

# **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	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

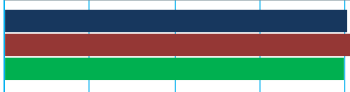




This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

### 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.

## Section 1: Overall Summary Report

This section provides a comparison between Self score and the combined average of score given by all other respondents put together (Manager, Team, ISCM Peers, External Peers) for each focus area and the average survey score of all Culture Champions.

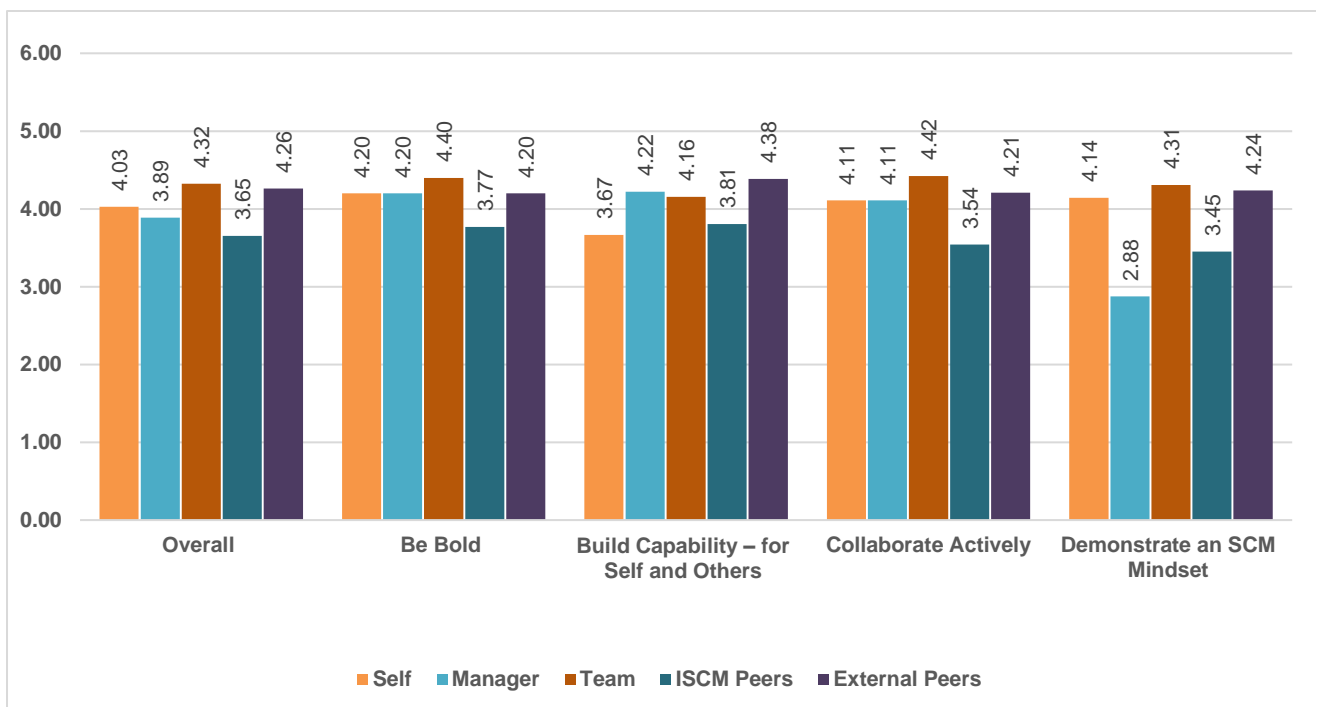
Self Rating		Respondent Average							Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0	
Overall Score	4.03	4.06								3.99
Be Bold	4.20	4.14								3.83
Build Capability – for Self and Others	3.67	4.10								3.94
Collaborate Actively	4.11	4.08								4.06
Demonstrate an SCM Mindset	4.14	3.91								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
<b>Overall</b>	<b>4.03</b>	<b>3.89</b>	<b>4.32</b>	<b>3.65</b>	<b>4.26</b>
Be Bold	4.20	4.20	4.40	3.77	4.20
Build Capability – for Self and Others	3.67	4.22	4.16	3.81	4.38
Collaborate Actively	4.11	4.11	4.42	3.54	4.21
Demonstrate an SCM Mindset	4.14	2.88	4.31	3.45	4.24

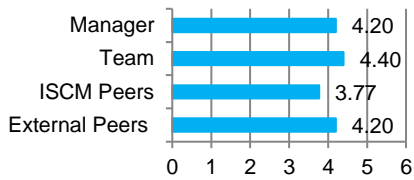
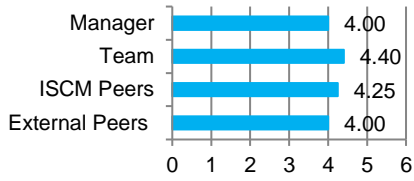
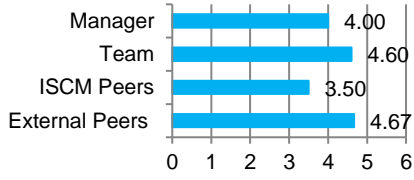
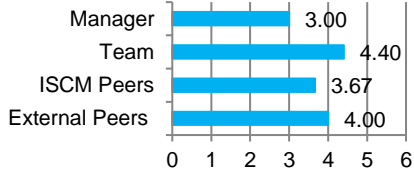
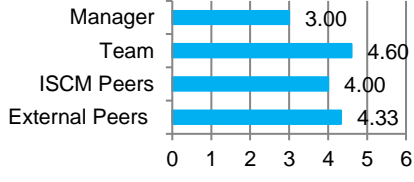
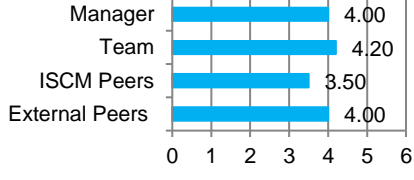
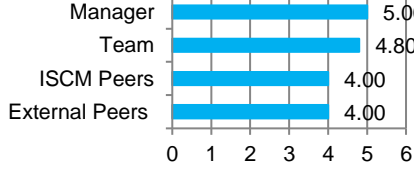
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*



### 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.

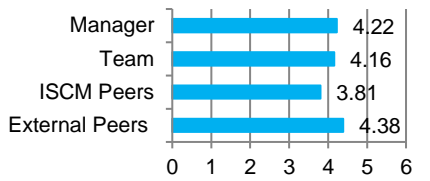
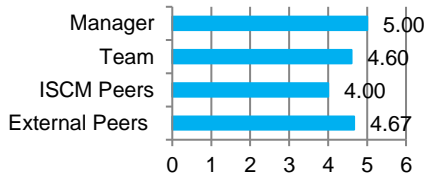
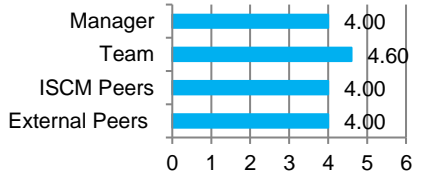
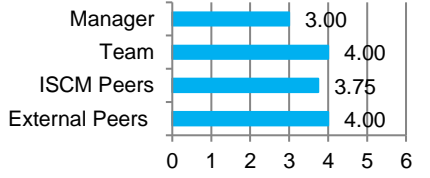
#### Focus Area: Be Bold


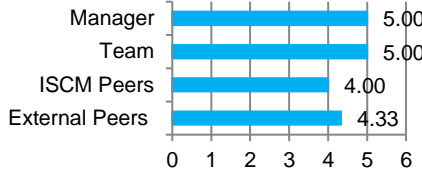
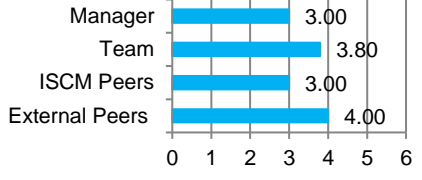
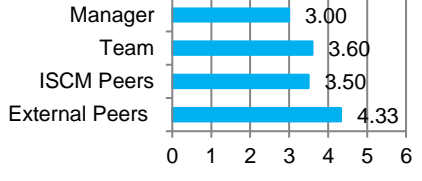
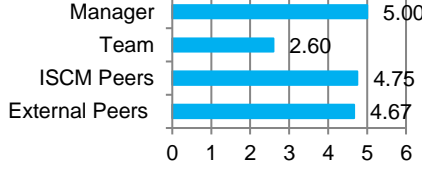
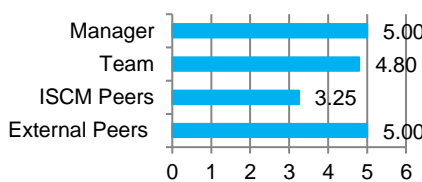
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>4.20</b>	<b>4.14</b>	
1.	Speaks up and boldly shares opinions	5.00	4.23	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.23	
3.	Tracks and monitors performance of the team regularly	5.00	4.00	
4.	Ensures team members meet their goals and commitments	5.00	4.23	
5.	Takes quick action when people underperform	4.00	3.92	
6.	Makes decisions without delays	4.00	4.42	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	4.92	
8.	Admits mistakes and learns from failure	4.00	4.31	
9.	<i>Waits for seniors to take decisions *</i>	3.00	3.50	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	3.40	

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

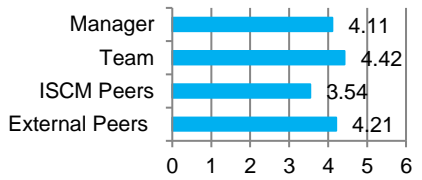
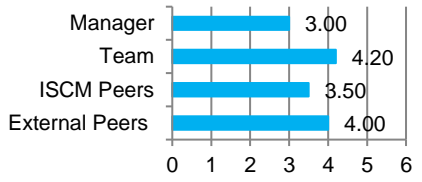
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>3.67</b>	<b>4.10</b>	
1.	Learns new skills and knowledge to transform ISCM	3.00	4.46	
2.	Accepts change and adapts quickly	3.00	4.23	
3.	Delegates authority to team members to decentralize decision making	4.00	3.85	

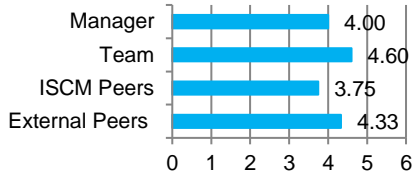
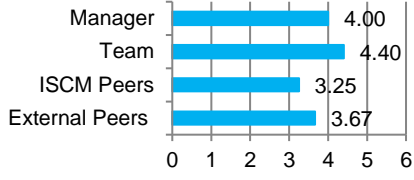
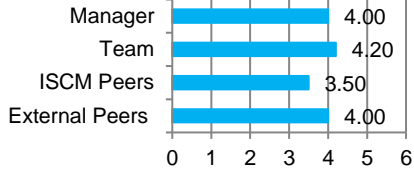
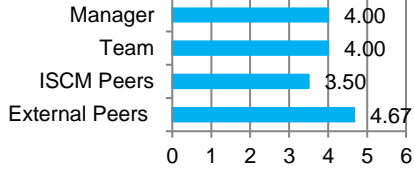
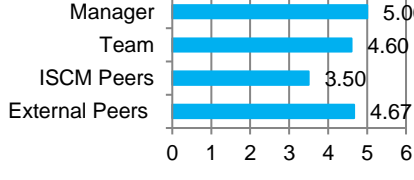
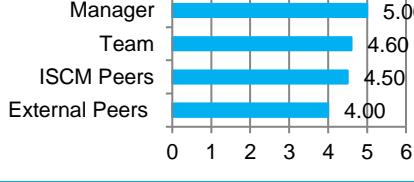
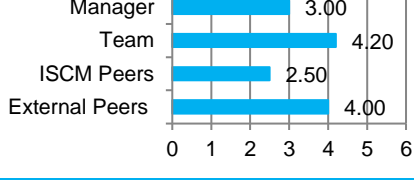
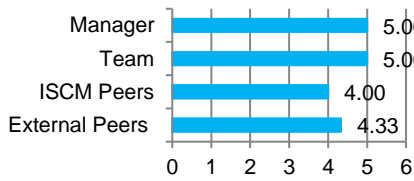
4.	Builds new and diverse capabilities needed in the team	4.00	4.31	
5.	Coaches team members to improve their performance and abilities	4.00	4.54	
6.	Drives a data driven decision making approach within ISCM	3.00	3.50	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	3.69	
8.	<i>Is reluctant to explore modern technology *</i>	4.00	3.92	
9.	<i>Does not empower or give authority to team members *</i>	4.00	4.38	

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

### Focus Area: Collaborate Actively

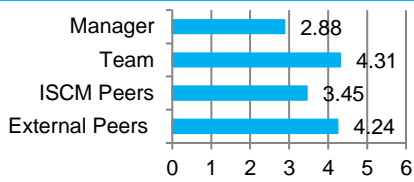
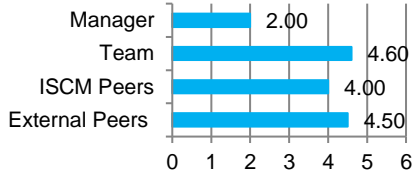
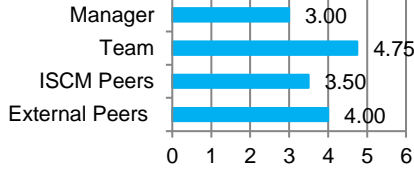
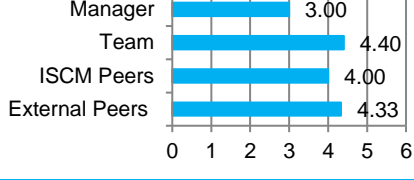
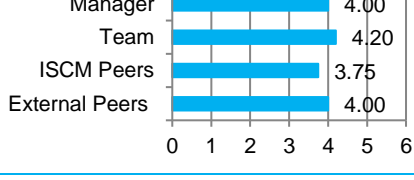
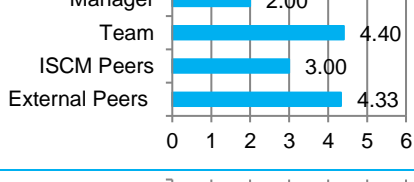
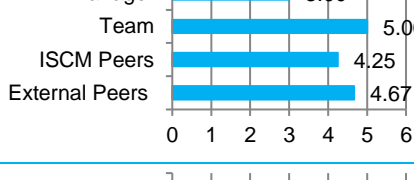
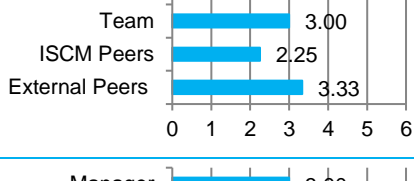
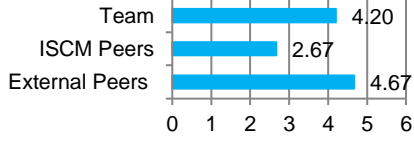
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.11</b>	<b>4.08</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	3.83	



2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.23	
3.	Interacts and builds relationships with people across ISCM	3.00	3.85	
4.	Builds relationships with stakeholders in the business	4.00	3.92	
5.	Communicates and shares information transparently and promptly	4.00	4.00	
6.	Is trustworthy – delivers on commitments	5.00	4.31	
7.	Welcomes new people into ISCM and helps them settle down	4.00	4.50	
8.	Limits their interaction and communication with the same set of people *	3.00	3.50	
9.	Speaks negatively about others behind their backs *	5.00	4.58	

\*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>4.14</b>	<b>3.91</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	4.00	4.17	
2.	Stays updated on Supply Chain Management practices in the industry	NA	4.00	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.15	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.00	
5.	Monitors and controls costs in own department / function	4.00	3.77	
6.	Improves productivity by leveraging tools and technology	4.00	4.54	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	2.85	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	4.00	3.83	

\*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	Takes risks – challenges status quo to experiment and do new things	4.92
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	4.58
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	4.54
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	4.54
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.50

*\*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
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	2.85
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	3.40
Be Bold	<i>Waits for seniors to take decisions *</i>	3.50
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	3.50
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	3.50

*\*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	Communicates and shares information transparently and promptly	4.00	4.00
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.00
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	4.00	3.92
Collaborate Actively	Builds relationships with stakeholders in the business	4.00	3.92
Be Bold	Takes quick action when people underperform	4.00	3.92

*\*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	Learns new skills and knowledge to transform ISCM	3.00	4.46
Build Capability – for Self and Others	Accepts change and adapts quickly	3.00	4.23
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	2.85
Be Bold	Tracks and monitors performance of the team regularly	5.00	4.00
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.00	4.92

*\*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. Technical Expertise & Innovation

- Deep knowledge in watch manufacturing machinery, electrical, electronic, and mechanical processes.
- Innovative, technology-savvy, and keeps up with latest advancements & automation.
- Strong problem-solving skills, applies out-of-the-box thinking to challenges.

##### 2. Leadership & Team Development

- Coaches and mentors young engineers, fostering technical growth.
- Empathetic leader who believes in people and allows on-the-job learning.
- Delegative leadership approach, ensuring team empowerment.

##### 3. Personal Attributes

- Self-driven, takes ownership of challenges, and experiments with new ideas.
- Bold communicator, confidently shares views in technical discussions.
- Handles pressure well, maintains transparency and open communication.

#### Key Takeaway:

The leader is **technically strong, innovative, and deeply knowledgeable in watch manufacturing and automation**. His **coaching abilities, problem-solving mindset, and team development skills** make him a valuable asset, while his **firmness, confidence, and transparency** enhance his leadership effectiveness.

### 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. Expand Perspective Beyond Role

- Gain a **holistic understanding** of **other functions** and their challenges.
- Contribute **beyond automation** by addressing **overall SCM priorities**.

##### 2. Develop Business & Leadership Acumen

- Improve **leadership skills** alongside **technical expertise**.
- Be **more participative in business discussions** and **decision-making**.
- Rely on **data-driven decisions** rather than intuition.

##### 3. Enhance Strategic Thinking & Execution

- Focus on **long-term planning (5-year roadmap)** for **automation and process improvements**.
- Ensure **projects reach logical completion** with proper validation and review systems.
- Maintain a **balance between innovation and structured process implementation**.

#### 4. Strengthen Stakeholder Engagement

- Engage **candidly and proactively** with **stakeholders**.
- Collaborate to **reimagine manufacturing processes** and **drive automation for productivity, cost, and quality gains**.
- Develop **planning capabilities** and interact more with **peers to understand business needs**.

#### 5. Drive Technological Advancements

- Continue **inventing and implementing new technologies** for **productivity improvements**.

#### Key Takeaway:

The leader should **expand beyond a technical role** by developing **leadership skills, business acumen, and strategic thinking**. Strengthening **stakeholder collaboration, planning, and data-driven decision-making** will help drive ISCM transformation effectively.

### 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. Move from Reactive to Proactive Approach

- Stop **waiting for challenges** to come—**actively seek out problems** and provide solutions.
- Avoid a "**good enough**" **mindset**—continue pushing for improvements.

##### 2. Improve Commitment & Decision-Making

- **Honor deadlines**—avoid **extending commitment timelines** unnecessarily.
- **Make timely decisions** instead of reviewing **post timelines** when it's too late to course-correct.

##### 3. Avoid Delays & Over-Engineering

- **Stop leaving projects at Proof-of-Concept (POC) stage**—follow through to implementation.
- Avoid **over-detailing designs** that slow down execution.
- Work with **clear plans, milestones, and structured premises** instead of open-ended exploration.

##### 4. Enhance Engagement Beyond Technology

- **Stop working in silos**—engage with **cross-functional teams** and contribute beyond technology.
- Move out of the **comfort zone** and **collaborate across ISCM** to drive larger impact.

##### 5. Balance Empathy with Accountability

- **Avoid excessive leniency** with vendors who repeatedly miss deadlines.
- **Assign clear accountability** for projects to ensure ownership and avoid underutilizing team skills.

**Key Takeaway:**

The leader should **proactively drive improvements, ensure timely decisions, move beyond POCs, engage cross-functionally, and balance empathy with accountability** to be more effective.

**Additional feedback/ comments (An AI tool has been used to summarize the responses)**
**Summary: Additional Feedback & Comments****1. Strong Technical Expertise & Leadership**

- Highly **talented, knowledgeable, and experienced in technology and automation.**
- Has successfully delivered **10+ projects over 3 years** and personally trained new engineers.
- Recognized for **problem-solving, innovation, and machine-building expertise.**

**2. Great Human & Relationship Skills**

- **Highly mature** with **strong moral values.**
- **Reliable**, maintains **long-term relationships**, and is effective in **stakeholder collaboration.**
- Strong **team builder** and **mentor** who should focus on **developing others' skills and capabilities.**

**3. Areas for Further Improvement**

- Needs to **align technical expertise with business goals**, ensuring **target-driven execution.**
- Should **focus on systematic working, fast deliveries, stakeholder alignment, and logical project closures.**
- Greater emphasis on **reimagining initiatives** to generate **concrete business benefits.**

**Key Takeaway:**

The leader is **technically brilliant, a strong mentor, and a relationship builder** but should **focus more on execution speed, business alignment, and stakeholder-driven outcomes.**

# END