

Titan Company Ltd.

360 Feedback Interim Report – Online Survey

**Leader to Legend
One Jewellery**

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Private and Confidential

Overview

This report provides you a summary of the 360 online survey that was conducted by our Technology partner, Ascendus. Responses from your manager, team (indirect reportees) and stakeholders/peers have been collated confidentially & is being presented to you. Please read this as Part-A of your 360-feedback exercise.

Part-B of 360-feedback includes the qualitative feedback based on interviews by Cocoon Facilitators with 3-4 key stakeholders.

Respondents

Based on your nominations the following respondents have completed the survey:

Respondent Category	Respondent Definition	Number of Respondents who completed the survey*
Self	Yourself	1
Manager	Your manager	1
Team	Your direct and indirect reportees	5
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	5

COMPETENCIES

The online responses are evaluated are based on a success profile developed for the Jewellery Division

1. Think Ahead

Key Themes - Longer Term and Differentiating | Outside -In

2. Simplify How We Work

Key Themes - The Critical Few | Execution Excellence | Empowering

3. Works Seamlessly

Key Themes - Alignment | Managing Interfaces and Interdependencies

4. Be Bold and Courageous.

Key Themes - Bold Decisions | Candour | Risk and Resilience

5. Nurture Relationships and Talent

Key Themes - Deep Engagement | Nurturing and Developing

Report Structure

The report consists of five sections:

Section 1: Overall Summary Report

- This section provides a comparison between Self score, the score given by all respondents, and overall survey average for each competency

Section 2: Competency Score by Respondent Category

- This section provides a comparison between Self score and the score given by each respondent category (Manager, Team and Stakeholders) for each competency

Section 3: Statement Wise Report

- This section provides a statement level score as given by Self, Managers, Team and Stakeholders
- Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. 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

Section 4: Areas of Strengths & Development

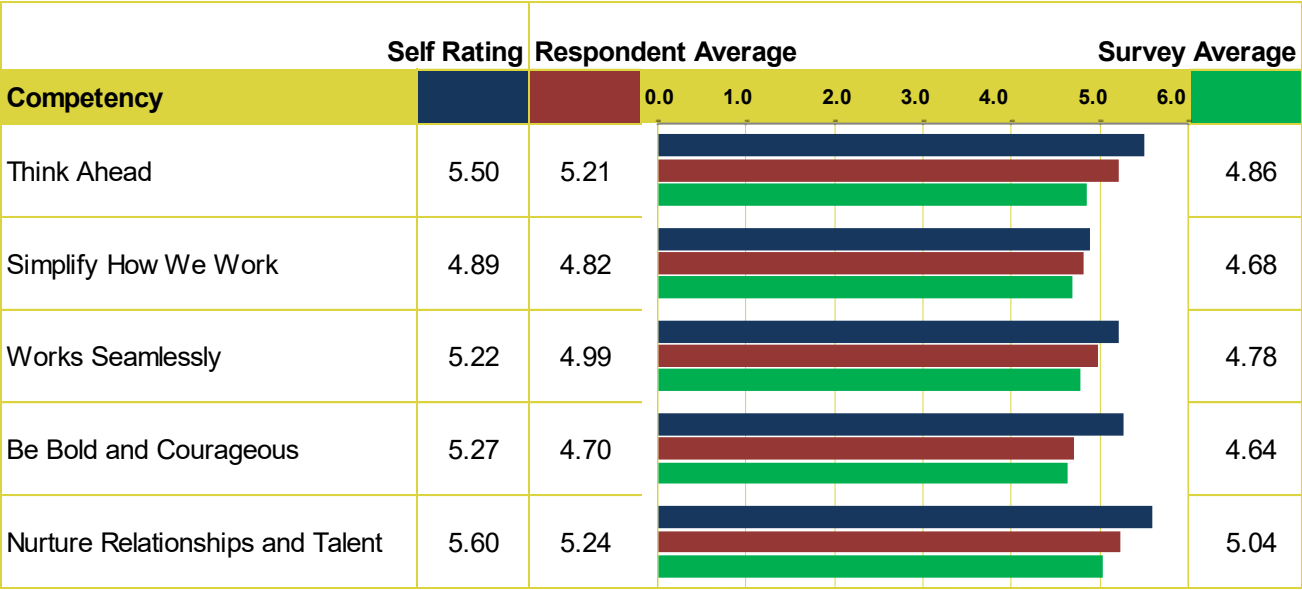
- This section provides the strengths and areas of development as rated by the respondents

Section 5: Verbatim Comments

- This section provides the verbatim comments written by self and respondents

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 (Supervisors, Team and Stakeholders) for each competency

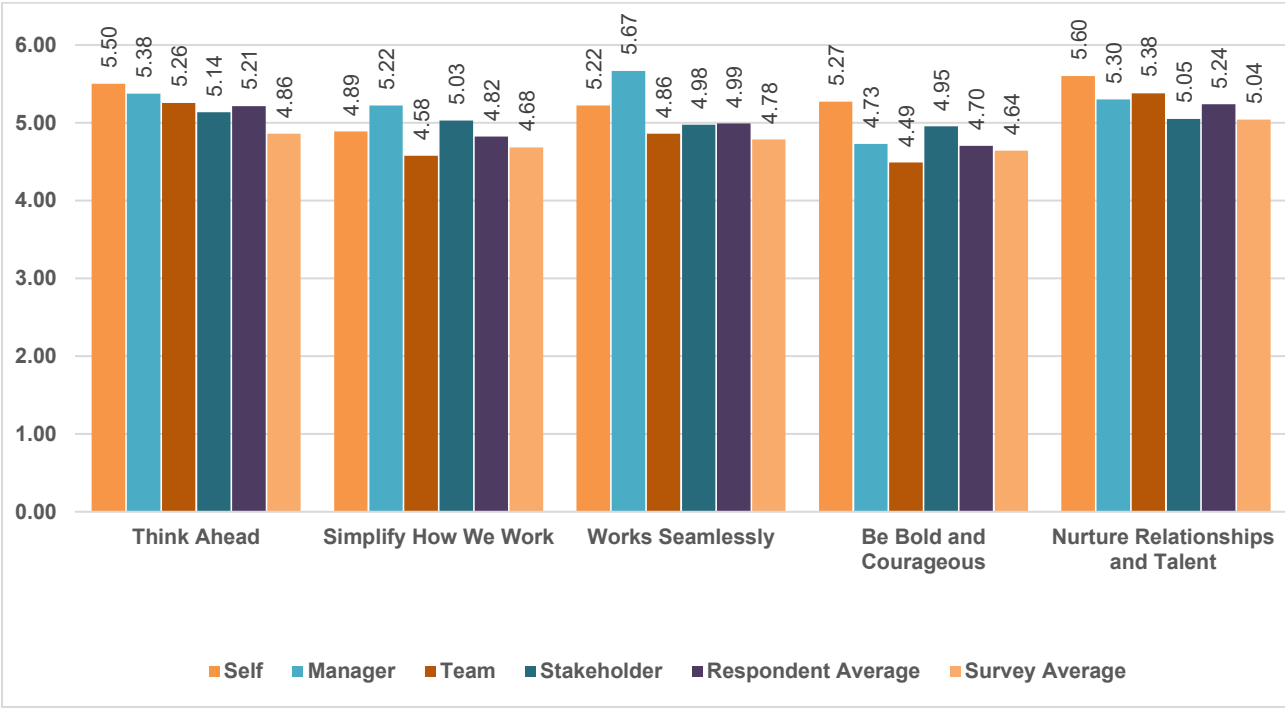


Section 2: Competency Score by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Managers, Team and Stakeholders) for each competency

Competency	Self	Manager	Team	Stakeholder	Respondent Average	Survey Average
Think Ahead	5.50	5.38	5.26	5.14	5.21	4.86
Simplify How We Work	4.89	5.22	4.58	5.03	4.82	4.68
Works Seamlessly	5.22	5.67	4.86	4.98	4.99	4.78
Be Bold and Courageous	5.27	4.73	4.49	4.95	4.70	4.64
Nurture Relationships and Talent	5.60	5.30	5.38	5.05	5.24	5.04

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

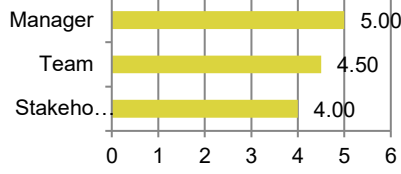


Section 3: Statement Wise Report

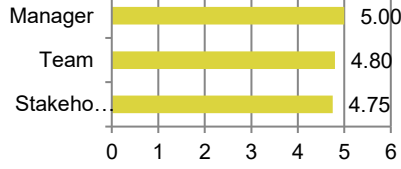
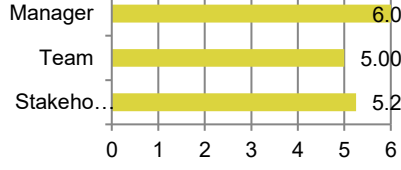
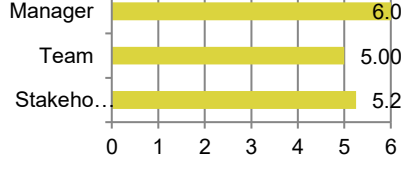
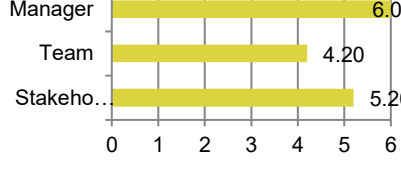
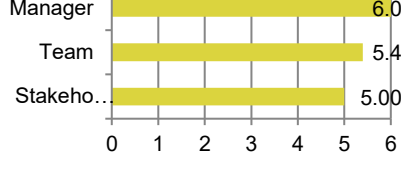
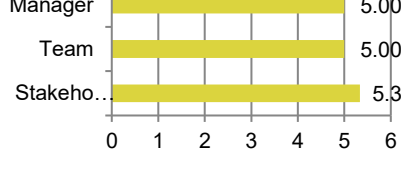
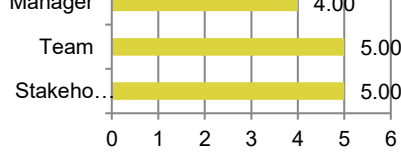
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Competency: Think Ahead

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Develops and implements strategies in own domain that will drive growth (revenue, profitability, etc.) for the year or beyond the quarter	5.00	5.70	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.50</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	6.00	5.64	<p>Manager: 6.00 Team: 5.60 Stakeholders: 5.60</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	5.00	4.73	<p>Manager: 5.00 Team: 5.00 Stakeholders: 4.40</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	5.36	<p>Manager: 5.00 Team: 5.40 Stakeholders: 5.40</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	6.00	5.73	<p>Manager: 6.00 Team: 5.80 Stakeholders: 5.60</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	5.18	<p>Manager: 5.00 Team: 5.00 Stakeholders: 5.40</p>	4.99
7.	Challenges status quo and assumptions	6.00	4.90	<p>Manager: 6.00 Team: 4.60 Stakeholders: 5.00</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	4.00	4.33		3.89
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Competency: Simplify How We Work

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Identifies and highlights trade-offs to enable focus on the critical (few) priorities	5.00	4.80		4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	5.20		4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	5.00	5.20		4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	5.00	4.82		4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	6.00	5.27		4.69
6.	Acts to simplify work at the front-end based on their feedback, and not just own assumptions	5.00	5.11		4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.00	4.91		4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	4.00	4.20	<p>Manager: 4.00 Team: 4.00 Stakeho...: 4.50</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	3.00	3.63	<p>Manager: 5.00 Team: 2.80 Stakeho...: 5.00</p>	4.11

Competency: Works Seamlessly

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Puts overall business goals and priorities above own and own team, to make the Division succeed	5.00	5.27	<p>Manager: 6.00 Team: 5.60 Stakeho...: 4.80</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	6.00	5.27	<p>Manager: 6.00 Team: 5.00 Stakeho...: 5.40</p>	4.84
3.	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	5.00	4.00	<p>Manager: 5.00 Team: 4.20 Stakeho...: 3.60</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	5.00	5.09	<p>Manager: 5.00 Team: 5.40 Stakeho...: 4.80</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	5.45	<p>Manager: 6.00 Team: 5.60 Stakeho...: 5.20</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	5.00	3.50	<p>Manager: 6.00 Team: 1.80 Stakeho...: 5.00</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	5.00	5.11	<p>Manager: 5.00 Team: 5.00 Stakeho...: 5.25</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	5.00	5.80	<p>Manager: 6.00 Team: 5.80 Stakeho...: 5.75</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	5.00	5.44	<p>Manager: 6.00 Team: 5.50 Stakeho...: 5.25</p>	4.91

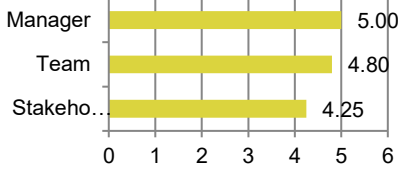
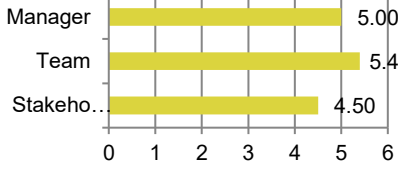
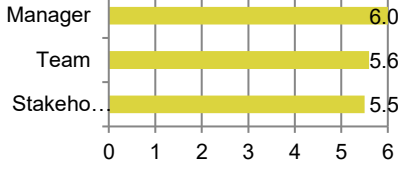
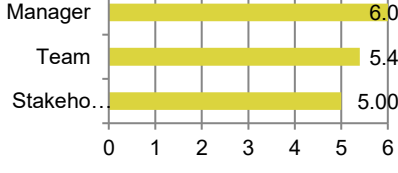
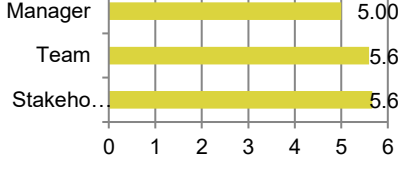
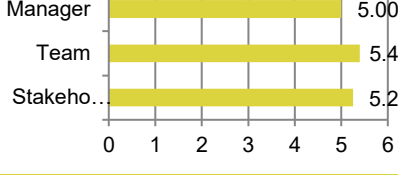
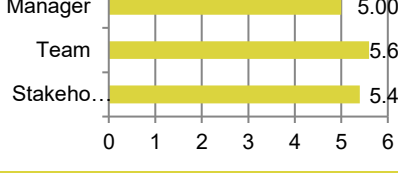
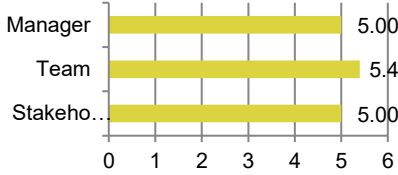
Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	5.00	4.73	<p>Manager: 5.00 Team: 5.00 Stakeho...: 4.40</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	6.00	4.56	<p>Manager: 3.00 Team: 4.80 Stakeho...: 4.67</p>	4.63
3.	Differentiates great performance and gives it the due recognition	6.00	5.56	<p>Manager: 6.00 Team: 5.20 Stakeho...: 6.00</p>	5.01
4.	Shares tough messages transparently and promptly	5.00	4.56	<p>Manager: 4.00 Team: 4.40 Stakeho...: 5.00</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	5.00	4.55	<p>Manager: 5.00 Team: 4.40 Stakeho...: 4.60</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	5.73	<p>Manager: 6.00 Team: 5.80 Stakeho...: 5.60</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	5.45	<p>Manager: 5.00 Team: 5.40 Stakeho...: 5.60</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	4.00	2.50	<p>Manager: 3.00 Team: 2.00 Stakeho...: 3.00</p>	3.41
9.	<i>Downplays bad news</i>	4.00	4.00	<p>Manager: 5.00 Team: 3.20 Stakeho...: 4.75</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	6.00	5.20	<p>Manager: 5.00 Team: 4.80 Stakeho...: 5.75</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	5.00	4.33	<p>Manager: 5.00 Team: 3.75 Stakeho...: 4.75</p>	4.48

Competency: Nurture Relationships and Talent

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Builds relationships and connects with others across the organisation matrix	5.00	5.09	<p>Manager: 5.00 Team: 5.60 Stakeho...: 4.60</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	6.00	5.27	<p>Manager: 6.00 Team: 5.00 Stakeho...: 5.40</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	5.00	4.60	 <p>Manager: 5.00 Team: 4.80 Stakeho...: 4.25</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	5.00	5.00	 <p>Manager: 5.00 Team: 5.40 Stakeho...: 4.50</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.60	 <p>Manager: 6.00 Team: 5.60 Stakeho...: 5.50</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	5.30	 <p>Manager: 6.00 Team: 5.40 Stakeho...: 5.00</p>	5.09
7.	Invests in building capabilities of team members	6.00	5.56	 <p>Manager: 5.00 Team: 5.60 Stakeho...: 5.67</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	5.30	 <p>Manager: 5.00 Team: 5.40 Stakeho...: 5.25</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	5.45	 <p>Manager: 5.00 Team: 5.60 Stakeho...: 5.40</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	5.00	5.22	 <p>Manager: 5.00 Team: 5.40 Stakeho...: 5.00</p>	4.94

Section 4: Areas of Strengths & Development

Top 5 Strengths

This section highlights the top 5 strengths (Highest rated competencies) as per the respondents

Top 5 Strengths		
Competency	Statement	Respondent Average
Works Seamlessly	Gets into the blame game, instead of working across boundaries	5.80
Think Ahead	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.73
Be Bold and Courageous	Encourages experimentation and learning from failure	5.73
Think Ahead	Develops and implements strategies in own domain that will drive growth (revenue, profitability, etc.) for the year or beyond the quarter	5.70
Think Ahead	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	5.64

Top 5 Areas of Development

This section highlights the top 5 Areas of Development (Lowest rated competencies) as per the respondents

Top 5 Areas of Development		
Competency	Statement	Respondent Average
Be Bold and Courageous	Equates 'respect' and 'care' with not sharing tough messages	2.50
Works Seamlessly	Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding	3.50
Simplify How We Work	Micromanages and gets over involved especially when things get challenging	3.63
Works Seamlessly	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	4.00
Be Bold and Courageous	Downplays bad news	4.00

Section 5: Verbatim Comments

What are your top 3 strengths (what do you excel at or do most effectively)?

- Open to new thoughts and ideas, ready to challenge the norm and think out of the box. 2) Ability to create a culture of trust and collaboration in team, have them work seamlessly towards a shared goal. 3) Good relationship based on trust and respect with external stakeholders.
- Brings strong creative insights and guides the team to deliver image-building designs that also drive business impact. Demonstrates a consistent internal drive for excellence in all aspects of design execution. Shows strong commitment and effectively manages stakeholder relationships to align on goals and deliver results.
 - Design Aesthetics - Innovative thinking - Focus on the big picture
- Hardworking and Detail oriented which translates well into her work 2. Calm and composed 3. Supportive of team members to contribute where possible
- She is a visionary thinker . Adaptability ,she embraces changes and encourages innovation . Delegates effectively and trust the team .
- -High Creative Intellect - pushes envelope for something new - kind, empathetic
- 1-She is very sound in her work-design , production, digital 2-A well behaved person 3-
- Empathetic Listener: She takes time to truly understand the problem at hand and listens patiently, making one feel heard and valued. 2. Proactive Problem Solver: She addresses issues swiftly and effectively, while clearly communicating the rationale behind her decisions -- ensuring alignment and clarity. 3. Team Harmony and Coordination: She fosters seamless collaboration within the team, maintaining smooth, frictionless coordination that moves us forward collectively and efficiently. Leaves nobody to not be seen, heard or be vocal about.
- Actively listens to team members in terms of inputs/ feedbacks and considers them into the process refinement. 2. Actively involved with listening to team members grievances and considering the well being based on the severity. 3. Actively provides opportunities to team members based on the exposure seek by the team members and involves all the team members in any part of process possible.
- Team Management , Good Mentor and amazing team leader
- Gives feedback on designs very effectively. Her feedback improves and transforms the designs to a better level. 2) Very detail oriented, so even in design submission all technical details has to be mentioned, which makes the PDIS very clear for the next team to understand the requirement. 3)Calm and composed.
- Strategic Thinking, Approachable and Supportive, Recognition and Appreciation

What are the 3 things you must do differently or stop doing to be more effective?

- Need to be more firm with the team regarding certain adherences 2) Be more assertive and confident during interactions with external stakeholders
- Could benefit by strengthening prioritization under pressure to maintain clarity and calm, especially during high-demand periods Have difficult conversations that could help resolve issues and could benefit from being more vocal in highlighting challenges during discussions with external stakeholders
 - Sensitivity to timeline - Too many Iterations - Closing the feedback loop
- Interact more with different stakeholders 2. Build more confident communication
- Give feedback more frequently and receive too. Should be a coach and mentor for professional and personal development. Should Share information openly to build alignment and trust
- -minimise feedback - reduce micromanagement -encourage recognition more
- 1-She should Sometimes listen and implements what others in the team say. 2-Stop Comparing each other within the team 3-Sometimes stops micro managing
- Delegate: while the attention to detail ensures very high standards, but delegating can help empower others, build confidence and individual ownership. 2. Prioritise Breaks: her dedication is admirable. But between pauses are required to maintain balance, to reflect back and further act accordingly. 3. Celebrate Micro-wins: celebrating smaller wins to boost the morale and keep the momentum high.
- More team involvement activities can be initiated for better collaboration between the members. 2. Diversifying the opportunities to team members apart from what they have been assigned time and again. 3. Provide more exposure to team members for skill enhancements based on the enhancing and ever changing growth in the designing sector.
- they should identify the capabilities of a team member , appreciate the person for their contribution and provide them with more opportunities

- When a team member from another team participates in design collection of her team, all the team members should be well aware about the project status in which they are participating. Right now, its not open and transparent. For example, all the selected designs are not shown, the actual timelines are not communicated and even for display the invite was not shared. So it may be worked so that the other members also feel connected.
- Be More Open to Alternative solutions and approaches, Celebrate Wins More Publicly, Create Space for Team Bonding

Purposeful collaboration is about focused, goal-driven teamwork where individuals and teams align priorities, efforts and resources to achieve a specific, shared outcome(s). What does you do effectively in this area?

- Give equal opportunities to all the team members, value talent and aptitude over hierarchy which motivates everyone to avoid complacency and continue to strive to do their best. In terms of external stakeholders, have worked on creating mutual respect and trust. Where alignment to common goal and understanding of each other's perspective has helped in some great collaborative outputs.
- Demonstrates a strong push for excellence and innovation, particularly in 22kt gold design, consistently introducing newness that challenges creative boundaries. Also brings impressive versatility by effectively contributing across categories, including collaborations like Tarun Tahiliani and studded jewellery introductions
 - Clearly presents the design direction to all stakeholders - Goes to great length to collaborate with all stakeholders to bring the design concept alive (First proto)
- Being very detail oriented she pushes herself and her team to produce innovative outcomes and differentiated products 2. Is very clear, polite and professional in the way she communicates with peers and other stakeholders
- Clearly knows what would be the trend for next projects . Gets aligned her team to do the project with innovative thinking as well .
- Encourages positivity in tem, listens to people`s problems and tries to come up with solution. backs their team up in disdain encourages fresh perspective gives freedom to ideate
- 1-She always talks in numbers or facts. 2-Very good in understanding the market requirement.
- Aligns the Team with clarity and intension: she clearly sets a vision for what success looks like -- aligning everyone on goals, timelines and deliverables right from the beginning, which helps reduce back-and-forth later. 2. Brings cross functional teams together: she's excellent at ensuring different teams work in sync. Everyone feels involved and aware on how their role contributes to the larger picture. 3. Keeps the momentum Positive and Focused: even during challenging phases, she makes conversations towards solutions, keeping the energy constructive and the team moving forward together.
- Clearly mentions the expectations and proactively gets involved in the feedback stages to incorporate minute details that could be a difference maker during the sales. 2. Clear alignment of tasks to team members and acknowledgment of collaboration provided in terms of support during critical hours. 3. Focused on prioritizing activities based on the severity and regular follow ups to avoid deviations from the timeline
- Clearly communicates shared goals and success criteria to ensure alignment across the team. Encourages open collaboration by fostering trust and active participation among team members. Efficiently coordinates resources and efforts to keep the team focused on the desired outcome.
- Shares clear objectives on the deliverables of the project. 2) Encourages proper and perfect detailing rather than hurrying to release the designs. 3) Gives timely feedback and is available for any discussion.
- 1.Clearly Communicates Shared Goals and encourages for the same. 2.Appreciates and Celebrates Collaborative Successes 3.Aligns Individual Strengths to Team Goals

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