



CULTURE
TRANSFORMATION

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	5
ISCM Peers	Peers within ISCM	4
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.

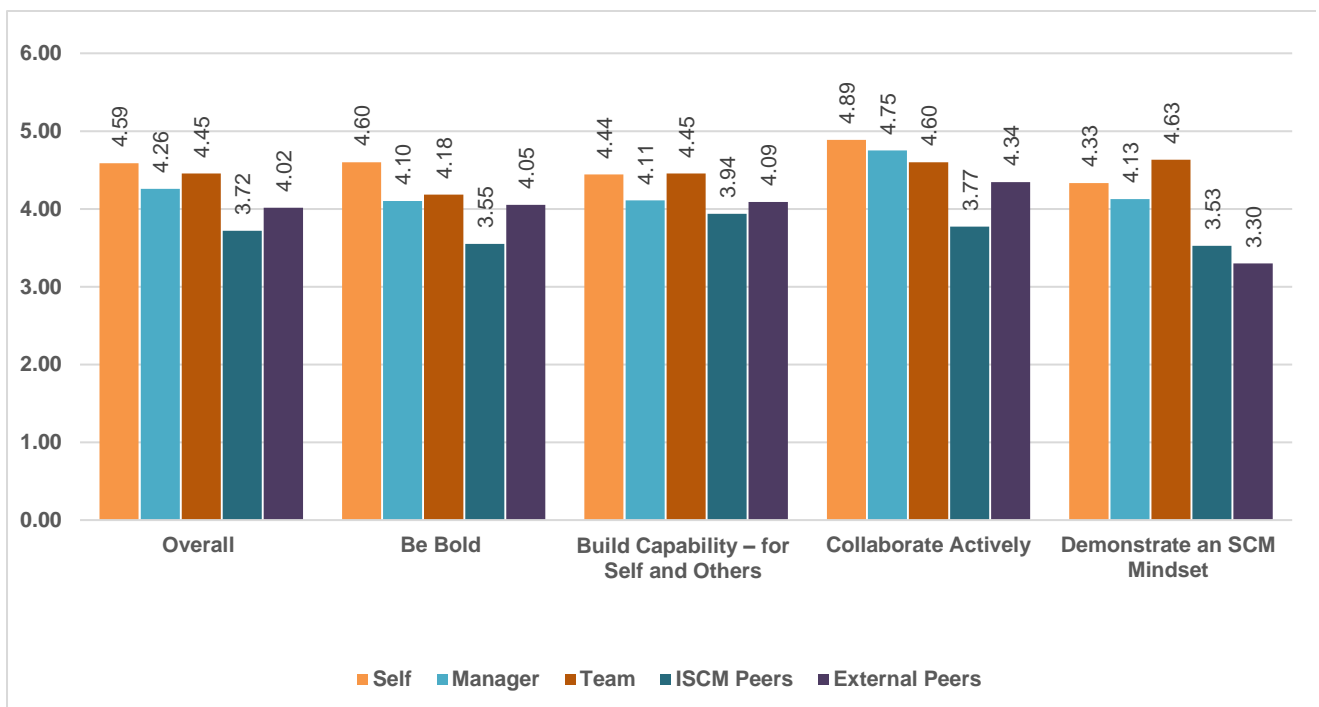
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.59	4.14								3.99	
Be Bold	4.60	3.99								3.83	
Build Capability – for Self and Others	4.44	4.19								3.94	
Collaborate Actively	4.89	4.32								4.06	
Demonstrate an SCM Mindset	4.33	4.02								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	4.59	4.26	4.45	3.72	4.02
Be Bold	4.60	4.10	4.18	3.55	4.05
Build Capability – for Self and Others	4.44	4.11	4.45	3.94	4.09
Collaborate Actively	4.89	4.75	4.60	3.77	4.34
Demonstrate an SCM Mindset	4.33	4.13	4.63	3.53	3.30

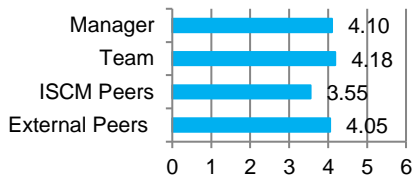
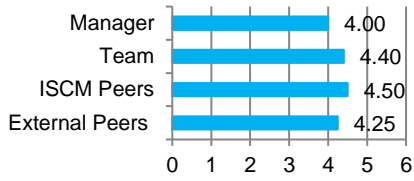
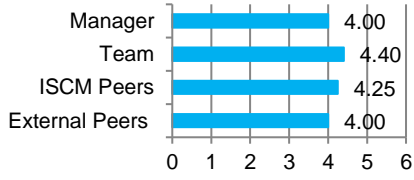
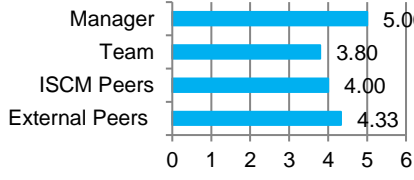
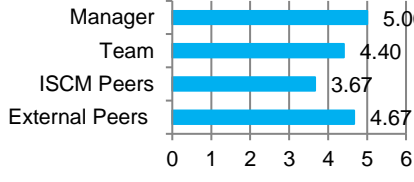
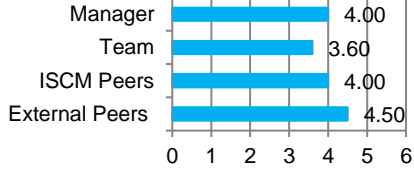
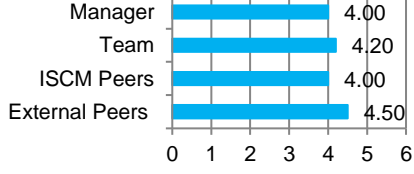
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

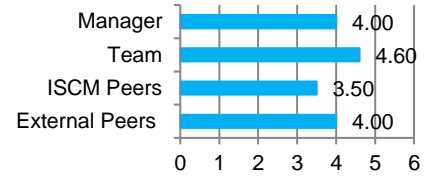
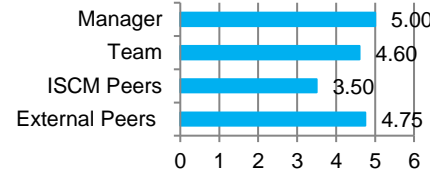
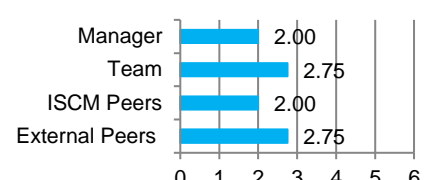
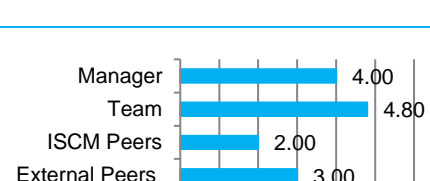


Section 3: Statement Wise Report

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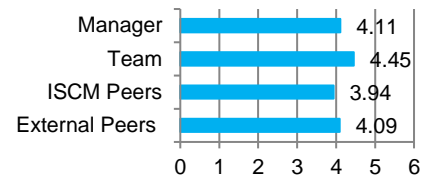
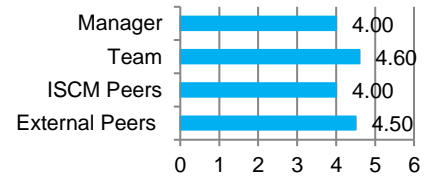
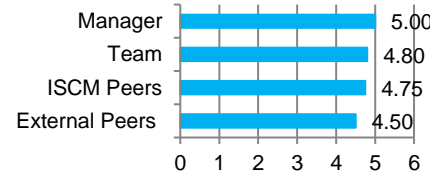
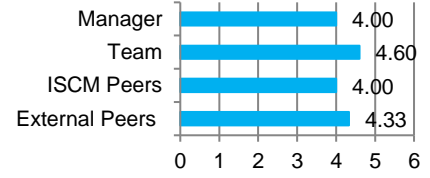
Focus Area: Be Bold

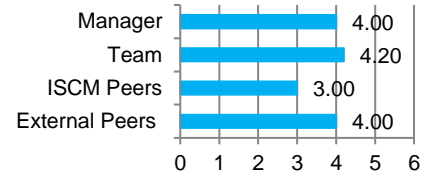
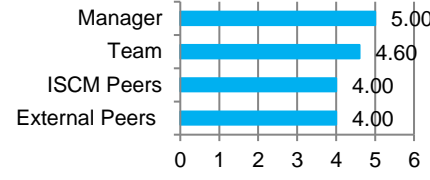
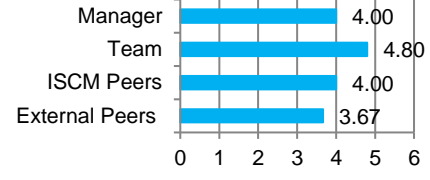
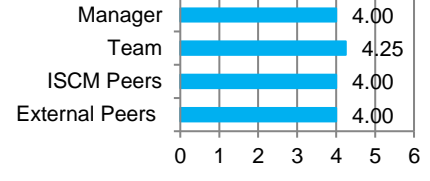
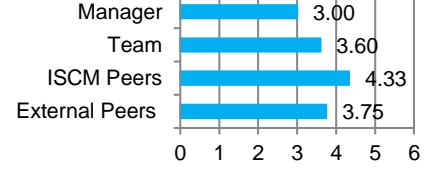
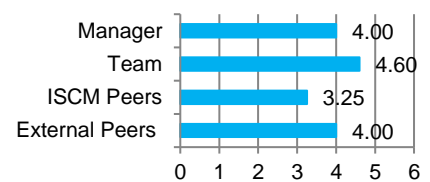
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	4.60	3.99	
1.	Speaks up and boldly shares opinions	5.00	4.36	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.21	
3.	Tracks and monitors performance of the team regularly	5.00	4.09	
4.	Ensures team members meet their goals and commitments	5.00	4.33	
5.	Takes quick action when people underperform	5.00	4.00	
6.	Makes decisions without delays	4.00	4.23	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	4.07	
8.	Admits mistakes and learns from failure	5.00	4.50	
9.	<i>Waits for seniors to take decisions *</i>	4.00	2.50	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	5.00	3.54	

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

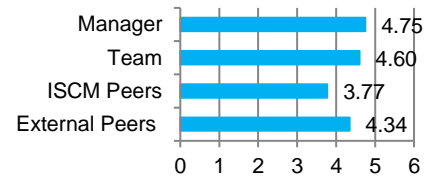
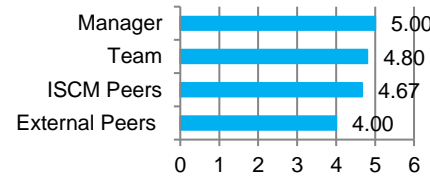
Focus Area: Build Capability – for Self and Others

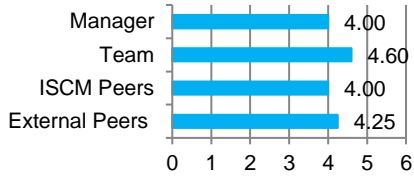
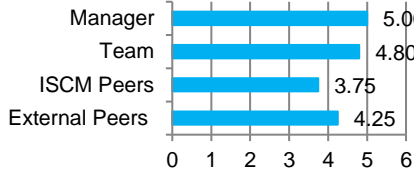
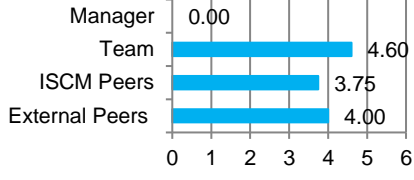
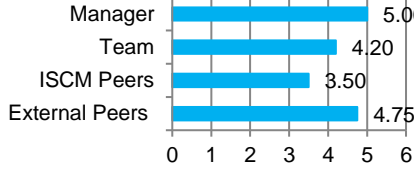
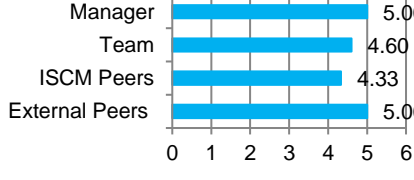
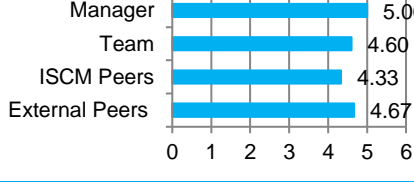
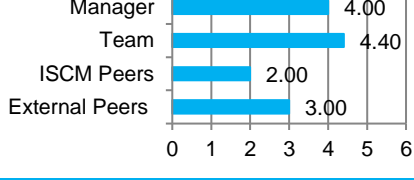
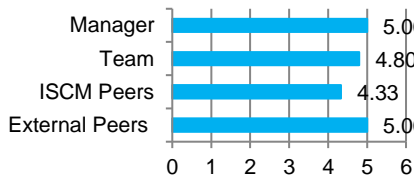
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.44	4.19	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.36	
2.	Accepts change and adapts quickly	4.00	4.71	
3.	Delegates authority to team members to decentralize decision making	5.00	4.33	

4.	Builds new and diverse capabilities needed in the team	4.00	3.85	
5.	Coaches team members to improve their performance and abilities	5.00	4.33	
6.	Drives a data driven decision making approach within ISCM	5.00	4.23	
7.	<i>Gets too involved in unnecessary details *</i>	3.00	4.08	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.77	
9.	<i>Does not empower or give authority to team members *</i>	5.00	4.00	

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

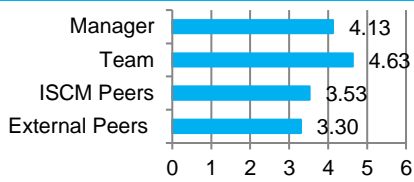
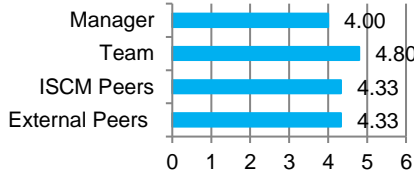
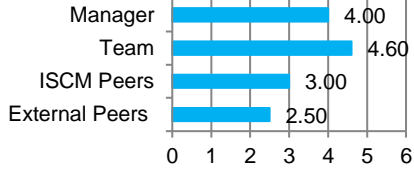
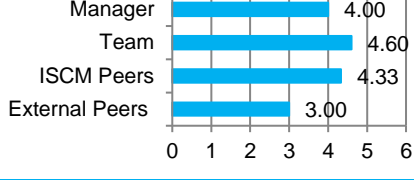
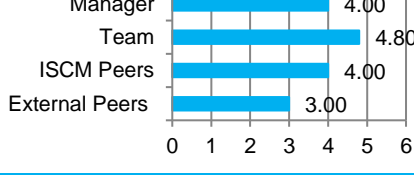

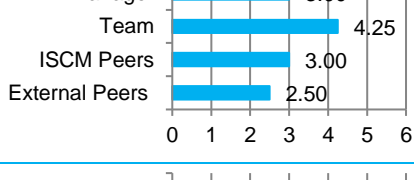
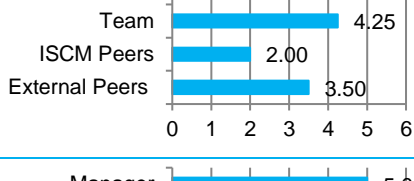
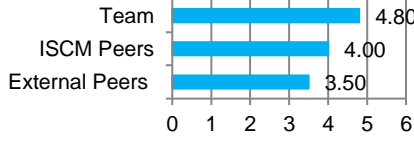
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.89	4.32	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.54	

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.31	
3.	Interacts and builds relationships with people across ISCM	5.00	4.36	
4.	Builds relationships with stakeholders in the business	5.00	4.17	
5.	Communicates and shares information transparently and promptly	5.00	4.21	
6.	Is trustworthy – delivers on commitments	5.00	4.69	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.58	
8.	Limits their interaction and communication with the same set of people *	5.00	3.31	
9.	Speaks negatively about others behind their backs *	5.00	4.75	

*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		4.33	4.02	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.50	
2.	Stays updated on Supply Chain Management practices in the industry	NA	3.80	
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.08	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	NA	4.22	
5.	Monitors and controls costs in own department / function	5.00	4.09	
6.	Improves productivity by leveraging tools and technology	3.00	3.44	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.56	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.23	

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

Section 4: Top 5 & Bottom 5 Statements

Top 5 Statements

This section highlights the top 5 Statements as per the respondents

Top 5 Statements		
Focus Area	Statement	Respondent Average
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	4.75
Build Capability – for Self and Others	Accepts change and adapts quickly	4.71
Collaborate Actively	Is trustworthy – delivers on commitments	4.69
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.58
Collaborate Actively	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.54

**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>Waits for seniors to take decisions *</i>	2.50
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	3.31
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	3.44
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	3.54
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.56

**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
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.00	4.07
Demonstrate an SCM Mindset	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.08
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	3.85
Be Bold	Challenges and questions others to improve decisions and outcomes	4.00	4.21
Be Bold	Makes decisions without delays	4.00	4.23

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

Top 5 Diverging Statements

Statements with more variance between self & other's ratings.

Top 5 Diverging Statements			
Focus Area	Statement	Self-Rating	Respondent Average
Collaborate Actively	Limits their interaction and communication with the same set of people *	5.00	3.31
Be Bold	Waits for seniors to take decisions *	4.00	2.50
Be Bold	Shares good news and achievements but not failures and mistakes *	5.00	3.54
Build Capability – for Self and Others	Is reluctant to explore modern technology *	5.00	3.77
Build Capability – for Self and Others	Gets too involved in unnecessary details *	3.00	4.08

**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. **Empathetic & People-Centric Leadership**
 - **Empowers and trusts his team**, providing them autonomy.
 - Displays **high empathy** and fosters **cordial relationships** with stakeholders.
 - Strong **conflict resolution skills** and a **solution-oriented approach**.
2. **Logical, Data-Driven, & Bold Decision-Maker**
 - **Makes decisions based on data, analysis, and experience**, prioritizing logic over convention.
 - Encourages his team to **think critically and make well-reasoned choices**.
 - **Persistent and detail-oriented**, ensuring **commitment to closure**.
3. **Strong Stakeholder Management & Collaboration**
 - Builds and **nurtures professional relationships**, aligning with Titan's **people-first values**.
 - Excellent **communication and listening skills** to connect effectively.
4. **Visionary Leadership & Organizational Focus**
 - **Motivates the team** with a clear vision and purpose, aligning them with organizational goals.
 - **Balances strategic and analytical thinking**, ensuring sustainable growth.

Key Takeaway

A **bold, empathetic, and data-driven leader** who excels in **team empowerment, stakeholder management, and logical decision-making** while maintaining **Titan's people-centric culture**.

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

Summary: What This Leader Should Start Doing to Transform ISCM

1. **Enhance Business Acumen & Strategic Thinking**
 - **Develop a stronger business mindset** and think beyond immediate functions.
 - **Align ISCM with corporate strategy**, ensuring **market-driven decisions**.
 - **Understand make-buy processes** to optimize SS plant operations.
2. **Make Bold & Independent Decisions**
 - Take **higher-order, independent decisions** in the **best interest of business and people**, not just key stakeholders.
 - Be **more assertive and proactive** in discussions, sharing **unique perspectives**.
 - **Timely decision-making** to drive operational efficiency.
3. **Strengthen Cross-Functional Collaboration & Culture**
 - Foster **better alignment between ISCM's satellite unit and corporate teams**.

- Break departmental barriers for **transparency and better decision-making**.
- Design and implement **programs to enhance collaboration** across teams.
- 4. **Drive Capability Building & Digitization**
 - Promote **automation and digital transformation** in ISCM.
 - **Develop people-focused strategies**, ensuring skill development and impact measurement.
 - **Engage with downline team members**, fostering trust beyond direct reports.
- 5. **Expand External Stakeholder Engagement**
 - Build **strong relationships with external stakeholders**, mirroring internal success.
 - Strengthen alignment between **business needs and stakeholder collaboration**.

Key Takeaway

The leader should **enhance strategic business alignment, make bold decisions, drive cross-functional collaboration, and embrace digital transformation** while continuing to **develop internal and external relationships**.

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

Summary: What This Leader Should Stop Doing to Be More Effective

1. **Avoid Perfectionism & Risk Aversion**
 - Stop **striving for perfection** at the cost of efficiency.
 - Be **more open to taking calculated risks** instead of being overly cautious.
2. **Make Decisions Faster & More Business-Centric**
 - Shift from **person-specific decisions to business-centric ones**.
 - **Avoid delays in decision-making** to drive timely progress.
 - Take a **360-degree view** but avoid over-analysis that slows execution.
3. **Balance Strategic Leadership & Team Engagement**
 - **Reduce focus on daily operations** and delegate more effectively.
 - Balance time between **addressing major issues and engaging with the team**.
 - Be **more visible as a leader**, influencing peers and driving strategic initiatives.
4. **Trust but Verify**
 - Avoid **blindly trusting everyone**—maintain a balance of trust and validation.

Key Takeaway

The leader should **move away from perfectionism, make faster business-driven decisions, reduce operational involvement, engage more with the team, and be a more visible strategic influencer**.

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

Summary: General Feedback & Comments

1. Strong Leadership & People-Centric Approach

- Seen as a **reliable, accountable, and adaptable leader**.
- A **supportive and kind manager**, making team members feel valued.
- Encourages **learning and growth**, providing opportunities for development.

2. Alignment with Organizational Culture

- Well **assimilated into Titan's culture**, acting as a **brand ambassador**.
- Professional with **in-depth HR/ER knowledge** and a **dedicated approach**.

3. Potential for Greater Impact

- Recognized as an **emerging leader** capable of **driving ISCM transformation**.
- Encouraged to be **bolder** and bring in **outside perspectives on contemporary issues**.
- Has the potential to **handle larger responsibilities** beyond ISCM.

Key Takeaway

The leader is **highly respected** for his leadership, cultural alignment, and supportiveness. To grow further, he should **continue evolving** as a bold and strategic leader with a broader business impact.

END