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	1
Team	Direct reportees + Indirect Reportees	0
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.

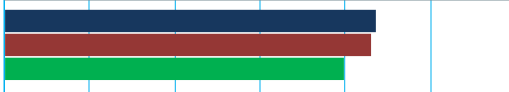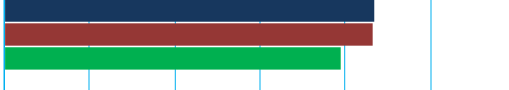### Section 5: Convergence and Divergence Areas

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	**4.36**	**4.31**		**3.99**
Be Bold	4.20	4.29		3.83
Build Capability – for Self and Others	4.33	4.32		3.94
Collaborate Actively	4.44	4.34		4.06
Demonstrate an SCM Mindset	4.50	4.29		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

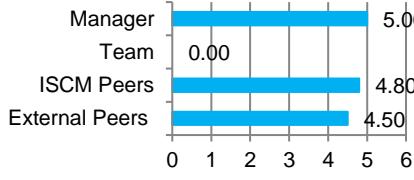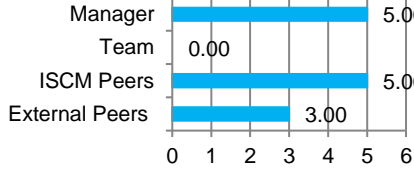| Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	**4.36**	**4.00**	**-**	**4.52**	**3.93**
Be Bold	4.20	4.20	-	4.44	4.00
Build Capability – for Self and Others	4.33	4.22	-	4.56	3.67
Collaborate Actively	4.44	3.33	-	4.60	4.22
Demonstrate an SCM Mindset	4.50	4.25	-	4.50	3.55
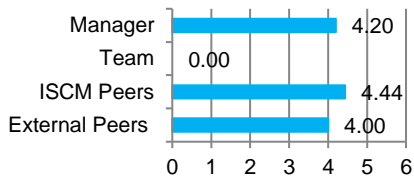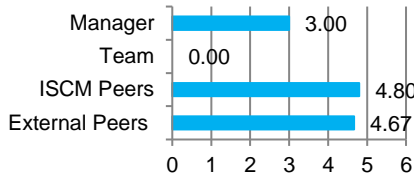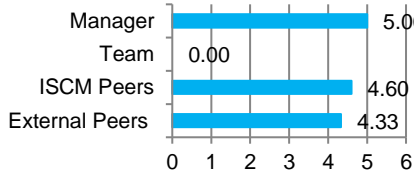
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity
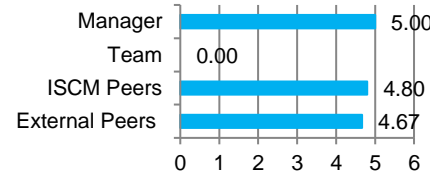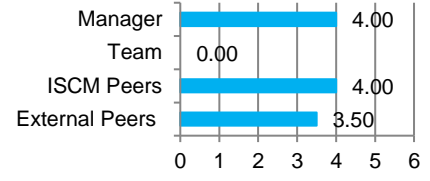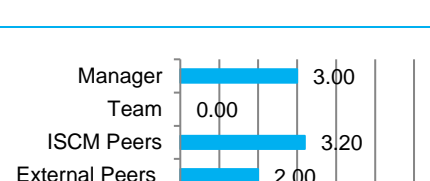
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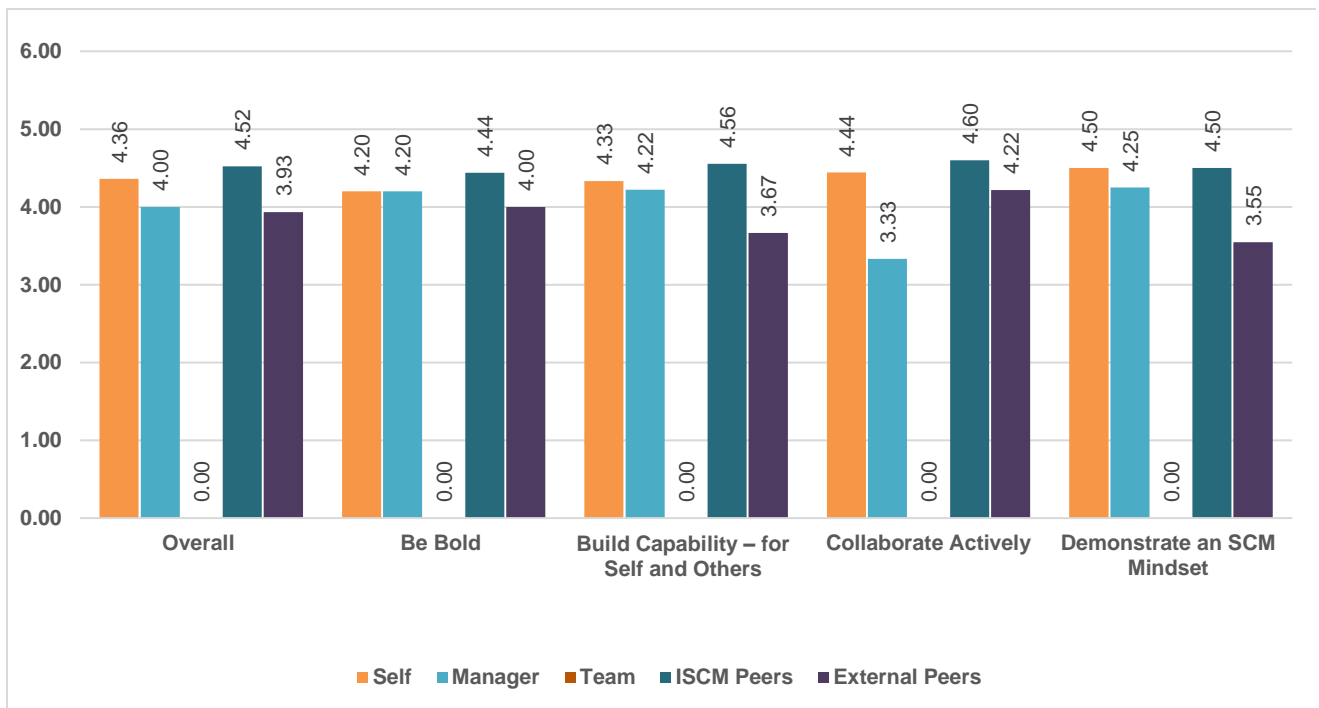
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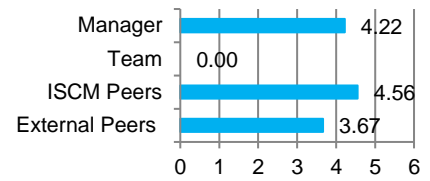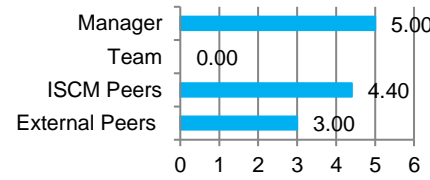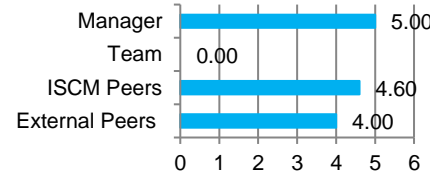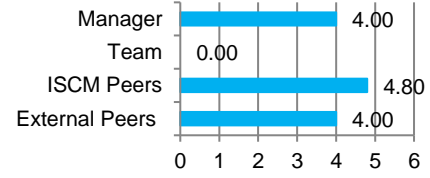
Focus Area: Be Bold
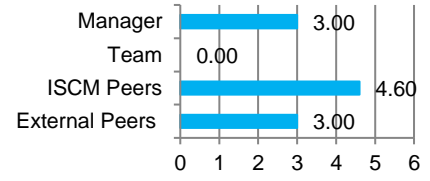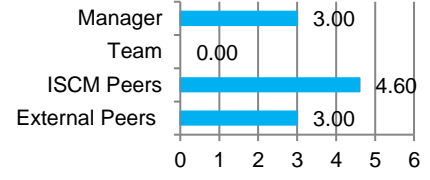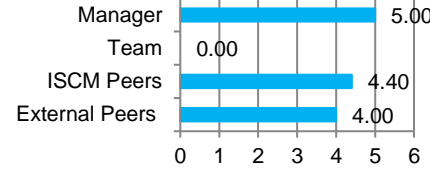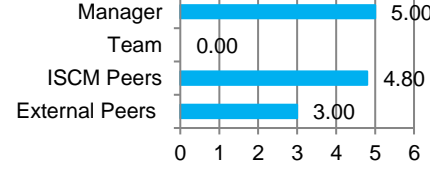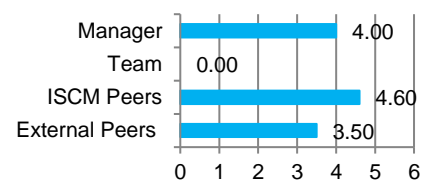
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.20**	**4.29**	Manager 4.20 Team 0.00 ISCM Peers 4.44 External Peers 4.00
1.	Speaks up and boldly shares opinions	4.00	4.56	Manager 3.00 Team 0.00 ISCM Peers 4.80 External Peers 4.67
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.56	Manager 5.00 Team 0.00 ISCM Peers 4.60 External Peers 4.33
3.	Tracks and monitors performance of the team regularly	4.00	4.75	Manager 5.00 Team 0.00 ISCM Peers 4.80 External Peers 4.50
4.	Ensures team members meet their goals and commitments	5.00	4.67	Manager 5.00 Team 0.00 ISCM Peers 4.80 External Peers 4.33
5.	Takes quick action when people underperform	4.00	4.71	Manager 5.00 Team 0.00 ISCM Peers 5.00 External Peers 3.00
6.	Makes decisions without delays	4.00	4.89	Manager 5.00 Team 0.00 ISCM Peers 5.00 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	5.00	4.78	Manager 5.00 / Team 0.00 / ISCM Peers 4.80 / External Peers 4.67
8.	Admits mistakes and learns from failure	5.00	3.88	Manager 4.00 / Team 0.00 / ISCM Peers 4.00 / External Peers 3.50
9.	*Waits for seniors to take decisions **	*3.00*	*2.89*	Manager 2.00 / Team 0.00 / ISCM Peers 3.40 / External Peers 2.33
10.	*Shares good news and achievements but not failures and mistakes **	*3.00*	*3.00*	Manager 3.00 / Team 0.00 / ISCM Peers 3.20 / External Peers 2.00

The scores have been reversed and high score means favorable response

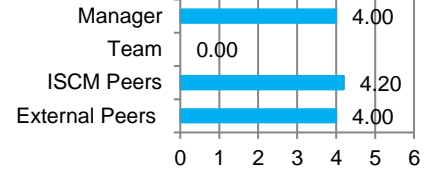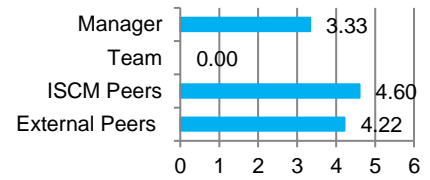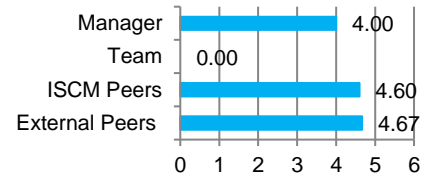## Focus Area: Build Capability – for Self and Others
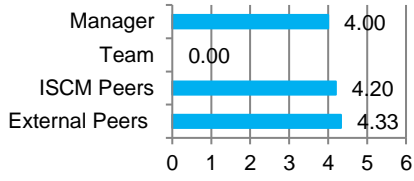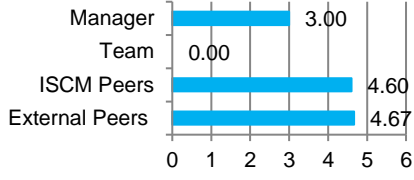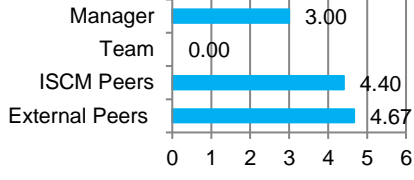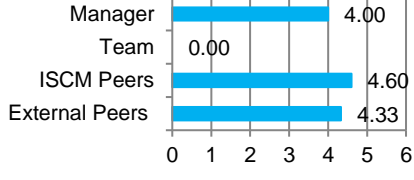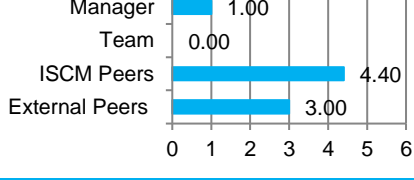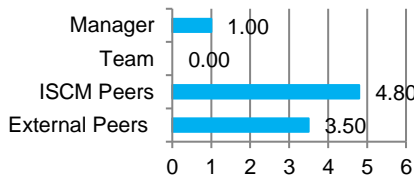
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.33**	**4.32**	Manager 4.22 / Team 0.00 / ISCM Peers 4.56 / External Peers 3.67
1.	Learns new skills and knowledge to transform ISCM	4.00	4.29	Manager 5.00 / Team 0.00 / ISCM Peers 4.40 / External Peers 3.00
2.	Accepts change and adapts quickly	5.00	4.44	Manager 5.00 / Team 0.00 / ISCM Peers 4.60 / External Peers 4.00
3.	Delegates authority to team members to decentralize decision making	5.00	4.44	Manager 4.00 / Team 0.00 / ISCM Peers 4.80 / External Peers 4.00

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	4.14	Manager 3.00 / Team 0.00 / ISCM Peers 4.60 / External Peers 3.00
5.	Coaches team members to improve their performance and abilities	4.00	4.14	Manager 3.00 / Team 0.00 / ISCM Peers 4.60 / External Peers 3.00
6.	Drives a data driven decision making approach within ISCM	4.00	4.14	Manager 4.00 / Team 0.00 / ISCM Peers 4.20 / External Peers 4.00
7.	*Gets too involved in unnecessary details *	*3.00*	*4.38*	Manager 5.00 / Team 0.00 / ISCM Peers 4.40 / External Peers 4.00
8.	*Is reluctant to explore modern technology *	*5.00*	*4.57*	Manager 5.00 / Team 0.00 / ISCM Peers 4.80 / External Peers 3.00
9.	*Does not empower or give authority to team members *	*5.00*	*4.25*	Manager 4.00 / Team 0.00 / ISCM Peers 4.60 / External Peers 3.50

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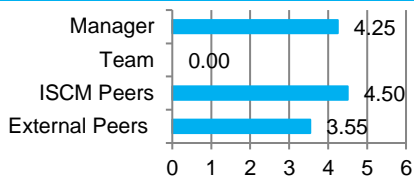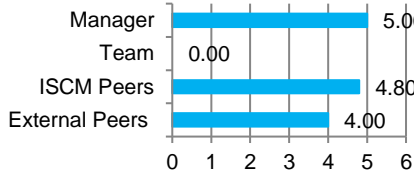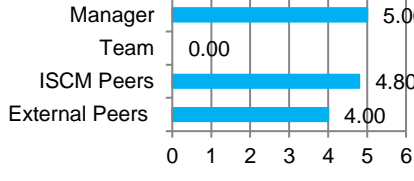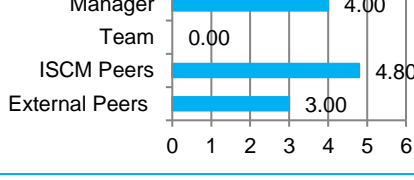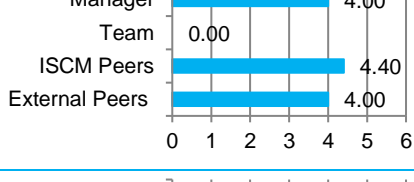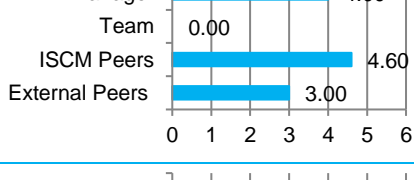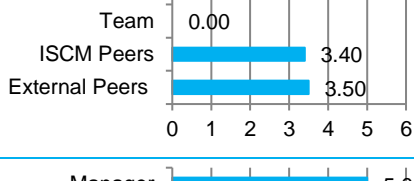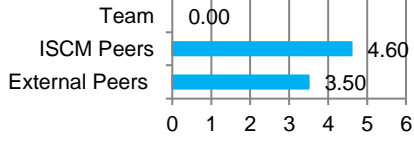
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.44**	**4.34**	Manager 3.33 / Team 0.00 / ISCM Peers 4.60 / External Peers 4.22
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.56	Manager 4.00 / Team 0.00 / ISCM Peers 4.60 / External Peers 4.67

2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.22	Manager 4.00 / Team 0.00 / ISCM Peers 4.20 / External Peers 4.33
3.	Interacts and builds relationships with people across ISCM	4.00	4.44	Manager 3.00 / Team 0.00 / ISCM Peers 4.60 / External Peers 4.67
4.	Builds relationships with stakeholders in the business	5.00	4.33	Manager 3.00 / Team 0.00 / ISCM Peers 4.40 / External Peers 4.67
5.	Communicates and shares information transparently and promptly	4.00	4.44	Manager 4.00 / Team 0.00 / ISCM Peers 4.60 / External Peers 4.33
6.	Is trustworthy – delivers on commitments	4.00	4.67	Manager 5.00 / Team 0.00 / ISCM Peers 4.80 / External Peers 4.33
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.71	Manager 5.00 / Team 0.00 / ISCM Peers 5.00 / External Peers 3.00
8.	*Limits their interaction and communication with the same set of people *	*5.00*	*3.63*	Manager 1.00 / Team 0.00 / ISCM Peers 4.40 / External Peers 3.00
9.	*Speaks negatively about others behind their backs *	*5.00*	*4.00*	Manager 1.00 / Team 0.00 / ISCM Peers 4.80 / External Peers 3.50

The scores have been reversed and high score means favorable response

CULTURE TRANSFORMATION
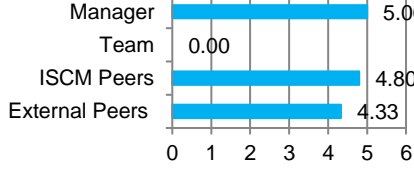
Focus Area: Demonstrate an SCM Mindset

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.50**	**4.29**	Manager 4.25, Team 0.00, ISCM Peers 4.50, External Peers 3.55
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.71	Manager 5.00, Team 0.00, ISCM Peers 4.80, External Peers 4.00
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.71	Manager 5.00, Team 0.00, ISCM Peers 4.80, External Peers 4.00
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.38	Manager 5.00, Team 0.00, ISCM Peers 4.60, External Peers 3.50
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.43	Manager 4.00, Team 0.00, ISCM Peers 4.80, External Peers 3.00
5.	Monitors and controls costs in own department / function	4.00	4.29	Manager 4.00, Team 0.00, ISCM Peers 4.40, External Peers 4.00
6.	Improves productivity by leveraging tools and technology	5.00	4.29	Manager 4.00, Team 0.00, ISCM Peers 4.60, External Peers 3.00
7.	*Achieves results but with low focus on costs and efficiencies *￼	*4.00*	*3.25*	Manager 2.00, Team 0.00, ISCM Peers 3.40, External Peers 3.50
8.	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *￼	*5.00*	*4.38*	Manager 5.00, Team 0.00, ISCM Peers 4.60, 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**
Be Bold	Makes decisions without delays	4.89
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.78
Be Bold	Tracks and monitors performance of the team regularly	4.75
Be Bold	Takes quick action when people underperform	4.71
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.71

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 **	*2.89*
Be Bold	*Shares good news and achievements but not failures and mistakes **	*3.00*
Demonstrate an SCM Mindset	*Achieves results but with low focus on costs and efficiencies **	*3.25*
Collaborate Actively	*Limits their interaction and communication with the same set of people **	*3.63*
Be Bold	Admits mistakes and learns from failure	3.88

The scores have been reversed and high score means favorable response

Section 5: Convergence and Divergence Areas

Top 5 Converging Statements

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

Top 5 Converging Statements			
Focus Area	**Statement**	**Self-Rating**	**Respondent Average**
Be Bold	*Shares good news and achievements but not failures and mistakes* *	*3.00*	*3.00*
Be Bold	*Waits for seniors to take decisions* *	*3.00*	*2.89*
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	4.14
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	4.00	4.14
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	4.00	4.14

*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	*Gets too involved in unnecessary details* *	*3.00*	*4.38*
Collaborate Actively	*Limits their interaction and communication with the same set of people* *	*5.00*	*3.63*
Be Bold	Admits mistakes and learns from failure	5.00	3.88
Collaborate Actively	*Speaks negatively about others behind their backs* *	*5.00*	*4.00*
Be Bold	Makes decisions without delays	4.00	4.89

*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. **Decisive & Action-Oriented**
   - **Quick decision-maker** without unnecessary delays.
   - **Proactive and results-driven**, ensuring timely execution.
2. **Strong Communication & Transparency**
   - **Clearly expresses opinions** and fosters collaboration.
   - **Aligns teams with stakeholder needs**, ensuring smooth coordination.
   - **Good interpersonal and listening skills.**
3. **Expertise & Reliability**
   - **Deep knowledge** in facility management and statutory requirements.
   - **Trustworthy and accountable**, always delivering on commitments.
   - **Systematic approach** in technical and commercial validations.

Key Takeaway:

A **proactive, decisive, and reliable leader** with **strong communication skills and deep technical expertise**, ensuring efficiency and alignment with stakeholders.

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. **Expand Scope & Responsibilities**
   - **Take on wider responsibilities** and additional departments.
   - **Collaborate with Plant & Department Heads** to drive operational excellence.
   - **Adopt a broader, business-centric outlook** beyond immediate tasks.
2. **Team Development & Skill Enhancement**
   - **Focus on workforce upskilling** and foster a learning culture.
   - **Strengthen initiatives** for Six Sigma, 5S, and operational improvements.
   - **Motivate and influence the team** to enhance their capabilities.
3. **Leverage Expertise for Greater Impact**
   - **Utilize experience in cost management & execution** to support cross-functional projects.
   - **Share insights and best practices** to improve overall ISCM performance.

Key Takeaway:

To **transform ISCM**, this leader should **broaden responsibilities, drive collaboration, upskill the workforce, and leverage expertise** for cross-functional success.

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. **Avoid Over-Reliance on a Top-Down Approach**
   o Encourage **more bottom-up engagement** and empower the team.
   o Foster a sense of **ownership and involvement** among team members.
2. **Enhance Team Alignment & Inclusion**
   o Ensure the team **feels connected to objectives** and their contributions matter.
3. **Balance Execution Speed with Organizational Readiness**
   o Recognize that **some departments operate at a slower pace** and adjust expectations accordingly.
4. **Improve Active Listening & Eliminate Inefficiencies**
   o Engage in **active listening** to enhance decision-making.
   o Continuously identify and **remove inefficiencies** in processes.

Key Takeaway:

To be more effective, this leader should **balance execution speed, empower the team, enhance alignment, and encourage open engagement.**

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

Summary: Additional Feedback & Comments

1. **Open to Feedback & Improvement**
   o Willing to **take 360-degree feedback positively** and address gaps.
2. **Dedicated & Methodical Approach**
   o Ensures **structured, disciplined, and persistent execution** of tasks.
   o Does not rush but **follows a proper workflow** for efficiency.
3. **Strong Subject Matter Expertise**
   o Recognized as a **techno-commercial expert** with deep industry knowledge.
   o Provides **valuable strategic insights** that benefit teams and ISCM as a whole.
4. **Proactive & Collaborative Leadership**
   o Supports **cross-functional teams** and ensures seamless execution.
   o Willing to **go the extra mile** to help other departments achieve objectives.
5. **Committed & Long-Term Asset**

o   Considered a **dedicated Titanian** with a strong future ahead.

Key Takeaway:

This leader is seen as a **highly knowledgeable, proactive, and committed professional** who positively impacts teams and ISCM. Open to feedback and continuous improvement.

END