

# **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	8
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**

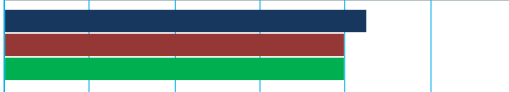




This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

### **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.

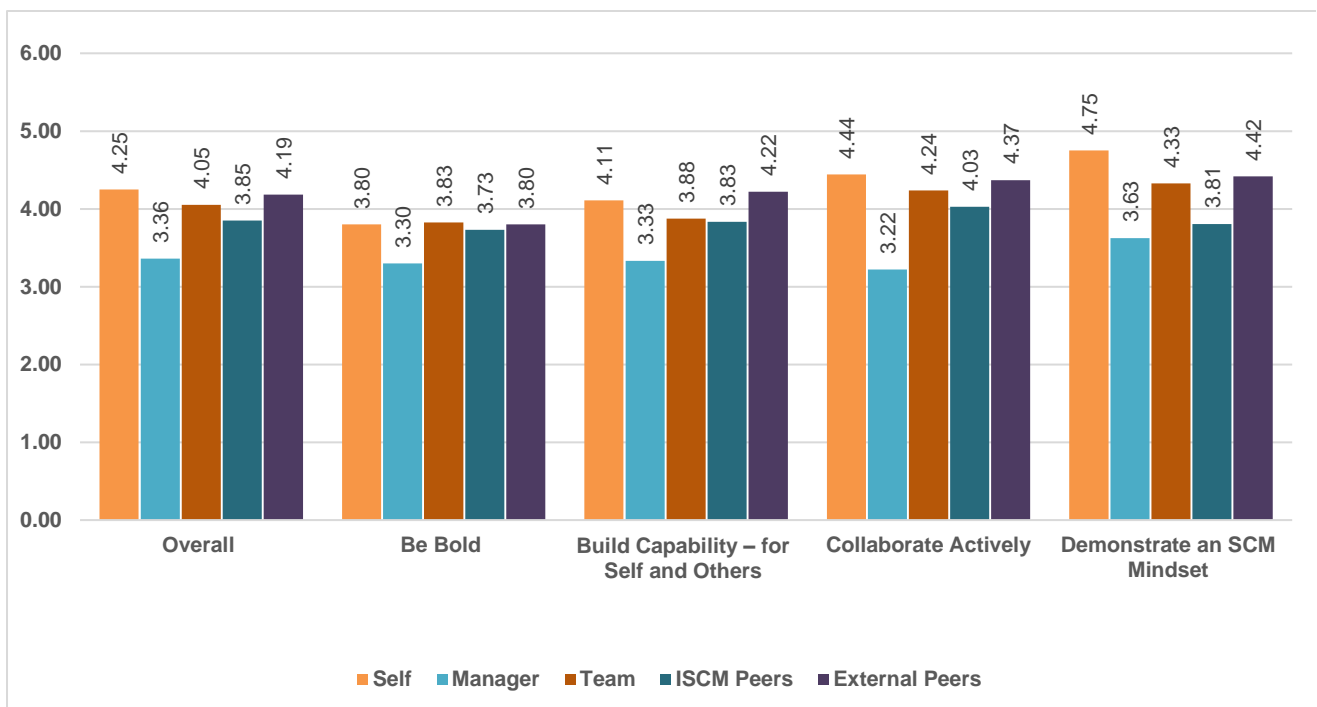
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.25	3.98								3.99	
Be Bold	3.80	3.76								3.83	
Build Capability – for Self and Others	4.11	3.90								3.94	
Collaborate Actively	4.44	4.15								4.06	
Demonstrate an SCM Mindset	4.75	4.17								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>4.25</b>	<b>3.36</b>	<b>4.05</b>	<b>3.85</b>	<b>4.19</b>
Be Bold	3.80	3.30	3.83	3.73	3.80
Build Capability – for Self and Others	4.11	3.33	3.88	3.83	4.22
Collaborate Actively	4.44	3.22	4.24	4.03	4.37
Demonstrate an SCM Mindset	4.75	3.63	4.33	3.81	4.42

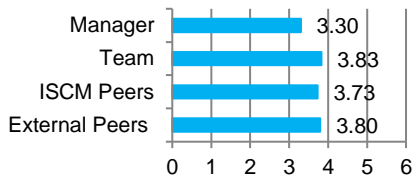
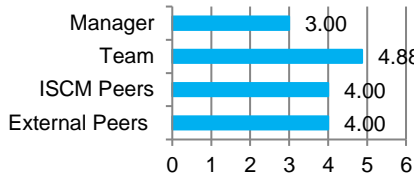
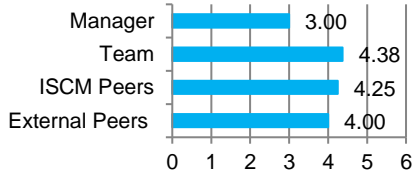
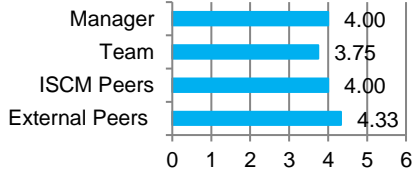
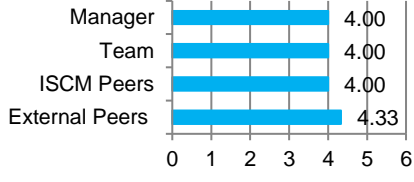
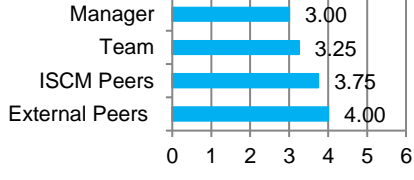
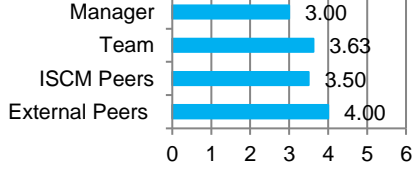
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*

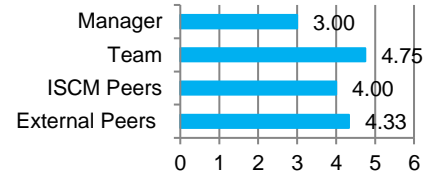
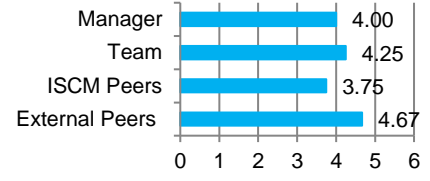
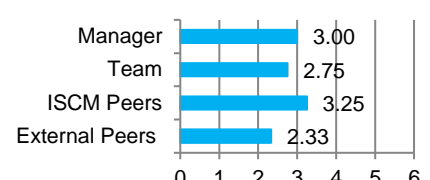
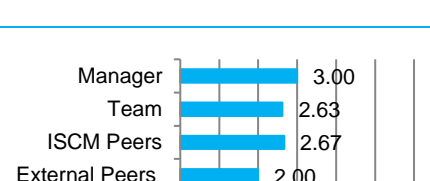


### Section 3: Statement Wise Report

Some questions in this report are negatively framed - for example, waits for seniors to take decisions. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a lower score an area for improvement.

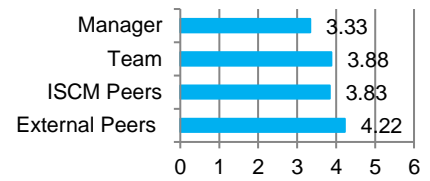
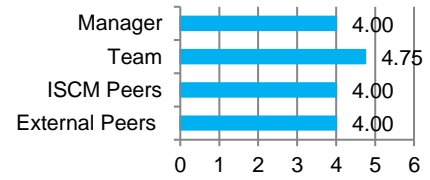
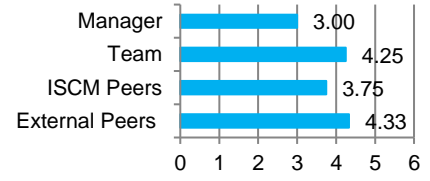
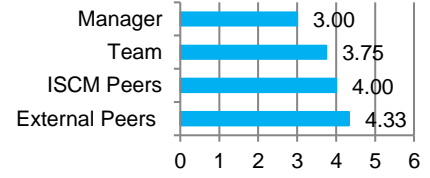
#### Focus Area: Be Bold

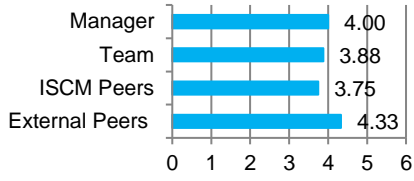
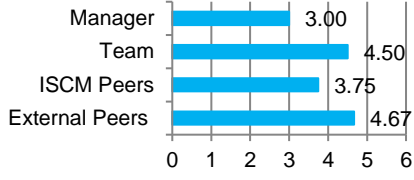
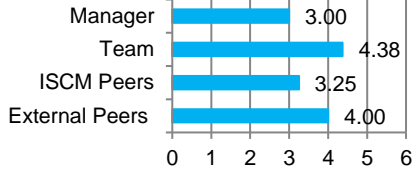
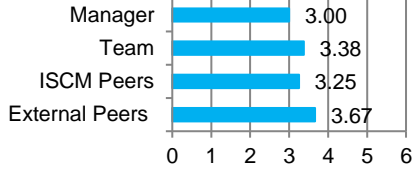
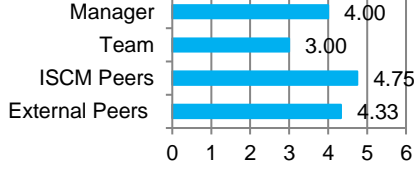
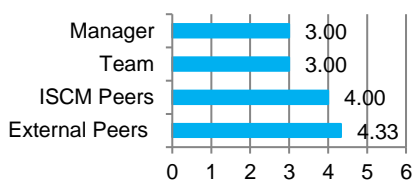
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>3.80</b>	<b>3.76</b>	
1.	Speaks up and boldly shares opinions	4.00	4.38	
2.	Challenges and questions others to improve decisions and outcomes	3.00	4.19	
3.	Tracks and monitors performance of the team regularly	4.00	3.93	
4.	Ensures team members meet their goals and commitments	4.00	4.07	
5.	Takes quick action when people underperform	4.00	3.50	
6.	Makes decisions without delays	4.00	3.63	

7.	Takes risks – challenges status quo to experiment and do new things	5.00	4.38	
8.	Admits mistakes and learns from failure	5.00	4.19	
9.	<i>Waits for seniors to take decisions *</i>	3.00	2.81	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	2.00	2.53	

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

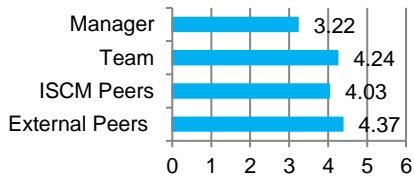
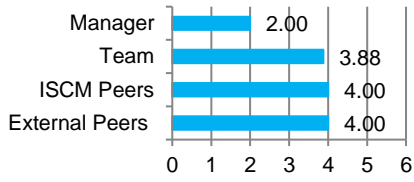
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.11</b>	<b>3.90</b>	
1.	Learns new skills and knowledge to transform ISCM	5.00	4.38	
2.	Accepts change and adapts quickly	4.00	4.06	
3.	Delegates authority to team members to decentralize decision making	4.00	3.88	

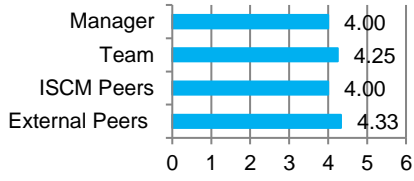
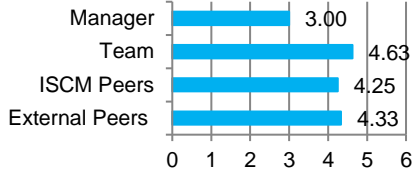
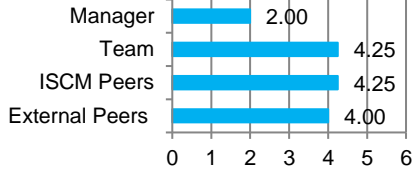
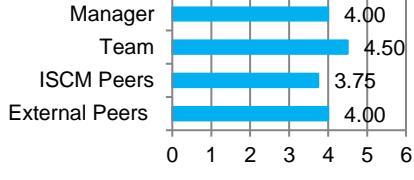
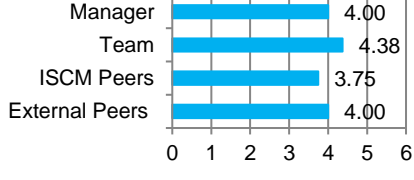
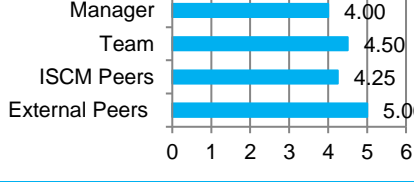
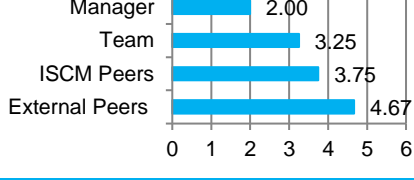
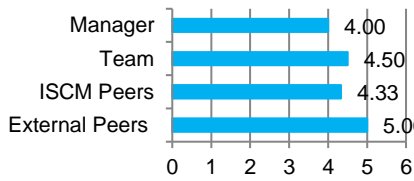
4.	Builds new and diverse capabilities needed in the team	4.00	3.94	
5.	Coaches team members to improve their performance and abilities	5.00	4.25	
6.	Drives a data driven decision making approach within ISCM	3.00	3.94	
7.	<i>Gets too involved in unnecessary details *</i>	3.00	3.38	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.75	
9.	<i>Does not empower or give authority to team members *</i>	4.00	3.50	

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

### Focus Area: Collaborate Actively

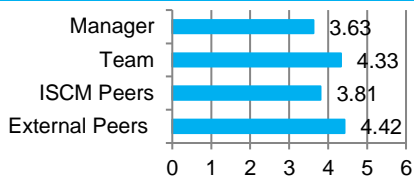
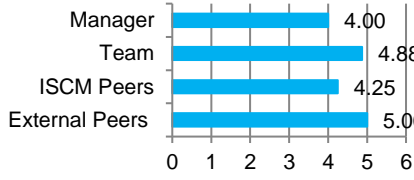
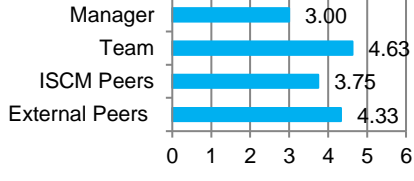
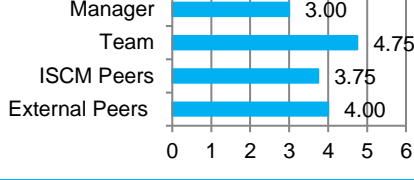
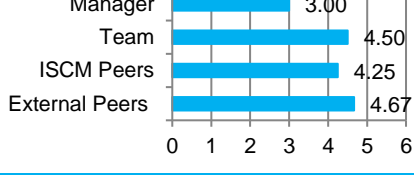

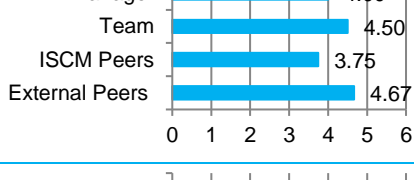
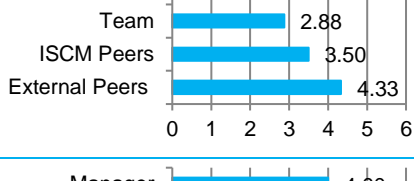
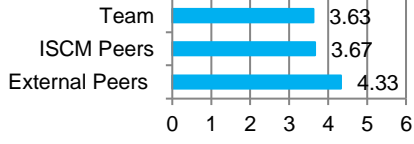
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.44</b>	<b>4.15</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	3.81	



2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.19	
3.	Interacts and builds relationships with people across ISCM	4.00	4.38	
4.	Builds relationships with stakeholders in the business	4.00	4.06	
5.	Communicates and shares information transparently and promptly	4.00	4.19	
6.	Is trustworthy – delivers on commitments	4.00	4.13	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.50	
8.	Limits their interaction and communication with the same set of people *	4.00	3.56	
9.	Speaks negatively about others behind their backs *	5.00	4.53	

\*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>4.75</b>	<b>4.17</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.69	
2.	Stays updated on Supply Chain Management practices in the industry	5.00	4.25	
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.25	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.38	
5.	Monitors and controls costs in own department / function	5.00	4.31	
6.	Improves productivity by leveraging tools and technology	4.00	4.31	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	3.38	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.80	

\*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	4.69
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	4.53
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.50
Be Bold	Speaks up and boldly shares opinions	4.38
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.38

*\*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>	2.53
Be Bold	<i>Waits for seniors to take decisions *</i>	2.81
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	3.38
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.38
Build Capability – for Self and Others	<i>Does not empower or give authority to team members *</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
Build Capability – for Self and Others	Accepts change and adapts quickly	4.00	4.06
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	3.94
Collaborate Actively	Builds relationships with stakeholders in the business	4.00	4.06
Be Bold	Tracks and monitors performance of the team regularly	4.00	3.93
Be Bold	Ensures team members meet their goals and commitments	4.00	4.07

*\*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
Demonstrate an SCM Mindset	Achieves results but with low focus on costs and efficiencies *	5.00	3.38
Build Capability – for Self and Others	Is reluctant to explore modern technology *	5.00	3.75
Demonstrate an SCM Mindset	Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *	5.00	3.80
Be Bold	Challenges and questions others to improve decisions and outcomes	3.00	4.19
Collaborate Actively	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	3.81

*\*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 & Problem-Solving

- Deep **domain knowledge** in **tool manufacturing and global trends**.
- **Stays updated** on the latest **technology and manufacturing trends**.
- Strong **analytical and problem-solving abilities**, applying structured methodologies like **5 Why & 4W1H**.
- **Adopts and implements** new **technologies, machines, and processes**.

##### 2. Leadership & Team Development

- **Coaches and mentors** team members to align with ISCM goals.
- **Encourages innovation, experimentation, and risk-taking**.
- **Builds relationships** across ISCM stakeholders.
- **Supports and motivates** teams, ensuring a customer-centric approach.

##### 3. Strategic & Visionary Thinking

- **Entrepreneurial mindset**, focusing on cost-effectiveness and business growth.
- **Drives transformation** by challenging the status quo and embracing change.
- **Maintains transparency and a positive spirit**, even in crisis situations.

##### 4. Personal Strengths & Influence

- **Calm, composed, and approachable**, even under pressure.
- **Effective communicator** with vast knowledge across various topics.
- **Listens actively and fosters open dialogue** within the team.

#### Key Takeaway

A **technically strong, visionary, and people-oriented leader** who **mentors teams, drives innovation, and embraces change**, all while maintaining a **calm and transparent approach**.

### 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. Strengthen Stakeholder Collaboration & Engagement

- **Proactively interact** with **stakeholders, brand teams, and SCM** to align with business strategies.
- Foster **co-creation and deeper engagement** to improve decisions and outcomes.
- Improve **regular communication** to understand customer needs and drive value.

##### 2. Drive Systemic & Strategic Improvements

- Focus on **cost efficiency across the entire value chain**.

- Implement **systemic improvements** to streamline operations and enhance team effectiveness.
- Establish **clear roles, responsibilities, and authorities** within the team.
- Adopt a **modern management approach** that balances task execution with strategic vision.

### 3. Enhance Operational Efficiency & Innovation

- Prioritize **lead time reduction, advanced manufacturing methods, and new technologies** (IIoT, AI/ML).
- Improve **plant deliverables** by actively engaging with downstream colleagues.
- Ensure **meeting outcomes are clearly communicated** to enhance execution and accountability.

### 4. Invest in People & Leadership Development

- Develop a **training and succession plan** to prepare for **20% workforce retirement** in the next three years.
- Regularly **review team progress and hold members accountable** for results.
- Recognize **genuine contributors** and ensure strategic decision-making is **inclusive and optimized**.
- Promote **work-life balance** to maintain a high-performing and motivated team.

### 5. Expand Business Understanding & Integration

- Gain a **broader perspective** by understanding **other divisions' goals** and integrating insights into ISCM.
- Increase **interactions with ISCM members** to foster collaboration and alignment.

#### Key Takeaway

This leader should focus on **building stronger stakeholder relationships, driving efficiency and innovation, improving systemic structures, and investing in people development** to create a **high-impact, future-ready ISCM function**.

#### 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 Micromanagement & Excessive Focus on Domain

- Avoid **deep involvement in specific domain tasks** and focus on **broader plant performance**.
- Shift from **short-term, reactive goals** to **long-term, strategic solutions** for sustained impact.
- Minimize **over-communication and excessive meetings** that consume time without adding value.

#### 2. Address Non-Performance Proactively

- Stop being **lenient on underperformance**—take **timely action** on non-performing team members.
- Move from **temporary verbal commitments** to a **result-oriented** approach.
- Encourage **accountability at all levels** and ensure fairness in decision-making.

### 3. Optimize Meetings & Communication

- Reduce **extended meeting hours**—keep discussions **short, crisp, and solution-focused**.
- Avoid **dwelling on past details**; instead, focus on **forward-looking strategies**.
- Ensure **consistent and strong communication** across **all levels of the organization**.

### 4. Empower the Team & Delegate More

- Stop **doing everything personally**—build **confidence in stakeholders and subordinates**.
- **Encourage team development and exposure** by delegating responsibilities more effectively.
- Avoid **personal biases** and ensure decision-making is based on performance and fairness.

### Key Takeaway

To be more effective, this leader should **reduce micromanagement, address non-performance decisively, optimize meetings and communication, and delegate more responsibilities** while focusing on **strategic, long-term improvements**.

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

### Summary: Additional Feedback & Comments

#### 1. Strong Leadership Potential

- Has the **capability to take on higher responsibilities** and **lead multiple departments**.
- A **valued mentor** who provides **guidance, constructive feedback, and support** to the team.
- Recognized for his **unbiased management style** and **focus on professional growth**.

#### 2. Technical Expertise & Strategic Thinking

- The **only expert in ISCM** with deep knowledge in **both Module and Case Tool manufacturing**.
- Excels in **problem-solving with a 'Think Big' approach**, offering **effective solutions** in complex situations.
- Needs to **strengthen strategic thinking** to drive **long-term company growth**.

#### 3. Approachable & People-Oriented

- **Easy to approach, supports well during crises**, and **treats all team members equally**.
- Actively mentors the team in **new technologies and industry advancements**.

#### 4. Areas for Improvement

- Needs **more engagement with stakeholders** for better collaboration.
- Should be **slightly more serious in professional matters** to enhance deliverables.

- A **succession plan for tool manufacturing** should be developed.

**Key Takeaway**

The leader is **highly respected for technical expertise, mentorship, and problem-solving abilities**. To further grow, **enhancing strategic focus, stakeholder engagement, and long-term planning** will be beneficial.

# END