

# **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	6
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	2

## 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.

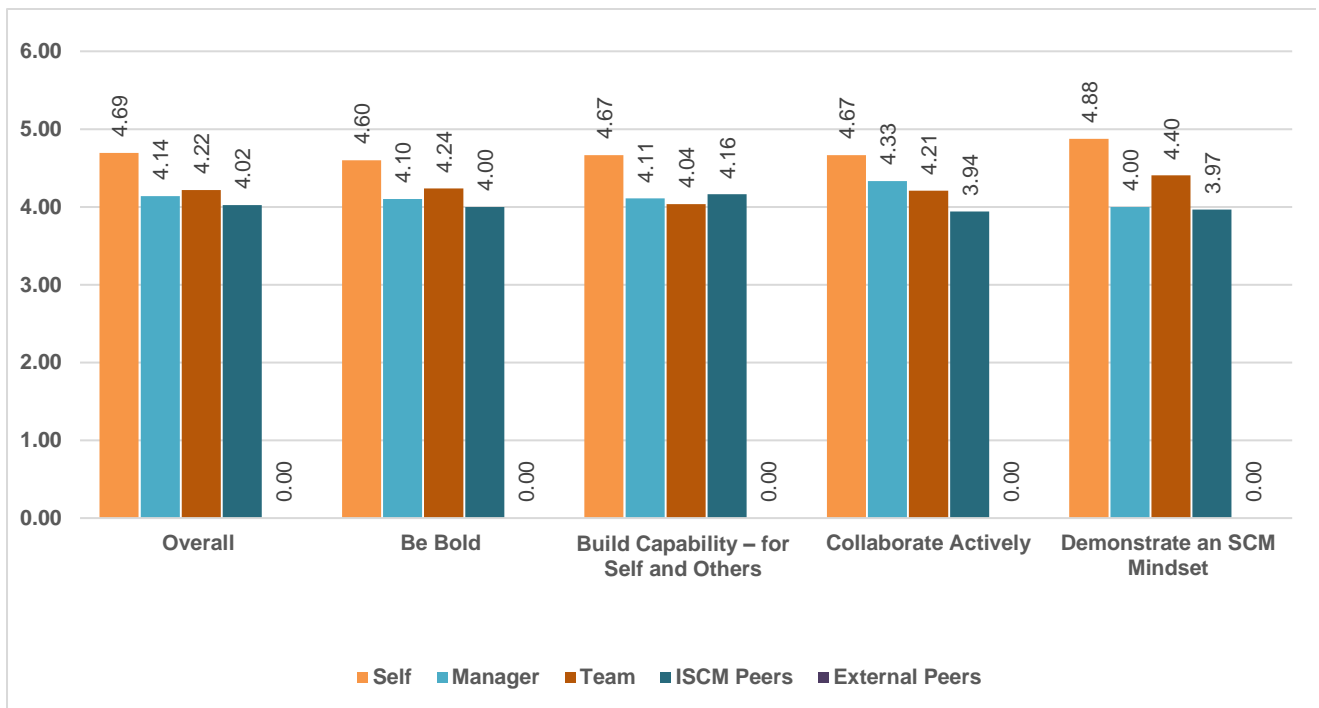
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.69	4.21								3.99	
Be Bold	4.60	4.16								3.83	
Build Capability – for Self and Others	4.67	4.17								3.94	
Collaborate Actively	4.67	4.22								4.06	
Demonstrate an SCM Mindset	4.88	4.31								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>4.69</b>	<b>4.14</b>	<b>4.22</b>	<b>4.02</b>	-
Be Bold	4.60	4.10	4.24	4.00	-
Build Capability – for Self and Others	4.67	4.11	4.04	4.16	-
Collaborate Actively	4.67	4.33	4.21	3.94	-
Demonstrate an SCM Mindset	4.88	4.00	4.40	3.97	-

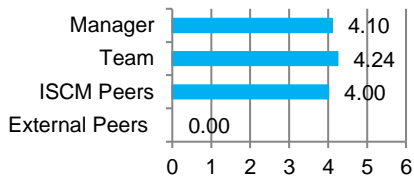
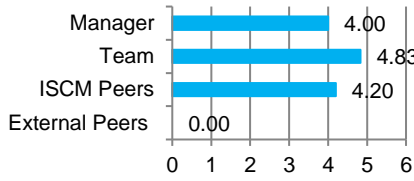
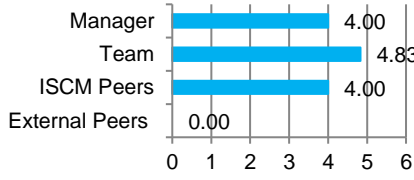
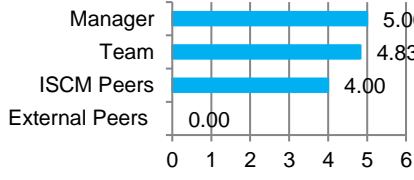
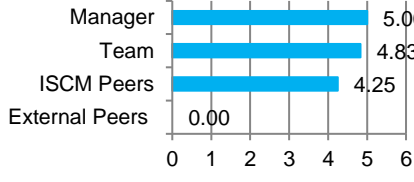
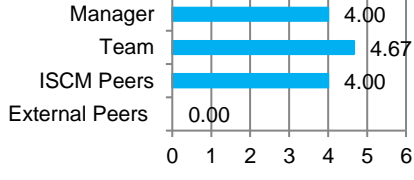

If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity


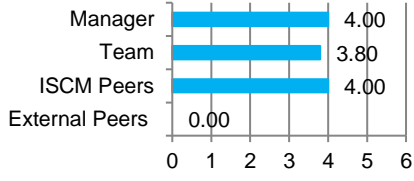
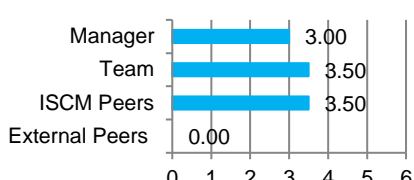
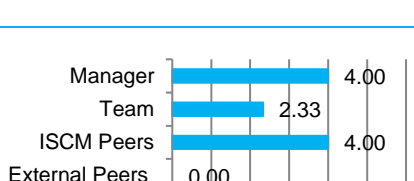


### Section 3: Statement Wise Report

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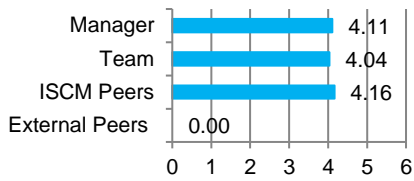
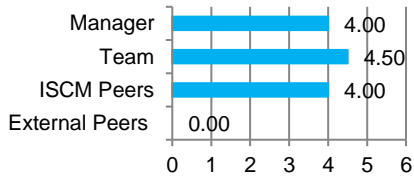
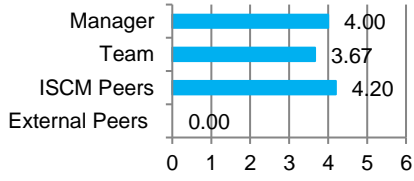
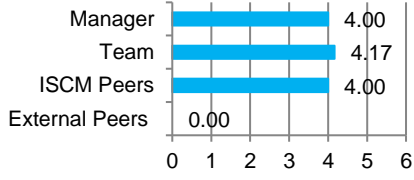
#### Focus Area: Be Bold



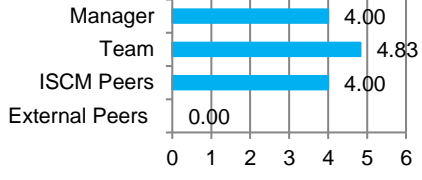
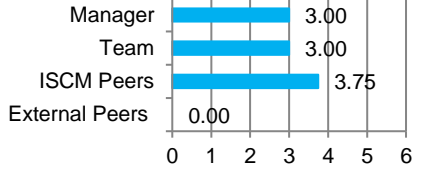
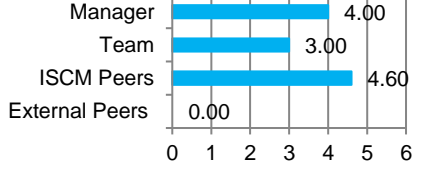
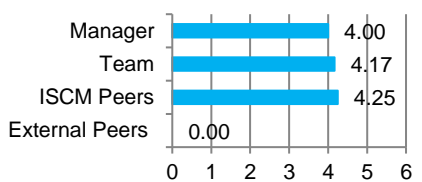
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>4.60</b>	<b>4.16</b>	
1.	Speaks up and boldly shares opinions	4.00	4.57	
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.46	
3.	Tracks and monitors performance of the team regularly	5.00	4.58	
4.	Ensures team members meet their goals and commitments	5.00	4.67	
5.	Takes quick action when people underperform	4.00	4.44	
6.	Makes decisions without delays	5.00	4.25	

7.	Takes risks – challenges status quo to experiment and do new things	5.00	4.14	
8.	Admits mistakes and learns from failure	5.00	3.89	
9.	<i>Waits for seniors to take decisions *</i>	3.00	3.36	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	5.00	3.08	

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

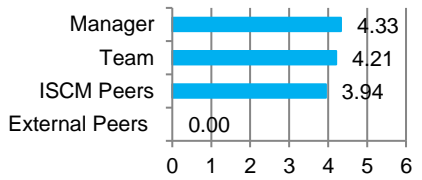
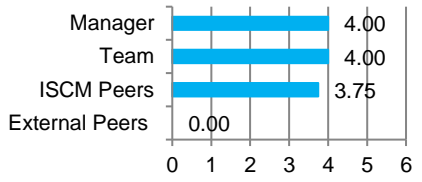
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.67</b>	<b>4.17</b>	
1.	Learns new skills and knowledge to transform ISCM	5.00	4.36	
2.	Accepts change and adapts quickly	5.00	3.92	
3.	Delegates authority to team members to decentralize decision making	5.00	4.17	


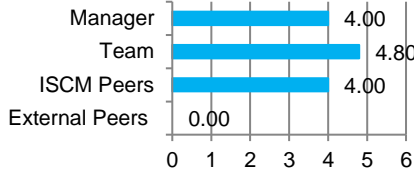
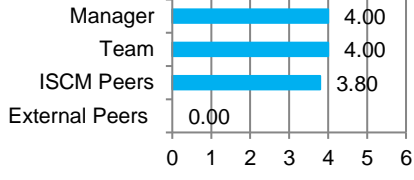
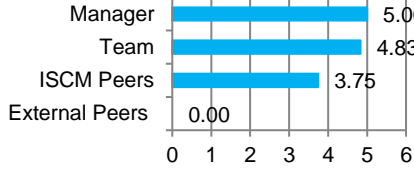
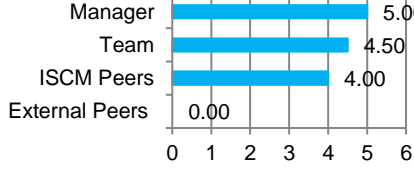
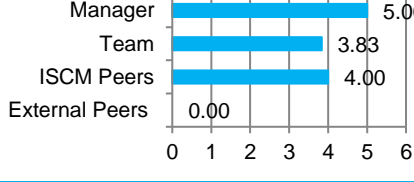
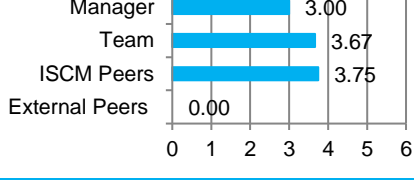
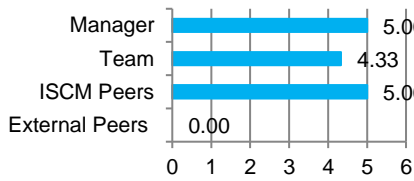
4.	Builds new and diverse capabilities needed in the team	5.00	4.43	
5.	Coaches team members to improve their performance and abilities	5.00	4.55	
6.	Drives a data driven decision making approach within ISCM	5.00	4.58	
7.	<i>Gets too involved in unnecessary details *</i>	3.00	3.46	
8.	<i>Is reluctant to explore modern technology *</i>	4.00	3.93	
9.	<i>Does not empower or give authority to team members *</i>	5.00	4.23	

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

### Focus Area: Collaborate Actively

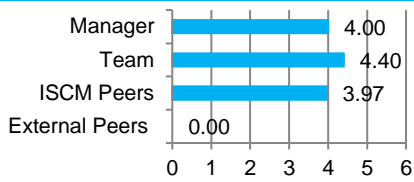
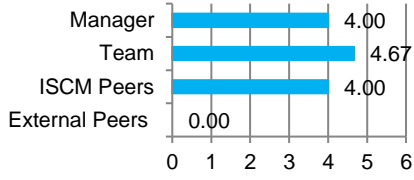
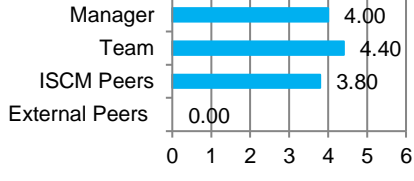
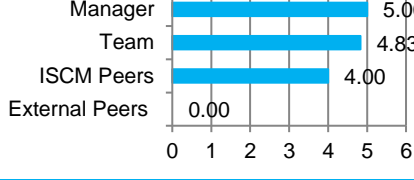
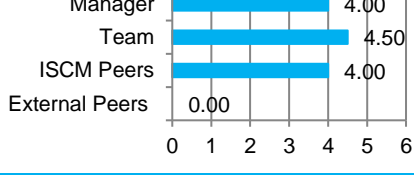
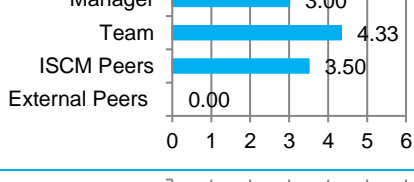
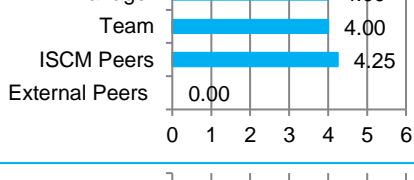
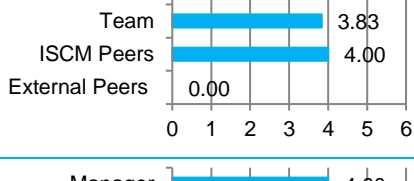
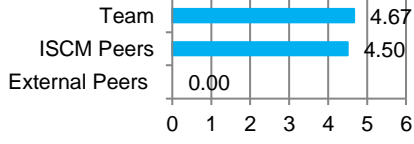
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.67</b>	<b>4.22</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.00	



2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.08	
3.	Interacts and builds relationships with people across ISCM	5.00	4.33	
4.	Builds relationships with stakeholders in the business	5.00	4.00	
5.	Communicates and shares information transparently and promptly	5.00	4.54	
6.	Is trustworthy – delivers on commitments	5.00	4.50	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.00	
8.	Limits their interaction and communication with the same set of people *	3.00	3.85	
9.	Speaks negatively about others behind their backs *	5.00	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
<b>Overall Score</b>		<b>4.88</b>	<b>4.31</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.46	
2.	Stays updated on Supply Chain Management practices in the industry	5.00	4.15	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.62	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.33	
5.	Monitors and controls costs in own department / function	5.00	4.00	
6.	Improves productivity by leveraging tools and technology	5.00	4.23	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	4.00	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.64	

\*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
Be Bold	Ensures team members meet their goals and commitments	4.67
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	4.67
Demonstrate an SCM Mindset	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	4.64
Demonstrate an SCM Mindset	Links actions and plans to the larger goals and priorities of ISCM	4.62
Be Bold	Tracks and monitors performance of the team regularly	4.58

*\*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>	3.08
Be Bold	<i>Waits for seniors to take decisions *</i>	3.36
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	3.46
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	3.85
Be Bold	Admits mistakes and learns from failure	3.89

*\*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
Collaborate Actively	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.00
Demonstrate an SCM Mindset	Achieves results but with low focus on costs and efficiencies *	4.00	4.00
Build Capability – for Self and Others	Is reluctant to explore modern technology *	4.00	3.93
Be Bold	Ensures team members meet their goals and commitments	5.00	4.67
Collaborate Actively	Speaks negatively about others behind their backs *	5.00	4.67

\*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	Shares good news and achievements but not failures and mistakes *	5.00	3.08
Be Bold	Admits mistakes and learns from failure	5.00	3.89
Build Capability – for Self and Others	Accepts change and adapts quickly	5.00	3.92
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	5.00	4.00
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	5.00	4.00

\*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)

#### Summary: Significant Strengths of This Leader

1. **Strategic & Visionary Leadership**
  - Strong **vision and planning** with a **strategic acumen** that aligns with business goals.
  - **Entrepreneurial mindset** with a **pragmatic, systematic, and structured approach** to execution.
  - **Drives change** with a sharp focus on **end results** and **bold decision-making**.
2. **Technical & Digital Expertise**
  - **Veteran in manufacturing technology**, especially in **digital transformation and automation**.
  - **Explores new technologies** and is highly **innovative** in developing **automation solutions**.
  - Strong **knowledge in digital technology** and **performance-driven mindset**.
3. **People Development & Team Building**
  - **Committed to developing his team**, providing **coaching, guidance, and growth opportunities**.
  - **Creates a strong team culture**, fostering **collaboration, accountability, and continuous improvement**.
  - **Easily connects with new teams**, making him an **effective cultural ambassador**.
4. **Execution & Accountability**
  - **Data-driven and task-oriented**, ensuring **clear follow-ups and commitment** to deliverables.
  - Encourages **accountability and performance-driven culture** within the team.
  - **Transparent, direct, and focused on outcomes**, never engaging in superficial actions to please others.

#### Key Takeaway:

The leader is **visionary, strategic, technically strong, and people-focused**, excelling in **digital transformation, change leadership, and execution with accountability**.

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

#### Summary: What This Person Should Start Doing to Transform ISCM

1. **Develop a Unified & Comprehensive Strategy**
  - Create a **clear transformation roadmap** for all ISCM divisions with **stakeholder buy-in**.
  - Shift from **incremental changes to quantum leaps** by questioning the **status quo** and **benchmarking industry best practices**.

- **Translate strategy into visible results** through **quick wins and measurable progress**.
- 2. **Enhance Stakeholder Engagement & Leadership Communication**
  - **Interact more with leadership** and **engage larger teams** to align on future goals.
  - **Push for cultural change**, encouraging **proactive planning** instead of reactive problem-solving.
  - Gain deeper insights into **middle management workflows and challenges** to **drive strategic changes**.
- 3. **Strengthen Team Capability & Performance**
  - **Build high-performing teams** by mentoring and **developing leadership skills** within the team.
  - Establish a **structured mentorship program** for high-potential team members.
  - Encourage **systems and process-driven decision-making** to enhance efficiency.
- 4. **Leverage Digitalization & Automation**
  - Identify areas in **legacy manufacturing** that can undergo **leap-frog transformations** using **digital, automation, and technology interventions**.
  - Invest in **low-cost automation** and explore **proven technologies** with **standard suppliers**.
  - Create a **governance mechanism** to oversee and **drive ISCM's transformation** systematically.
- 5. **Ensure Data-Driven & Performance-Oriented Execution**
  - **Make ISCM more data-driven**, ensuring **structured processes and performance tracking**.
  - **Analyze the existing ISCM ecosystem** to identify inefficiencies and align with business goals.
  - **Support an ecosystem of collaboration** by identifying **partners, teams, and resources** needed for execution.

#### Key Takeaway:

To transform ISCM, this leader should **develop a structured roadmap, enhance team capabilities, drive automation and digitalization, engage stakeholders more effectively, and foster a culture of data-driven decision-making and proactive planning**.

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

##### Summary: What This Person Should Stop Doing to Be More Effective

1. **Reduce Over-Involvement in Technical Details**
  - Avoid **getting too technical and detail-oriented**; focus on **big-picture strategy** instead.
  - Shift focus from **a few domains** to **broader transformational projects** with deeper impact.
2. **Accelerate Execution & Decision-Making**
  - **Shorten the time gap** between **proof of concept (POC)** and **actual implementation**.

- Stop **slowing down projects unnecessarily**—balance **careful planning with timely execution**.

### 3. **Adjust Leadership Approach for Team Effectiveness**

- Reduce **aggression** to prevent creating fear in the team, which can hinder decision-making.
- Conduct **critical questioning in private** instead of in large groups.
- Maintain a **fine balance between positive and negative pressure** to keep the team motivated.

### 4. **Enhance Adaptability & Communication**

- Let go of the **fear of creating turbulence**—embrace change confidently.
- Be open to **team input from all levels to make more informed decisions**.
- Consider **refining communication style**—balance honesty with a more **diplomatic approach** when necessary.

#### **Key Takeaway:**

To be more effective, this leader should **focus on strategic priorities instead of excessive technical details, accelerate execution, create a positive team environment, and enhance adaptability in leadership and communication**.

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

### **Summary: Additional Feedback & Comments**

#### 1. **New to the Organization & Learning Phase**

- Has been in the **Titan ecosystem for only 4 months** and is **still learning and adapting**.
- Some colleagues **haven't interacted enough yet** to provide detailed feedback.

#### 2. **Strong Leadership & Positive Impact**

- **Valuable addition to ISCM**—bringing **new perspectives, diverse experience, and expertise**.
- **Excels in guiding and mentoring teams**, both personally and professionally.
- **Driving accountability and performance culture**, which can be a game-changer for the organization.

#### 3. **Areas for Further Growth**

- While confident and bold, **fostering humility and a more approachable leadership style** could enhance team collaboration.
- Opportunity to **learn and implement a systematic, structured approach** for long-term impact.

#### **Key Takeaway:**

This leader is seen as a **strong, bold, and impactful addition** to ISCM, bringing valuable expertise and a drive for accountability. As he continues learning the **Titan ecosystem**, developing a **balanced leadership approach** will further enhance his effectiveness.

# END