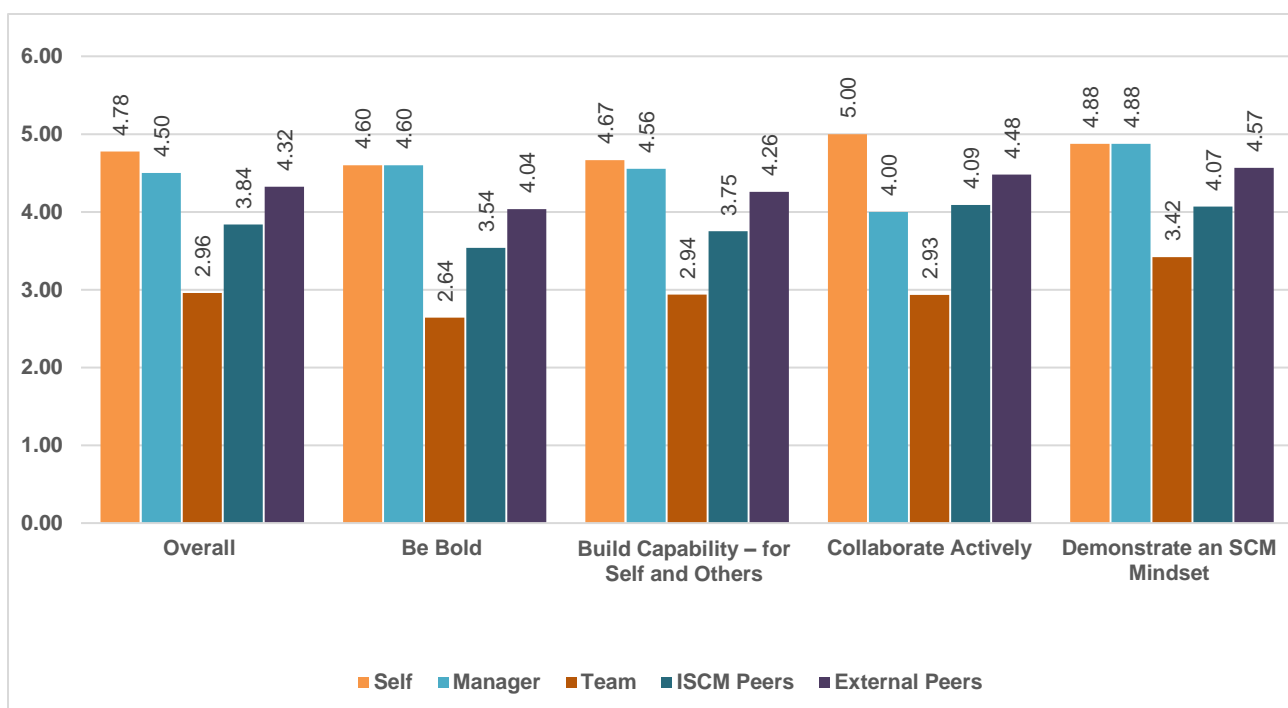
Section 3: Statement Wise Report

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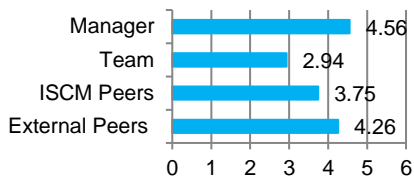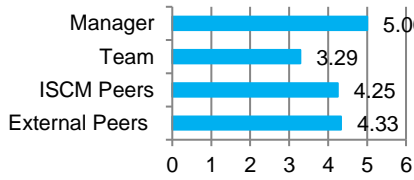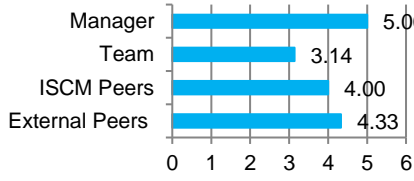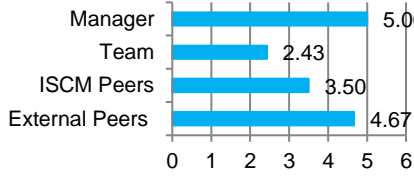
Focus Area: Be Bold
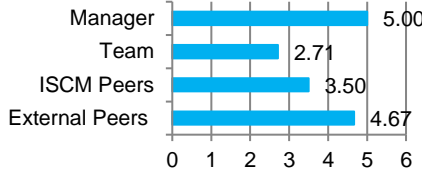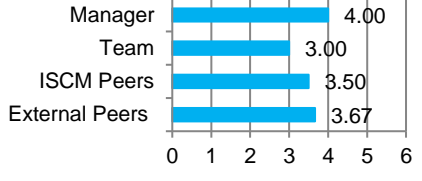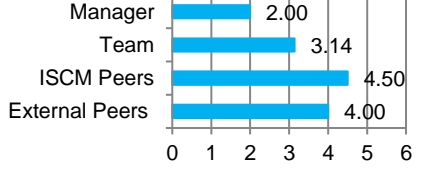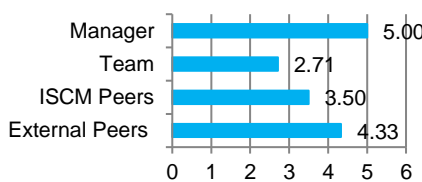
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.60**	**3.28**	Manager 4.60 / Team 2.64 / ISCM Peers 3.54 / External Peers 4.04
1.	Speaks up and boldly shares opinions	4.00	3.47	Manager 4.00 / Team 3.00 / ISCM Peers 3.50 / External Peers 4.33
2.	Challenges and questions others to improve decisions and outcomes	4.00	3.47	Manager 5.00 / Team 3.00 / ISCM Peers 3.50 / External Peers 4.00
3.	Tracks and monitors performance of the team regularly	5.00	3.80	Manager 5.00 / Team 2.86 / ISCM Peers 4.50 / External Peers 4.67
4.	Ensures team members meet their goals and commitments	5.00	3.73	Manager 5.00 / Team 2.86 / ISCM Peers 4.25 / External Peers 4.67
5.	Takes quick action when people underperform	5.00	3.27	Manager 5.00 / Team 2.43 / ISCM Peers 3.50 / External Peers 4.33
6.	Makes decisions without delays	4.00	3.00	Manager 5.00 / Team 2.00 / ISCM Peers 3.50 / External Peers 4.00

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S. No.	Statement			Manager, Team, ISCM Peers, External Peers
7.	Takes risks – challenges status quo to experiment and do new things	5.00	3.20	Manager 4.00 / Team 2.14 / ISCM Peers 4.25 / External Peers 4.00
8.	Admits mistakes and learns from failure	5.00	3.20	Manager 5.00 / Team 2.57 / ISCM Peers 3.00 / External Peers 4.33
9.	*Waits for seniors to take decisions* *	*4.00*	*2.29*	Manager 4.00 / Team 2.00 / ISCM Peers 2.00 / External Peers 3.00
10.	*Shares good news and achievements but not failures and mistakes* *	*5.00*	*3.31*	Manager 4.00 / Team 3.57 / ISCM Peers 3.33 / External Peers 2.00

The scores have been reversed and high score means favorable response
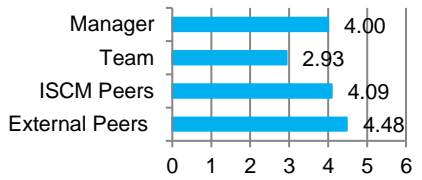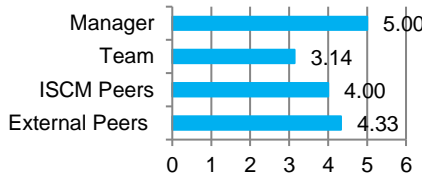
Focus Area: Build Capability – for Self and Others

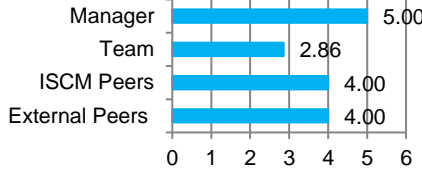| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.67**	**3.53**	Manager 4.56 / Team 2.94 / ISCM Peers 3.75 / External Peers 4.26
1.	Learns new skills and knowledge to transform ISCM	5.00	3.87	Manager 5.00 / Team 3.29 / ISCM Peers 4.25 / External Peers 4.33
2.	Accepts change and adapts quickly	5.00	3.73	Manager 5.00 / Team 3.14 / ISCM Peers 4.00 / External Peers 4.33
3.	Delegates authority to team members to decentralize decision making	4.00	3.33	Manager 5.00 / Team 2.43 / ISCM Peers 3.50 / External Peers 4.67
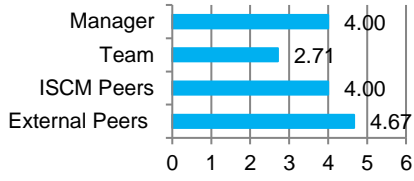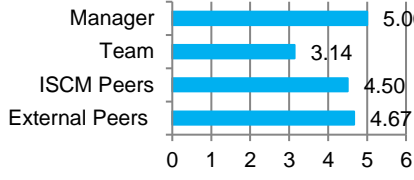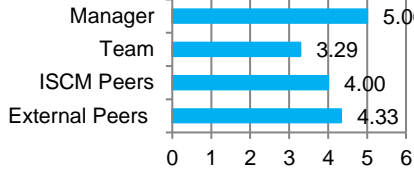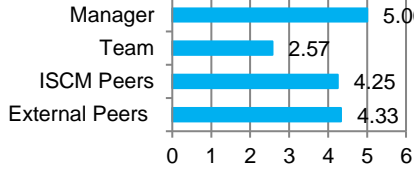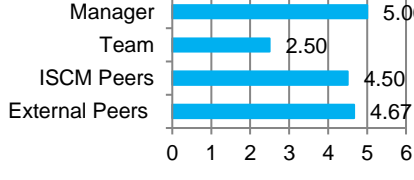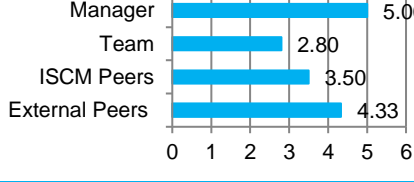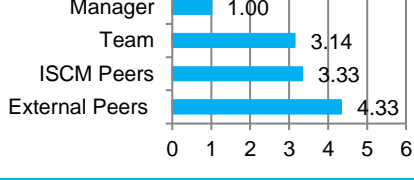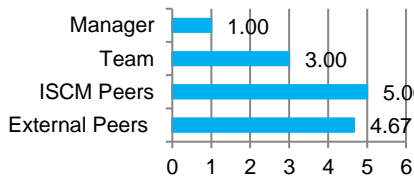
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
4.	Builds new and diverse capabilities needed in the team	5.00	3.47	Manager 5.00 / Team 3.14 / ISCM Peers 3.00 / External Peers 4.33
5.	Coaches team members to improve their performance and abilities	5.00	3.47	Manager 5.00 / Team 2.71 / ISCM Peers 3.50 / External Peers 4.67
6.	Drives a data driven decision making approach within ISCM	4.00	3.53	Manager 5.00 / Team 2.86 / ISCM Peers 4.00 / External Peers 4.00
7.	*Gets too involved in unnecessary details **	*4.00*	*3.33*	Manager 4.00 / Team 3.00 / ISCM Peers 3.50 / External Peers 3.67
8.	*Is reluctant to explore modern technology **	*5.00*	*3.60*	Manager 2.00 / Team 3.14 / ISCM Peers 4.50 / External Peers 4.00
9.	*Does not empower or give authority to team members **	*5.00*	*3.40*	Manager 5.00 / Team 2.71 / ISCM Peers 3.50 / External Peers 4.33

The scores have been reversed and high score means favorable response

Focus Area: Collaborate Actively
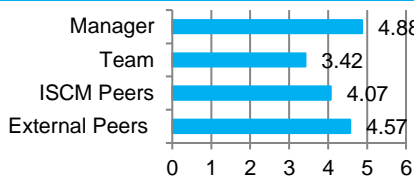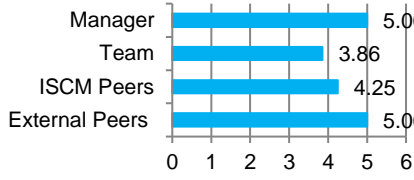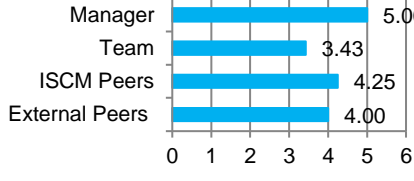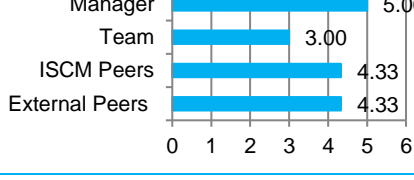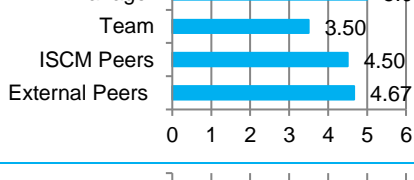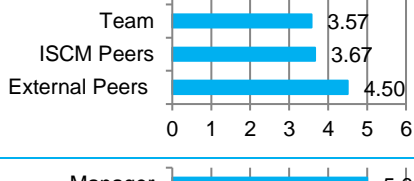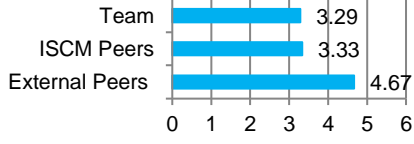
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**5.00**	**3.63**	Manager 4.00 / Team 2.93 / ISCM Peers 4.09 / External Peers 4.48
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	3.73	Manager 5.00 / Team 3.14 / ISCM Peers 4.00 / External Peers 4.33

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.53	Manager 4.00 Team 2.71 ISCM Peers 4.00 External Peers 4.67
3.	Interacts and builds relationships with people across ISCM	5.00	3.93	Manager 5.00 Team 3.14 ISCM Peers 4.50 External Peers 4.67
4.	Builds relationships with stakeholders in the business	5.00	3.80	Manager 5.00 Team 3.29 ISCM Peers 4.00 External Peers 4.33
5.	Communicates and shares information transparently and promptly	5.00	3.53	Manager 5.00 Team 2.57 ISCM Peers 4.25 External Peers 4.33
6.	Is trustworthy – delivers on commitments	5.00	3.71	Manager 5.00 Team 2.50 ISCM Peers 4.50 External Peers 4.67
7.	Welcomes new people into ISCM and helps them settle down	5.00	3.54	Manager 5.00 Team 2.80 ISCM Peers 3.50 External Peers 4.33
8.	*Limits their interaction and communication with the same set of people *	*5.00*	*3.29*	Manager 1.00 Team 3.14 ISCM Peers 3.33 External Peers 4.33
9.	*Speaks negatively about others behind their backs *	*5.00*	*3.54*	Manager 1.00 Team 3.00 ISCM Peers 5.00 External Peers 4.67

The scores have been reversed and high score means favorable response

Focus Area: Demonstrate an SCM Mindset

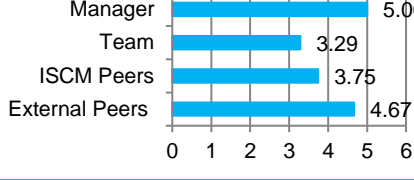| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.88**	**3.91**	Manager 4.88; Team 3.42; ISCM Peers 4.07; External Peers 4.57
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.27	Manager 5.00; Team 3.86; ISCM Peers 4.25; External Peers 5.00
2.	Stays updated on Supply Chain Management practices in the industry	5.00	3.87	Manager 5.00; Team 3.43; ISCM Peers 4.25; External Peers 4.00
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	3.80	Manager 5.00; Team 3.29; ISCM Peers 3.75; External Peers 4.67
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	3.71	Manager 5.00; Team 3.00; ISCM Peers 4.33; External Peers 4.33
5.	Monitors and controls costs in own department / function	5.00	4.00	Manager 5.00; Team 3.43; ISCM Peers 4.25; External Peers 4.67
6.	Improves productivity by leveraging tools and technology	5.00	4.14	Manager 5.00; Team 3.50; ISCM Peers 4.50; External Peers 4.67
7.	*Achieves results but with low focus on costs and efficiencies* *	*5.00*	*3.77*	Manager 4.00; Team 3.57; ISCM Peers 3.67; External Peers 4.50
8.	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals* *	*5.00*	*3.71*	Manager 5.00; Team 3.29; ISCM Peers 3.33; External Peers 4.67

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	4.27
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	4.14
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	4.00
Collaborate Actively	Interacts and builds relationships with people across ISCM	3.93
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	3.87

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	*Waits for seniors to take decisions *	*2.29*
Be Bold	Makes decisions without delays	3.00
Be Bold	Takes risks – challenges status quo to experiment and do new things	3.20
Be Bold	Admits mistakes and learns from failure	3.20
Be Bold	Takes quick action when people underperform	3.27

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	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	3.71
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	4.00	3.53
Be Bold	Speaks up and boldly shares opinions	4.00	3.47
Be Bold	Challenges and questions others to improve decisions and outcomes	4.00	3.47
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	4.00	3.33

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 risks – challenges status quo to experiment and do new things	5.00	3.20
Be Bold	Admits mistakes and learns from failure	5.00	3.20
Be Bold	Takes quick action when people underperform	5.00	3.27
Be Bold	*Waits for seniors to take decisions *	*4.00*	*2.29*
Collaborate Actively	*Limits their interaction and communication with the same set of people *	*5.00*	*3.29*

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. **Punctuality, Discipline, and Accountability**: He is reliable, consistently meeting deadlines, and taking responsibility for his actions.
2. **Crisis Management**: Skilled at handling emergencies and quickly resolving issues.
3. **Stakeholder Management**: Strong ability to manage relationships with various stakeholders effectively.
4. **Commitment and Ownership**: Demonstrates a deep commitment to the organization and takes ownership of responsibilities.
5. **Expertise in Facility Management**: In-depth knowledge of facility management, statutory requirements, and technical areas such as electrical work design.
6. **Adaptability**: Quick to accept and adapt to changes, ensuring that he stays current with new technologies and industry practices.
7. **Knowledge and Learning**: Continually updates his skills and knowledge to enhance ISCM transformation and remains informed about supply chain management trends.
8. **Communication Skills**: Strong communicator with good presentation and interpersonal relationship skills.
9. **Process Improvement**: Focused on improving cost-effectiveness, optimizing processes, and driving energy management initiatives.
10. **Technical Expertise**: Known for his core technical knowledge, particularly in utilities systems and standards.

Overall, his key strengths lie in his technical expertise, adaptability, stakeholder management, and commitment to continuous learning and process optimization.

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

To transform ISCM, this person should focus on:

1. **Adopting a Predictive Approach**: Leverage AI-driven technology and data analytics for resource efficiency, aligning utilities and infrastructure strategies with ISCM's long-term goals, sustainability initiatives, and operational efficiency.
2. **Speaking Up and Embracing Diverse Ideas**: Encourage independent thinking and foster a diversity of ideas within the team.
3. **Strengthening Structure and Systems**: Implement a more systematic approach and regularly monitor return on investments.

4. **Building Strong Stakeholder Relationships**: Develop relationships with all ISCM stakeholders and strengthen involvement with the senior management team (SMT).

5. **Implementing Sustainability and Technology**: Aim for a 100% solar industry conversion within ISCM, and focus on digitizing assets and CapEx planning for better future investments. Integrate technologies such as automation, AI, and IoT.

6. **Fostering Continuous Improvement**: Encourage a culture of continuous improvement, where employees actively contribute ideas for reducing costs and streamlining operations.

7. **Developing Strategic Partnerships**: Collaborate with suppliers, customers, and other stakeholders to create value and drive transformation efforts with a cross-functional team.

8. **Empowering and Mentoring the Team**: Delegate decision-making to the next level of managers and focus on their growth and development.

9. **Long-Term Vision and Structured Approach**: Continue providing direction with structured reviews, long-term strategic decisions, and proper guidance.

10. **Focusing on Sustainability**: Increase emphasis on environmental, social, and governance (ESG) practices and focus on sustainability growth.

11. **Avoiding Favoritism and Encouraging Bold Decisions**: Make bold, data-driven decisions while motivating and encouraging team members, ensuring fairness in leadership and decision-making.

By integrating technology, empowering the team, fostering continuous improvement, and focusing on sustainability, this leader can significantly contribute to transforming ISCM.

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. **Overcome Sensitivity**: Avoid being overly sensitive to feedback and work on being more open to diverse ideas.

2. **Stop Relying on Hierarchy**: Avoid being driven solely by hierarchical structures and instead focus on collaboration and transformation.

3. **Reduce Micromanagement**: Delegate more responsibilities and avoid micromanaging tasks.

4. **Eliminate Procrastination**: Prioritize tasks effectively, focus on high-impact activities, and avoid delaying important decisions.

5. **Avoid Attending Non-Essential Meetings**: Evaluate meeting necessity, limit time spent, and ensure meetings have clear agendas.

6. **Stop Blaming Others**: Take ownership of mistakes, avoid passing blame, and approach challenges with a positive mindset.

7. **Stop Favoritism**: Avoid showing favoritism towards specific team members and ensure equal treatment for all.

8. **Address Resistance to Ideas**: Collaborate more effectively with others and be open to their ideas without dismissing them.

9. **Stop Delaying Decisions**: Avoid hesitating or delaying critical decision-making processes.

10. **Stop Unwavering Trust in Inefficient Individuals**: Refrain from blindly trusting individuals who may not be performing efficiently, and critically assess their work and involvement.

By addressing these areas, this person can become more effective and help improve team dynamics and overall performance.

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

Additional feedback suggests:

1. **Encourage Speaking Up**: Balu should voice his opinions in public forums and engage more actively in discussions beyond his function, contributing to broader ISCM conversations.
2. **Avoid Bias**: There should be more equal recognition for all team members for their contributions, with motivational speeches and acknowledgment provided to everyone.
3. **Improve Meeting Management**: Balu should make better use of the meeting calendar, ensure discussions stay focused, and offer guidance or solutions rather than engaging in debates or blame.
4. **Focus on Training**: Organize training programs to help next-level managers develop leadership skills and prepare them for greater responsibilities.
5. **Avoid Toxicity**: Balu should ensure the work environment remains positive and productive, avoiding any toxicity.
6. **Independent Decision-Making**: He should take more ownership in decision-making, reducing reliance on others in the Senior Management Team (SMT), and focus on timely, informed decisions to maintain efficiency and accountability.

Overall, Balu is seen as a dedicated and ethical leader, but there are areas for improvement to enhance his effectiveness in managing his team and contributing to broader organizational goals.

END