360 Culture Feedback Survey Report

Culture Transformation Journey
@
W&W ISCM

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Private and Confidential

Overview

W&W ISCM has embarked on an ambitious transformation journey guided by the bold objective of 10-16-26. This transformation encompasses reimagining manufacturing, seamless leadership transitions, and fostering a culture that drives impactful change. As a key enabler of this journey, ISCM has launched the Culture Transformation initiative and identified Champions of Culture to lead, inspire, and sustain the shift. As a Culture Champion, you have been entrusted with a pivotal role in shaping this transformation. To support your journey, a 360-degree feedback assessment has been conducted on four critical behaviours essential for cultural transformation: Be Bold, Build Capability, Collaborate Actively, and Demonstrate an SCM Mindset.

This report provides you a summary of the 360 Culture Feedback survey conducted in collaboration with Ascendus, our Technology Partner. Responses from your manager, team (direct & indirect reportees) and stakeholders/peers within & outside ISCM have been collated maintaining confidentiality.

Respondents

Based on your nominations, the following respondents have completed the survey. For the purpose of this survey & report, respondents have been categorized into the following cohorts.

Respondent Category	Respondent Definition	Number of Respondents who completed the survey*
Self	Yourself	1
Manager	Your Reporting Manager	0
Team	Direct reportees + Indirect Reportees	8
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	3

FOCUS AREAS

The online responses are evaluated based on the identified 4 focus areas as mentioned below

1. Be Bold

2. Build Capability – for Self and Others

3. Collaborate Actively

4. Demonstrate an SCM Mindset

Report Structure

The report consists of five sections:

Section 1: Overall Summary Report

This section provides a comparison between Self score, the average score given by all respondents and group average for all focus areas.

Section 2: Scores by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Manager, Team, ISCM Peers, External Peers) for each focus area.

Section 3: Statement Wise Report

This section provides a statement wise score as given by Self, Manager, Team, ISCM Peers, External Peers. Some questions in this report are negatively framed - for example, waits for seniors to take decisions. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics.
A higher score indicates a favorable response and a lower score indicates an area for improvement.

Section 4: Top 5 Statements & Bottom 5 Statements

This section provides the top 5 statements & bottom 5 statements as rated by the respondents.

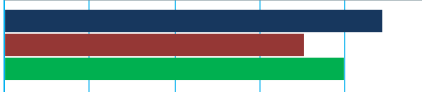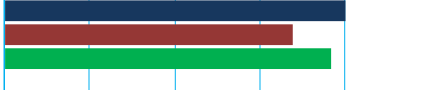### Section 5: Convergence and Divergence Areas

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

Section 6: Qualitative Comments

This section provides the Qualitative Comments written by self and respondents. All the comments have been summarized using an AI tool.

CULTURE TRANSFORMATION

Section 1: Overall Summary Report

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

Competency	Self Rating	Respondent Average		Survey Average
Overall Score	**4.44**	**3.52**		**3.99**
Be Bold	4.00	3.39		3.83
Build Capability – for Self and Others	4.44	3.49		3.94
Collaborate Actively	4.67	3.53		4.06
Demonstrate an SCM Mindset	4.75	3.72		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

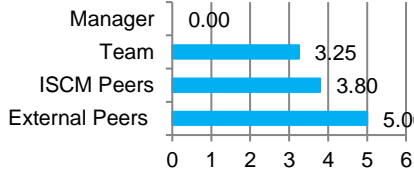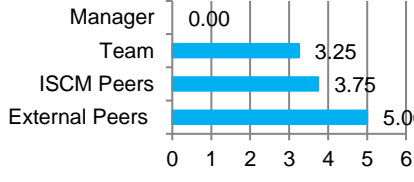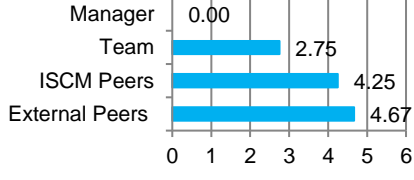| Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	**4.44**	**-**	**3.16**	**3.75**	**4.20**
Be Bold	4.00	-	2.99	3.63	4.15
Build Capability – for Self and Others	4.44	-	3.18	3.67	4.08
Collaborate Actively	4.67	-	3.07	3.84	4.33
Demonstrate an SCM Mindset	4.75	-	3.47	3.87	4.28
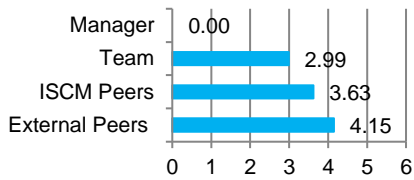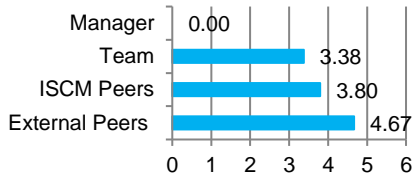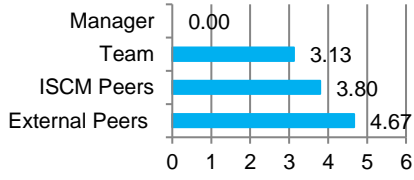
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity
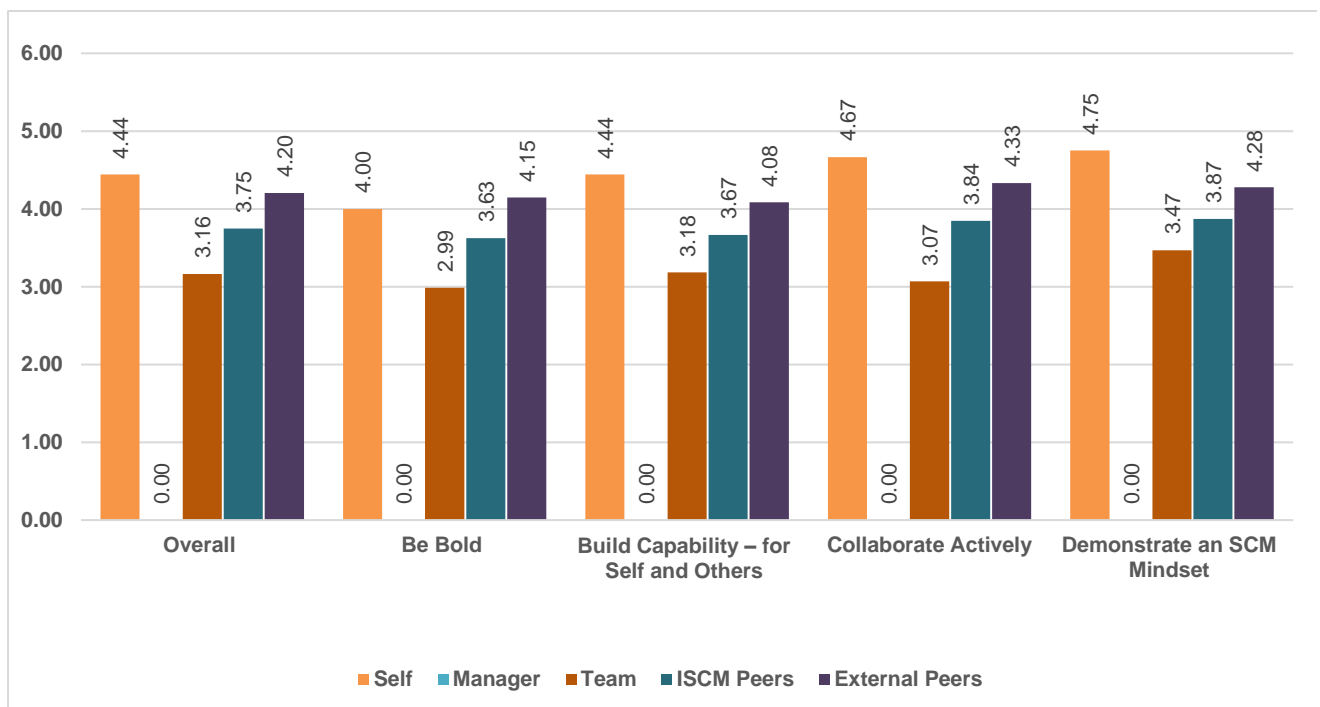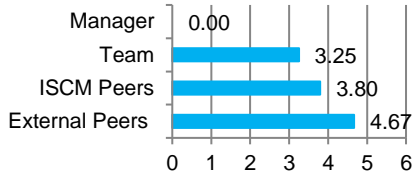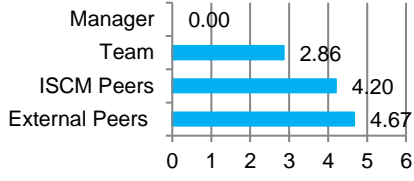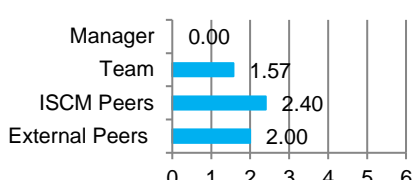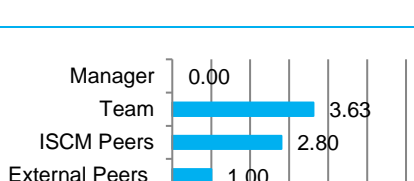
Section 3: Statement Wise Report

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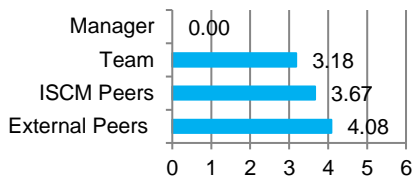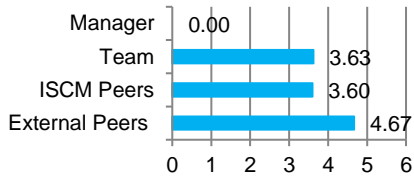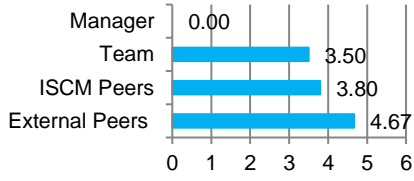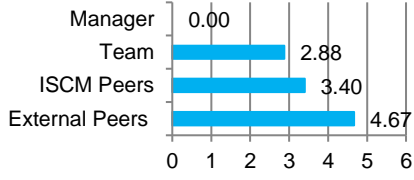
Focus Area: Be Bold
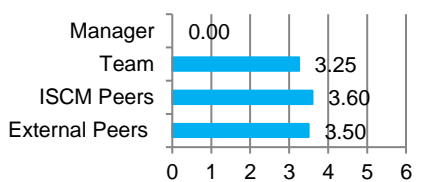
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.00**	**3.39**	Manager 0.00, Team 2.99, ISCM Peers 3.63, External Peers 4.15
1.	Speaks up and boldly shares opinions	5.00	3.75	Manager 0.00, Team 3.38, ISCM Peers 3.80, External Peers 4.67
2.	Challenges and questions others to improve decisions and outcomes	5.00	3.63	Manager 0.00, Team 3.13, ISCM Peers 3.80, External Peers 4.67
3.	Tracks and monitors performance of the team regularly	5.00	3.67	Manager 0.00, Team 3.25, ISCM Peers 3.80, External Peers 5.00
4.	Ensures team members meet their goals and commitments	5.00	3.64	Manager 0.00, Team 3.25, ISCM Peers 3.75, External Peers 5.00
5.	Takes quick action when people underperform	4.00	3.53	Manager 0.00, Team 2.75, ISCM Peers 4.25, External Peers 4.67
6.	Makes decisions without delays	4.00	3.38	Manager 0.00, Team 2.63, ISCM Peers 3.80, External Peers 4.67

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.69	Manager 0.00; Team 3.25; ISCM Peers 3.80; External Peers 4.67
8.	Admits mistakes and learns from failure	5.00	3.67	Manager 0.00; Team 2.86; ISCM Peers 4.20; External Peers 4.67
9.	*Waits for seniors to take decisions *￼	*1.00*	*1.93*	Manager 0.00; Team 1.57; ISCM Peers 2.40; External Peers 2.00
10.	*Shares good news and achievements but not failures and mistakes *￼	*2.00*	*3.00*	Manager 0.00; Team 3.63; ISCM Peers 2.80; External Peers 1.00

The scores have been reversed and high score means favorable response
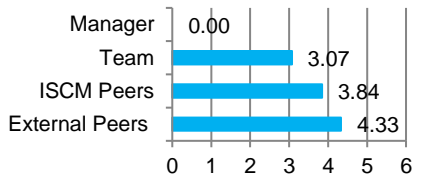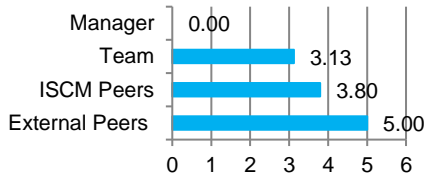
Focus Area: Build Capability – for Self and Others
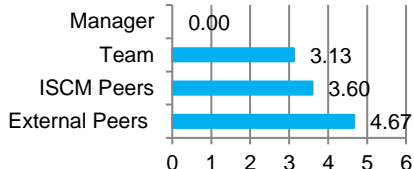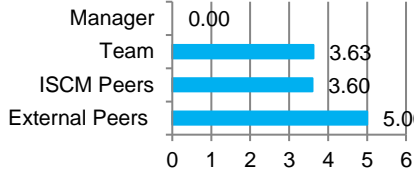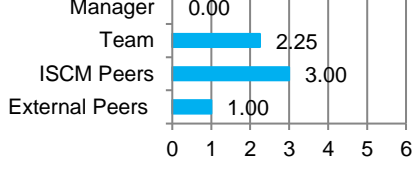
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.44**	**3.49**	Manager 0.00; Team 3.18; ISCM Peers 3.67; External Peers 4.08
1.	Learns new skills and knowledge to transform ISCM	5.00	3.81	Manager 0.00; Team 3.63; ISCM Peers 3.60; External Peers 4.67
2.	Accepts change and adapts quickly	5.00	3.81	Manager 0.00; Team 3.50; ISCM Peers 3.80; External Peers 4.67
3.	Delegates authority to team members to decentralize decision making	4.00	3.38	Manager 0.00; Team 2.88; ISCM Peers 3.40; External Peers 4.67

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
4.	Builds new and diverse capabilities needed in the team	4.00	3.47	Manager 0.00, Team 3.00, ISCM Peers 3.60, External Peers 5.00
5.	Coaches team members to improve their performance and abilities	4.00	3.60	Manager 0.00, Team 3.00, ISCM Peers 4.00, External Peers 5.00
6.	Drives a data driven decision making approach within ISCM	4.00	3.27	Manager 0.00, Team 2.71, ISCM Peers 3.40, External Peers 4.33
7.	*Gets too involved in unnecessary details *	*4.00*	*3.44*	Manager 0.00, Team 3.50, ISCM Peers 3.80, External Peers 2.67
8.	*Is reluctant to explore modern technology *	*5.00*	*3.25*	Manager 0.00, Team 3.13, ISCM Peers 3.80, External Peers 2.67
9.	*Does not empower or give authority to team members *	*5.00*	*3.40*	Manager 0.00, Team 3.25, ISCM Peers 3.60, External Peers 3.50

The scores have been reversed and high score means favorable response
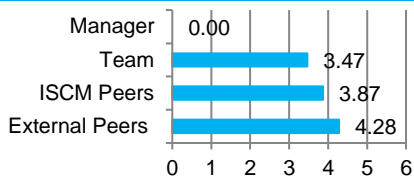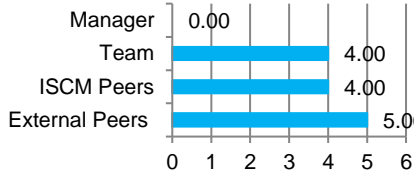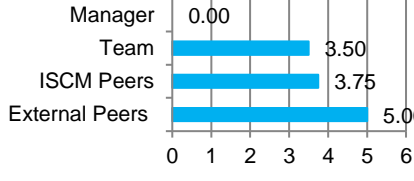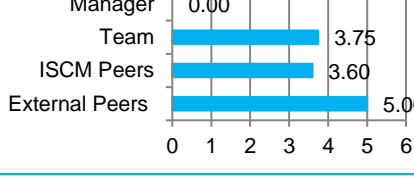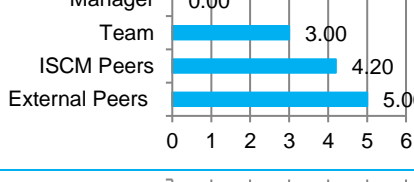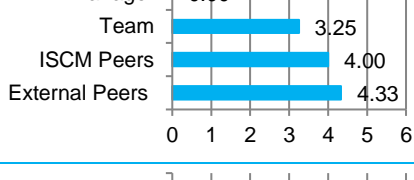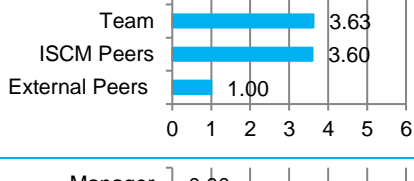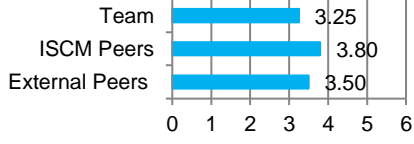
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.67**	**3.53**	Manager 0.00, Team 3.07, ISCM Peers 3.84, External Peers 4.33
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	3.60	Manager 0.00, Team 3.13, ISCM Peers 3.80, External Peers 5.00

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.56	Manager 0.00 Team 3.13 ISCM Peers 3.60 External Peers 4.67
3.	Interacts and builds relationships with people across ISCM	4.00	3.88	Manager 0.00 Team 3.63 ISCM Peers 3.60 External Peers 5.00
4.	Builds relationships with stakeholders in the business	4.00	4.06	Manager 0.00 Team 3.63 ISCM Peers 4.20 External Peers 5.00
5.	Communicates and shares information transparently and promptly	5.00	3.38	Manager 0.00 Team 2.75 ISCM Peers 3.60 External Peers 4.67
6.	Is trustworthy – delivers on commitments	5.00	3.63	Manager 0.00 Team 2.75 ISCM Peers 4.40 External Peers 4.67
7.	Welcomes new people into ISCM and helps them settle down	5.00	3.73	Manager 0.00 Team 3.13 ISCM Peers 4.40 External Peers 4.50
8.	*Limits their interaction and communication with the same set of people *	*5.00*	*2.33*	Manager 0.00 Team 2.25 ISCM Peers 3.00 External Peers 1.00
9.	*Speaks negatively about others behind their backs *	*5.00*	*3.56*	Manager 0.00 Team 3.25 ISCM Peers 4.00 External Peers 3.67

The scores have been reversed and high score means favorable response

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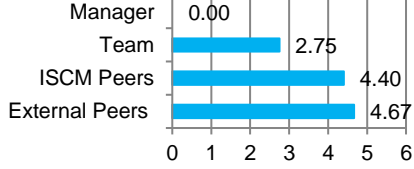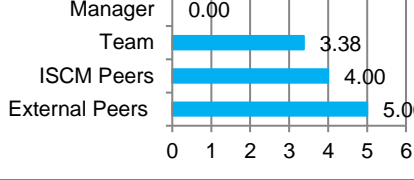## Focus Area: Demonstrate an SCM Mindset

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.75**	**3.72**	Manager 0.00, Team 3.47, ISCM Peers 3.87, External Peers 4.28
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.13	Manager 0.00, Team 4.00, ISCM Peers 4.00, External Peers 5.00
2.	Stays updated on Supply Chain Management practices in the industry	4.00	3.79	Manager 0.00, Team 3.50, ISCM Peers 3.75, External Peers 5.00
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	3.80	Manager 0.00, Team 3.38, ISCM Peers 4.00, External Peers 5.00
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	3.87	Manager 0.00, Team 3.75, ISCM Peers 3.60, External Peers 5.00
5.	Monitors and controls costs in own department / function	5.00	3.75	Manager 0.00, Team 3.00, ISCM Peers 4.20, External Peers 5.00
6.	Improves productivity by leveraging tools and technology	5.00	3.69	Manager 0.00, Team 3.25, ISCM Peers 4.00, External Peers 4.33
7.	*Achieves results but with low focus on costs and efficiencies* *	*4.00*	*3.27*	Manager 0.00, Team 3.63, ISCM Peers 3.60, External Peers 1.00
8.	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals* *	*5.00*	*3.47*	Manager 0.00, Team 3.25, ISCM Peers 3.80, External Peers 3.50

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	4.13
Collaborate Actively	Builds relationships with stakeholders in the business	4.06
Collaborate Actively	Interacts and builds relationships with people across ISCM	3.88
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	3.87
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	3.81

The scores have been reversed and high score means favorable response

Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	**Statement**	**Respondent Average**
Be Bold	*Waits for seniors to take decisions* *	*1.93*
Collaborate Actively	*Limits their interaction and communication with the same set of people* *	*2.33*
Be Bold	*Shares good news and achievements but not failures and mistakes* *	*3.00*
Build Capability – for Self and Others	*Is reluctant to explore modern technology* *	*3.25*
Demonstrate an SCM Mindset	*Achieves results but with low focus on costs and efficiencies* *	*3.27*

The scores have been reversed and high score means favorable response

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Section 5: Convergence and Divergence Areas

Top 5 Converging Statements

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

Focus Area	Statement	Self-Rating	Respondent Average
	Top 5 Converging Statements		
Collaborate Actively	Builds relationships with stakeholders in the business	4.00	4.06
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.00	3.88
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.00	3.79
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.00	3.69
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	4.00	3.60

The scores have been reversed and high score means favorable response

Top 5 Diverging Statements

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

Focus Area	Statement	Self-Rating	Respondent Average
	Top 5 Diverging Statements		
Collaborate Actively	Limits their interaction and communication with the same set of people *	5.00	2.33
Build Capability – for Self and Others	Is reluctant to explore modern technology *	5.00	3.25
Collaborate Actively	Communicates and shares information transparently and promptly	5.00	3.38
Build Capability – for Self and Others	Does not empower or give authority to team members *	5.00	3.40
Demonstrate an SCM Mindset	Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *	5.00	3.47

The scores have been reversed and high score means favorable response

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Section 6: Qualitative Comments

Your significant strengths (An AI tool has been used to summarize the responses)

Summary: Significant Strengths of This Leader

1. **Adaptability & Openness to Change**
   - Quickly **accepts changes** and **adapts to new technologies**.
   - **Flexible** and adjusts well to changing circumstances.

2. **Leadership & People Management**
   - Strong in **delegation**, **motivating teams**, and leveraging individual strengths.
   - Demonstrates **emotional intelligence** and fosters a **positive, results-oriented environment**.
   - Encourages and **supports team success**, with a high **project execution success rate**.

3. **Collaboration & Stakeholder Management**
   - **Good collaborator** with strong **stakeholder management** skills.
   - Maintains **good relationships with superiors and peers**.

4. **Strategic & Visionary Thinking**
   - Has a **visionary mindset** and **strategic approach** to problem-solving.
   - Proactive in **exploring new technologies** to improve productivity.

5. **Technical & Analytical Strengths**
   - Skilled in **data analysis** and **process optimization**.
   - Experience in **vendor and subcontract management**.
   - Ability to **streamline operations** and improve **efficiency**.

6. **Communication & Assertiveness**
   - Strong **communication skills** with an **assertive approach**.
   - Friendly, **approachable**, and open to **new ideas and feedback**.

Key Takeaway: A highly adaptable, visionary leader with strong technical expertise, collaboration skills, and a focus on innovation, efficiency, and people management.

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. **Adopt New Technologies & Innovation**
   - Leverage **AI and automation** to improve processes.
   - **Encourage discussions** on new technologies and productivity improvements.

2. **Develop Leadership & Team Management**
   - **Invest in self and team development**, fostering a **growth mindset**.
   - **Coach and mentor** team members for leadership roles.

- o **Encourage cross-functional collaboration** and **build a strong workforce**.
3. **Enhance Decision-Making & Strategic Focus**
   - o Improve **time management** and **quick decision-making**.
   - o **Take independent decisions** while being **transparent** about essential matters.
   - o Align decisions with **market challenges** and **business needs** proactively.
4. **Build Trust & Foster Inclusivity**
   - o **Gain team trust** through transparency and open communication.
   - o Treat all employees with **equal respect**, avoiding favoritism.
   - o Provide **fair performance evaluations** and recognition based on merit.
5. **Improve Business & Cost Efficiency**
   - o Focus on **cost control**, **budget management**, and **operational efficiency**.
   - o Identify **cost-saving opportunities** while improving **productivity and quality**.
6. **Encourage a Culture of Collaboration & Accountability**
   - o Delegate responsibilities effectively rather than relying on a few key people.
   - o **Involve and empower team members** in decision-making.
   - o **Respect employees at all levels**, ensuring fair treatment and equal opportunities.

Key Takeaway: This leader should **embrace new technologies, enhance decision-making, foster trust and inclusivity, and focus on leadership development** to transform ISCM 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. **Avoid Overcommitting & Workload Imbalance**
   - o **Stop saying "yes" to everything**, leading to **overload and inefficiency**.
   - o **Learn to delegate effectively** instead of trying to do everything alone.
   - o Stop **attempting multiple tasks at once**—work in a **phased manner** for better effectiveness.
2. **Eliminate Micromanagement & Favoritism**
   - o **Stop micromanaging** and **trust the team** to take ownership of tasks.
   - o Avoid **favoritism** and **biased decision-making**, ensuring fair opportunities for all.
   - o **Stop being influenced** by select employees or office politics.
3. **Improve Decision-Making & Communication**
   - o **Stop waiting for senior decisions** on every matter—**take ownership** where possible.
   - o **Ensure timely responses** to production issues instead of unnecessary delays.
   - o **Stop withholding key information** from the production team—ensure transparent communication.
4. **Adopt a Growth-Oriented & Proactive Mindset**
   - o **Move away from a fixed mindset** and **embrace innovation** and continuous learning.
   - o **Avoid working in silos**—encourage better **collaboration and communication**.

o Be more **proactive rather than reactive** in handling issues.

5. **Enhance Fairness & Team Morale**

   o **Stop humiliating newcomers**—support and guide them instead.

   o **Recognize and appreciate** employees' contributions instead of focusing only on faults.

   o **Make performance-based decisions** instead of relying solely on documentation.

Key Takeaway: To be more effective, this leader should **delegate more, eliminate favoritism, improve decision-making, enhance communication, and foster a more transparent and proactive leadership style**.

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

Summary: Additional Feedback & Comments

1. **Strong Leadership & Positive Traits**

   o A **good human being** who is **task-oriented, flexible, accountable, and reliable**.

   o Appreciates team **ideas and feedback**, actively involving them in decision-making.

   o **Strong knowledge of vendor management** and assembly line operations.

   o **Supportive leader** with strong **interpersonal skills** and a collaborative approach.

2. **Areas for Improvement**

   o Needs to **strengthen people management and decision-making skills**.

   o Should **improve on giving and receiving feedback** more effectively.

   o **Overcomes bias in the system**—adopt a **more collaborative and inclusive approach**.

   o Develop **a firm and clear point of view** instead of always balancing situations.

   o Avoid **indecisiveness and seeking constant validation**—be more confident in decisions.

3. **Decision-Making & Organizational Impact**

   o Decisions should be made **with relevant team involvement**, not just for formality.

   o Avoid making **personal preference-based decisions**—focus on **organizational growth**.

   o Ensure decisions positively impact **employee engagement and production efficiency**.

4. **Leadership Development**

   o Should receive **leadership and behavioral training** to refine management skills.

   o Enhance **team formation and orientation** toward company goals.

   o Leverage **teamwork skills** more effectively to **empower and uplift** team members.

5. **Team Engagement & Recognition**

   o Actively organizes **team-building activities**, **appreciates team contributions**, and **values collaboration**.

Key Takeaway: The leader is highly **reliable, supportive, and knowledgeable** but should focus on **strengthening people management, making firm and unbiased decisions, and fostering a more confident leadership style**.

END