360 Culture Feedback Survey Report

Culture Transformation Journey
@
W&W ISCM

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Suresh P

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	10
ISCM Peers	Peers within ISCM	4
External Peers	Peers Outside ISCM	2

FOCUS AREAS

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

1. Be Bold

2. Build Capability – for Self and Others

3. Collaborate Actively

4. Demonstrate an SCM Mindset

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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.

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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	**4.28**	**3.99**		**3.99**
Be Bold	4.10	3.84		3.83
Build Capability – for Self and Others	4.33	3.90		3.94
Collaborate Actively	4.56	4.06		4.06
Demonstrate an SCM Mindset	4.13	4.20		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

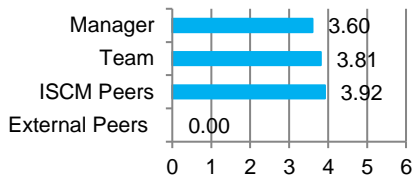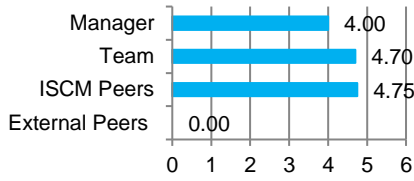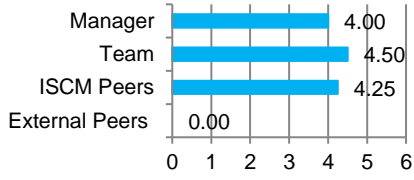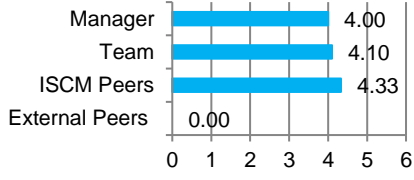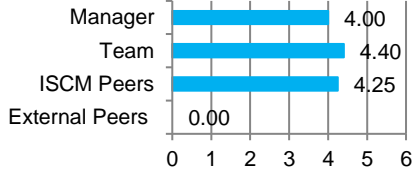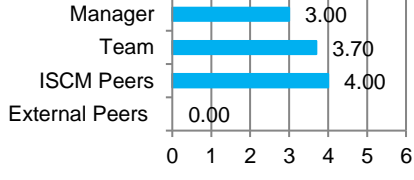| Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	**4.28**	**3.67**	**4.06**	**3.86**	**-**
Be Bold	4.10	3.60	3.81	3.92	-
Build Capability – for Self and Others	4.33	3.56	4.03	3.74	-
Collaborate Actively	4.56	3.78	4.18	3.80	-
Demonstrate an SCM Mindset	4.13	3.75	4.27	3.97	-

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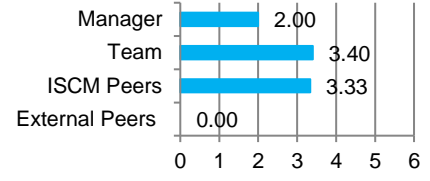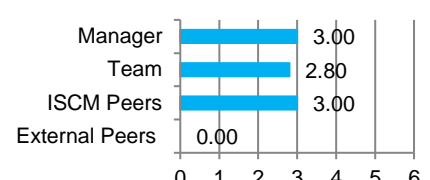
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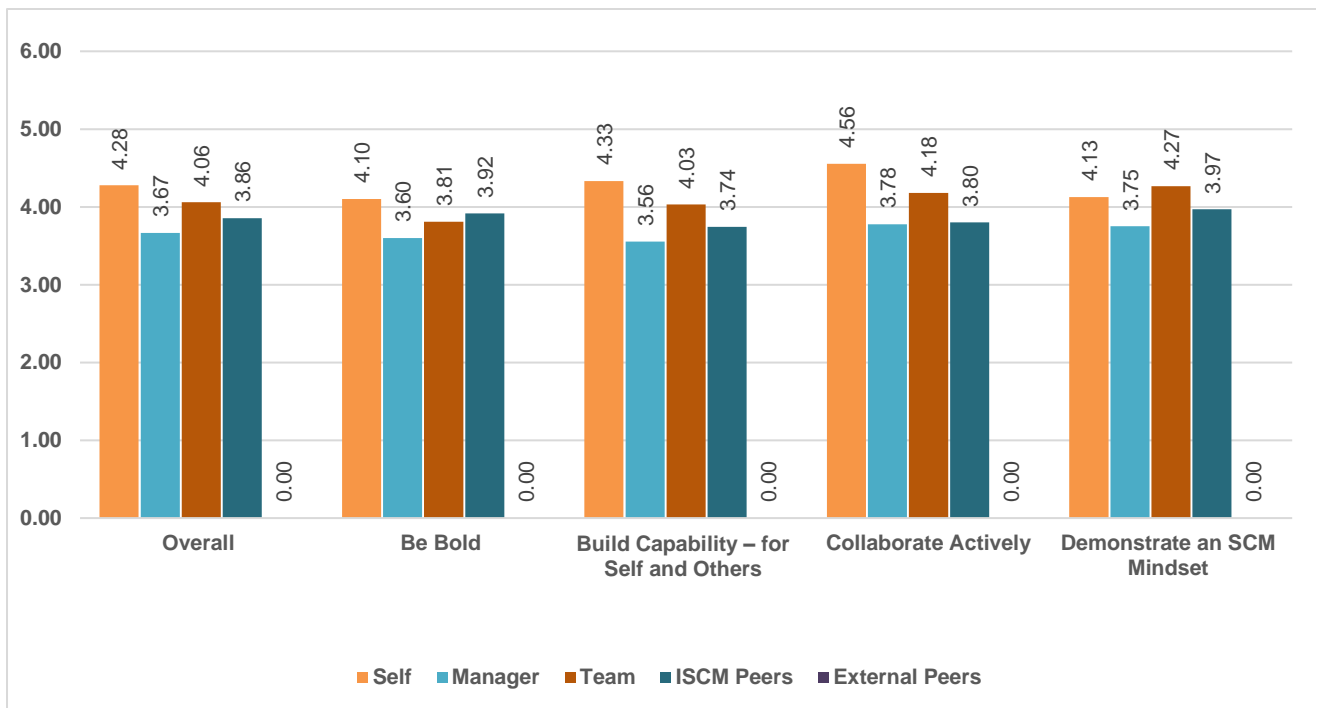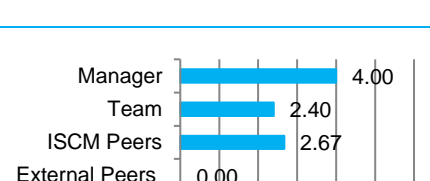
Section 3: Statement Wise Report

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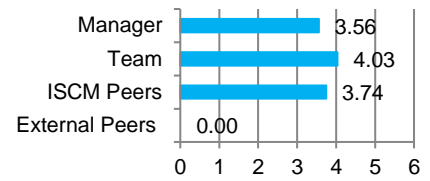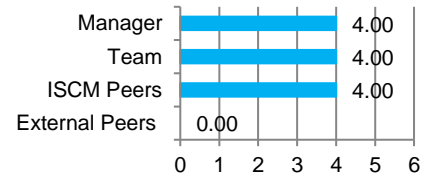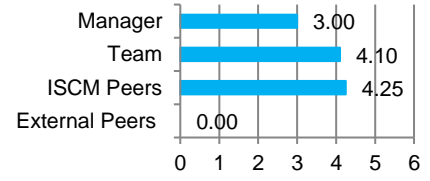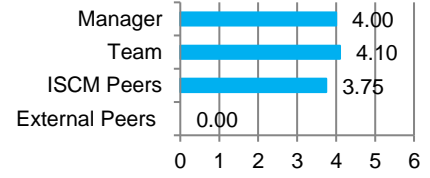
Focus Area: Be Bold
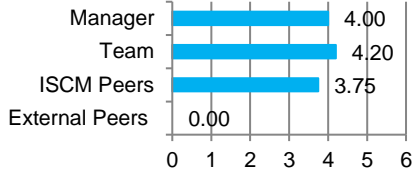
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.10**	**3.84**	Manager 3.60, Team 3.81, ISCM Peers 3.92, External Peers 0.00
1.	Speaks up and boldly shares opinions	4.00	4.71	Manager 4.00, Team 4.70, ISCM Peers 4.75, External Peers 0.00
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.41	Manager 4.00, Team 4.50, ISCM Peers 4.25, External Peers 0.00
3.	Tracks and monitors performance of the team regularly	4.00	4.14	Manager 4.00, Team 4.10, ISCM Peers 4.33, External Peers 0.00
4.	Ensures team members meet their goals and commitments	4.00	4.31	Manager 4.00, Team 4.40, ISCM Peers 4.25, External Peers 0.00
5.	Takes quick action when people underperform	5.00	3.73	Manager 3.00, Team 3.70, ISCM Peers 4.00, External Peers 0.00
6.	Makes decisions without delays	4.00	3.94	Manager 4.00, Team 3.80, ISCM Peers 4.25, External Peers 0.00

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	5.00	4.06	Manager 4.00; Team 4.30; ISCM Peers 4.00; External Peers 0.00
8.	Admits mistakes and learns from failure	4.00	3.38	Manager 2.00; Team 3.40; ISCM Peers 3.33; External Peers 0.00
9.	*Waits for seniors to take decisions ****	*3.00*	*2.94*	Manager 3.00; Team 2.80; ISCM Peers 3.00; External Peers 0.00
10.	*Shares good news and achievements but not failures and mistakes ****	*3.00*	*2.75*	Manager 4.00; Team 2.40; ISCM Peers 2.67; External Peers 0.00

The scores have been reversed and high score means favorable response
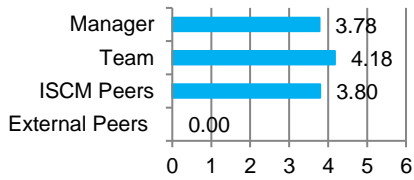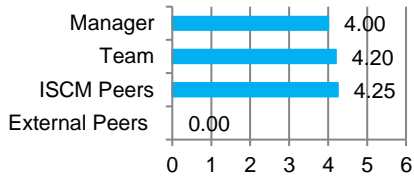
Focus Area: Build Capability – for Self and Others

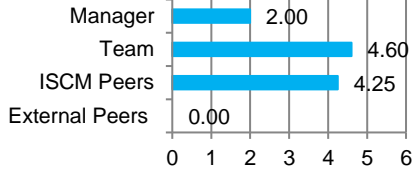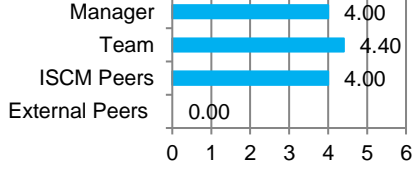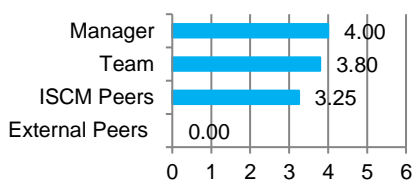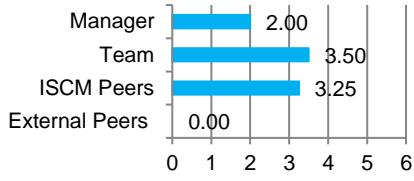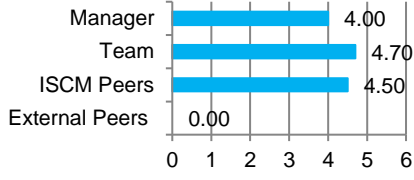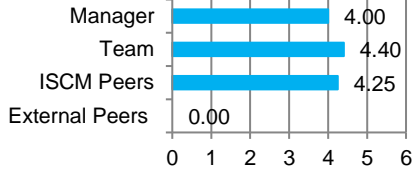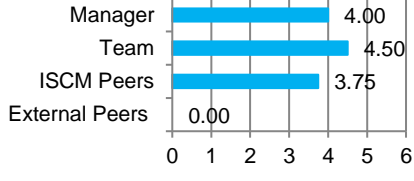| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.33**	**3.90**	Manager 3.56; Team 4.03; ISCM Peers 3.74; External Peers 0.00
1.	Learns new skills and knowledge to transform ISCM	4.00	4.00	Manager 4.00; Team 4.00; ISCM Peers 4.00; External Peers 0.00
2.	Accepts change and adapts quickly	4.00	4.06	Manager 3.00; Team 4.10; ISCM Peers 4.25; External Peers 0.00
3.	Delegates authority to team members to decentralize decision making	5.00	3.94	Manager 4.00; Team 4.10; ISCM Peers 3.75; External Peers 0.00

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
4.	Builds new and diverse capabilities needed in the team	5.00	4.19	Manager 4.00 / Team 4.30 / ISCM Peers 4.00 / External Peers 0.00
5.	Coaches team members to improve their performance and abilities	5.00	4.06	Manager 4.00 / Team 4.20 / ISCM Peers 3.75 / External Peers 0.00
6.	Drives a data driven decision making approach within ISCM	4.00	4.35	Manager 2.00 / Team 4.60 / ISCM Peers 4.25 / External Peers 0.00
7.	*Gets too involved in unnecessary details *	*3.00*	*2.82*	Manager 3.00 / Team 2.80 / ISCM Peers 2.50 / External Peers 0.00
8.	*Is reluctant to explore modern technology *	*4.00*	*4.13*	Manager 4.00 / Team 4.40 / ISCM Peers 4.00 / External Peers 0.00
9.	*Does not empower or give authority to team members *	*5.00*	*3.59*	Manager 4.00 / Team 3.80 / ISCM Peers 3.25 / External Peers 0.00

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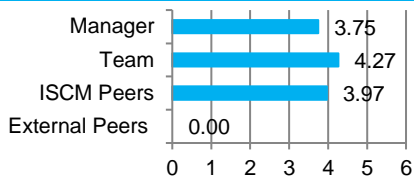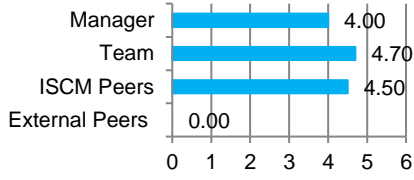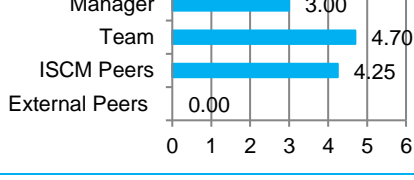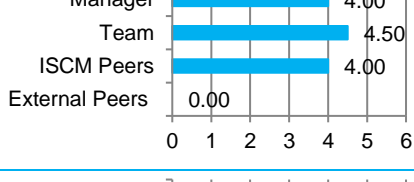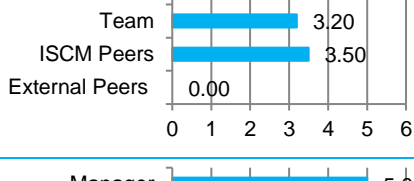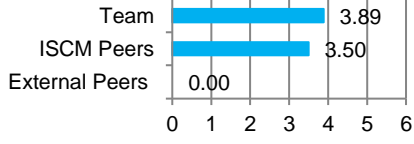
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.56**	**4.06**	Manager 3.78 / Team 4.18 / ISCM Peers 3.80 / External Peers 0.00
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.18	Manager 4.00 / Team 4.20 / ISCM Peers 4.25 / External Peers 0.00

#				Chart
2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	3.35	Manager 2.00 / Team 3.50 / ISCM Peers 3.25 / External Peers 0.00
3.	Interacts and builds relationships with people across ISCM	5.00	4.59	Manager 4.00 / Team 4.70 / ISCM Peers 4.50 / External Peers 0.00
4.	Builds relationships with stakeholders in the business	5.00	4.29	Manager 4.00 / Team 4.40 / ISCM Peers 4.25 / External Peers 0.00
5.	Communicates and shares information transparently and promptly	5.00	4.24	Manager 4.00 / Team 4.50 / ISCM Peers 3.75 / External Peers 0.00
6.	Is trustworthy – delivers on commitments	5.00	4.41	Manager 4.00 / Team 4.50 / ISCM Peers 4.25 / External Peers 0.00
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.33	Manager 4.00 / Team 4.40 / ISCM Peers 4.25 / External Peers 0.00
8.	*Limits their interaction and communication with the same set of people *	*3.00*	*3.25*	Manager 4.00 / Team 3.20 / ISCM Peers 2.75 / External Peers 0.00
9.	*Speaks negatively about others behind their backs *	*5.00*	*3.87*	Manager 4.00 / Team 4.20 / ISCM Peers 2.67 / External Peers 0.00

The scores have been reversed and high score means favorable response

Focus Area: Demonstrate an SCM Mindset

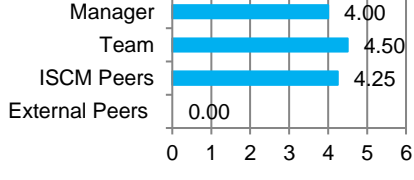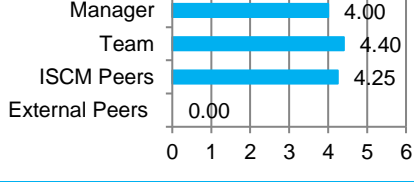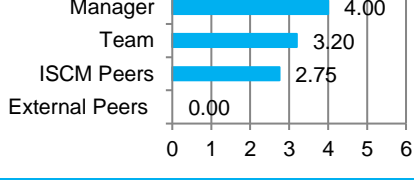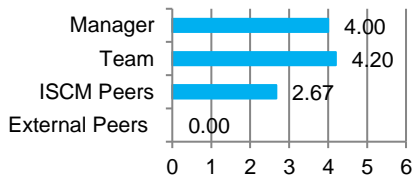| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.13**	**4.20**	Manager 3.75, Team 4.27, ISCM Peers 3.97, External Peers 0.00
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.59	Manager 4.00, Team 4.70, ISCM Peers 4.50, External Peers 0.00
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.25	Manager 3.00, Team 4.40, ISCM Peers 4.00, External Peers 0.00
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.38	Manager 4.00, Team 4.50, ISCM Peers 4.00, External Peers 0.00
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.53	Manager 3.00, Team 4.70, ISCM Peers 4.25, External Peers 0.00
5.	Monitors and controls costs in own department / function	5.00	4.33	Manager 4.00, Team 4.50, ISCM Peers 4.00, External Peers 0.00
6.	Improves productivity by leveraging tools and technology	4.00	4.07	Manager 3.00, Team 4.20, ISCM Peers 4.00, External Peers 0.00
7.	*Achieves results but with low focus on costs and efficiencies *	*3.00*	*3.33*	Manager 4.00, Team 3.20, ISCM Peers 3.50, External Peers 0.00
8.	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *	*4.00*	*4.00*	Manager 5.00, Team 3.89, ISCM Peers 3.50, External Peers 0.00

The scores have been reversed and high score means favorable response

Section 4: Top 5 & Bottom 5 Statements
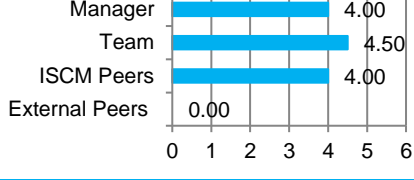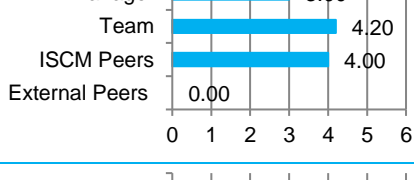
Top 5 Statements

This section highlights the top 5 Statements as per the respondents

Top 5 Statements		
Focus Area	**Statement**	**Respondent Average**
Be Bold	Speaks up and boldly shares opinions	4.71
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.59
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.59
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.53
Be Bold	Challenges and questions others to improve decisions and outcomes	4.41

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	*Shares good news and achievements but not failures and mistakes **	*2.75*
Build Capability – for Self and Others	*Gets too involved in unnecessary details **	*2.82*
Be Bold	*Waits for seniors to take decisions **	*2.94*
Collaborate Actively	*Limits their interaction and communication with the same set of people **	*3.25*
Demonstrate an SCM Mindset	*Achieves results but with low focus on costs and efficiencies **	*3.33*

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.

	Top 5 Converging Statements		
Focus Area	**Statement**	**Self-Rating**	**Respondent Average**
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	4.00	4.00
Demonstrate an SCM Mindset	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals ***	*4.00*	*4.00*
Be Bold	*Waits for seniors to take decisions ***	*3.00*	*2.94*
Build Capability – for Self and Others	Accepts change and adapts quickly	4.00	4.06
Be Bold	Makes decisions without delays	4.00	3.94

*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	*Does not empower or give authority to team members ***	*5.00*	*3.59*
Be Bold	Takes quick action when people underperform	5.00	3.73
Collaborate Actively	*Speaks negatively about others behind their backs ***	*5.00*	*3.87*
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	5.00	3.94
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	5.00	4.06

*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. **Expertise & Technical Knowledge**
   o Deep **functional expertise** in **watch components, vendor ecosystems, and techno-commercial aspects**.
   o **Strong process and system orientation**, always seeking **automation and efficiency improvements**.
   o **Data-driven decision-making** and **risk-taking ability** to drive innovation.

2. **Strategic & Innovative Thinking**
   o **Explores new technologies** and stays updated on **industry trends**.
   o **Challenges the status quo** by promoting **innovative thinking** and **continuous improvement**.
   o **Preemptive problem-solving**—anticipates challenges and proactively finds solutions.

3. **Leadership & Relationship Building**
   o Builds **strong relationships across teams, vendors, and stakeholders**—both domestic and international.
   o Encourages **collaboration, inclusivity, and open communication** within the team.
   o Bold in **sharing opinions** while also being a **good listener**.
   o **Highly approachable and supportive** as a mentor.

4. **Work Ethic & Commitment**
   o **Dedicated, hardworking, and target-oriented**, ensuring commitments are met.
   o **Handles pressure well** and maintains **emotional balance** in challenging situations.
   o Maintains **integrity, punctuality, and accountability** in all responsibilities.

Key Takeaway

This leader is **technically sound, system-driven, and innovative**, with **strong strategic thinking and leadership skills**. His ability to **build relationships, foster collaboration, and drive efficiency** makes him a **highly valuable asset** to the organization.

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. **Enhance Strategic Focus & Stakeholder Collaboration**
   o **Engage deeply with business teams** and align ISCM deliveries with brand needs.
   o Ensure **transparency** and **stakeholder confidence** by sharing brand needs at the right time.

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- o **Take input from all stakeholders** and work collectively towards performance improvement.
- o **Bridge gaps in the overall product portfolio** to align with long-term business goals.

2. **Empower & Develop the Team**
   - o **Delegate with purpose**, allowing space for team members to take ownership.
   - o **Empower managers** to make decisions rather than centralizing control.
   - o Foster **collaboration and coaching**, instead of demanding change.
   - o Improve **conflict resolution strategies** to maintain a positive work environment.

3. **Drive Innovation & Process Improvement**
   - o **Invest in smart manufacturing, automation, and modern systems** to improve efficiency.
   - o Explore **new vendors** and **negotiate better** for cost and quality balance.
   - o **Reduce lead time for new product development** and streamline planning.
   - o Encourage **data-driven decision-making** that resonates with stakeholders.

4. **Adopt a Holistic & Customer-Centric Approach**
   - o Move beyond a functional mindset and **think from an overall product portfolio perspective**.
   - o Be more **flexible to customer needs** and challenge resistance to change.
   - o Focus on **high-level priorities** instead of getting caught up in operational details.
   - o Support **work-life balance initiatives** for better productivity.

Key Takeaway

To **transform ISCM**, the leader should **foster collaboration, delegate effectively, drive automation, and take a holistic business approach** while focusing on **stakeholder confidence, innovation, and efficiency**.

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 & Operational Involvement**
   - o Avoid **getting too involved in operational tasks**—trust the team to handle them.
   - o **Stop excessive reviews at the operational level** and focus on strategic priorities.

2. **Shift Decision-Making Approach**
   - o **Move away from authoritative decision-making**; involve the team in collective problem-solving.
   - o **Stop dictating solutions** and making decisions based on personal beliefs or past mistakes.
   - o **Avoid over-reliance on assumptions and perceptions**, especially from previous experiences.

3. **Improve Communication & Team Engagement**
   - o **Listen more** and **value team opinions** instead of pushing personal viewpoints.
   - o **Avoid unnecessary arguments to prove a point** and ensure facts are data-backed.

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- o Instead of **criticizing ideas outright**, explain why they may not work to encourage continued contributions.

4. **Simplify Processes & Reduce Excessive Data Requests**
   - o **Minimize repetitive data collection** that delays decision-making and frustrates the team.
   - o **Know when to ask for data**—avoid excessive details when quick action is needed.

5. **Ensure Fairness & Balanced Workloads**
   - o **Avoid selective treatment of certain individuals**; distribute opportunities more evenly.
   - o **Recognize and appreciate team efforts** to boost morale.
   - o Ensure the **workload is balanced** to prevent burnout.

Key Takeaway

To be more effective, the leader should **trust the team, delegate more, listen actively, avoid excessive data dependency, and create a fair and motivating work environment** while focusing on **strategic rather than operational matters**.

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

Summary: Additional Feedback & Comments

1. **Strategic & Data-Driven Approach**
   - o **Focus on strategic-level reviews** rather than operational details.
   - o **Use data-driven decision-making** for technological solutions and long-term challenges.
   - o **Balance effort vs. benefit** when implementing new initiatives.

2. **Communication & Team Engagement**
   - o Ensure **transparent and timely communication** to align the team.
   - o **Be more accepting of the time needed for staff to complete tasks**.
   - o **Take the team along** in decision-making and execution.

3. **Leadership & Mentorship**
   - o **Guide and develop the team's skills** to improve productivity and knowledge.
   - o Provide **opportunities for professional growth** and competency building.
   - o **Be more approachable and inclusive** across all team members, avoiding selectiveness.

4. **Ground-Level Understanding**
   - o While systemic changes are appreciated, **consider practical execution challenges** on the ground.
   - o Maintain **a balance between futuristic thinking and current realities**.

Key Takeaway

The leader is on the right track but should **focus more on strategic impact, improve communication and team inclusivity, and ensure practical execution of systemic changes while mentoring the team for growth**.

END