

# **360 Culture Feedback Survey Report**

**Culture Transformation Journey  
@  
W&W ISCM**

**March 2025**

**Manimaran V**

*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	3
ISCM Peers	Peers within ISCM	4
External Peers	Peers Outside ISCM	3

## FOCUS AREAS

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

1. Be Bold
2. Build Capability – for Self and Others
3. Collaborate Actively
4. Demonstrate an SCM Mindset

## Report Structure

The report consists of five sections:

### **Section 1: Overall Summary Report**

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

### **Section 2: Scores by Respondent Category**

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

### **Section 3: Statement Wise Report**

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

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

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

### **Section 5: Convergence and Divergence Areas**

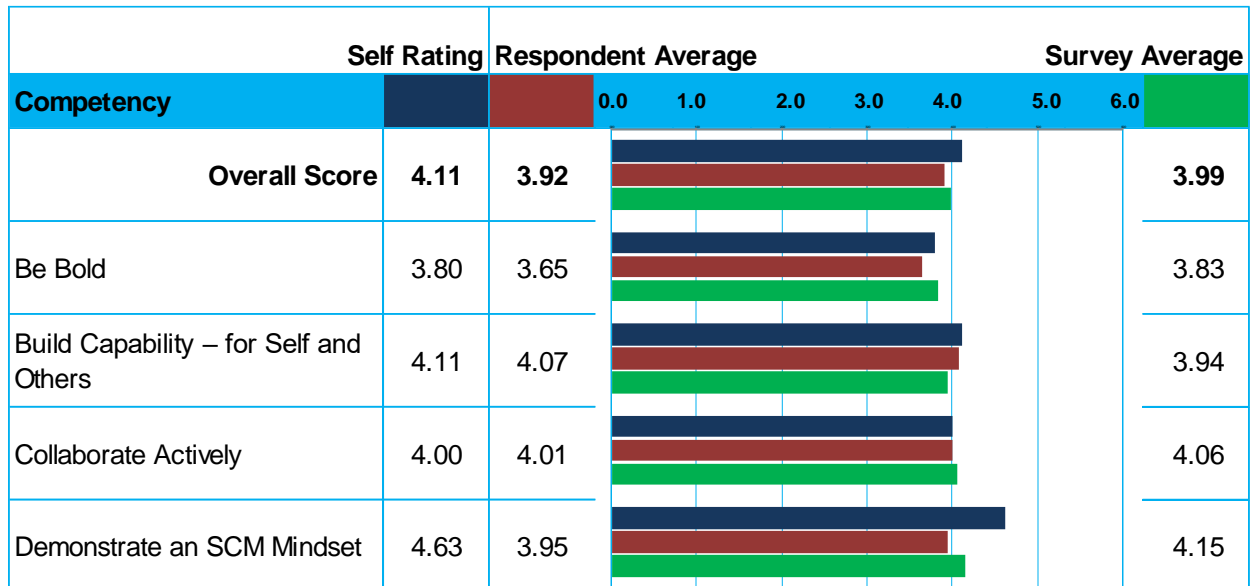
This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

### **Section 6: Qualitative Comments**

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

## Section 1: Overall Summary Report

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

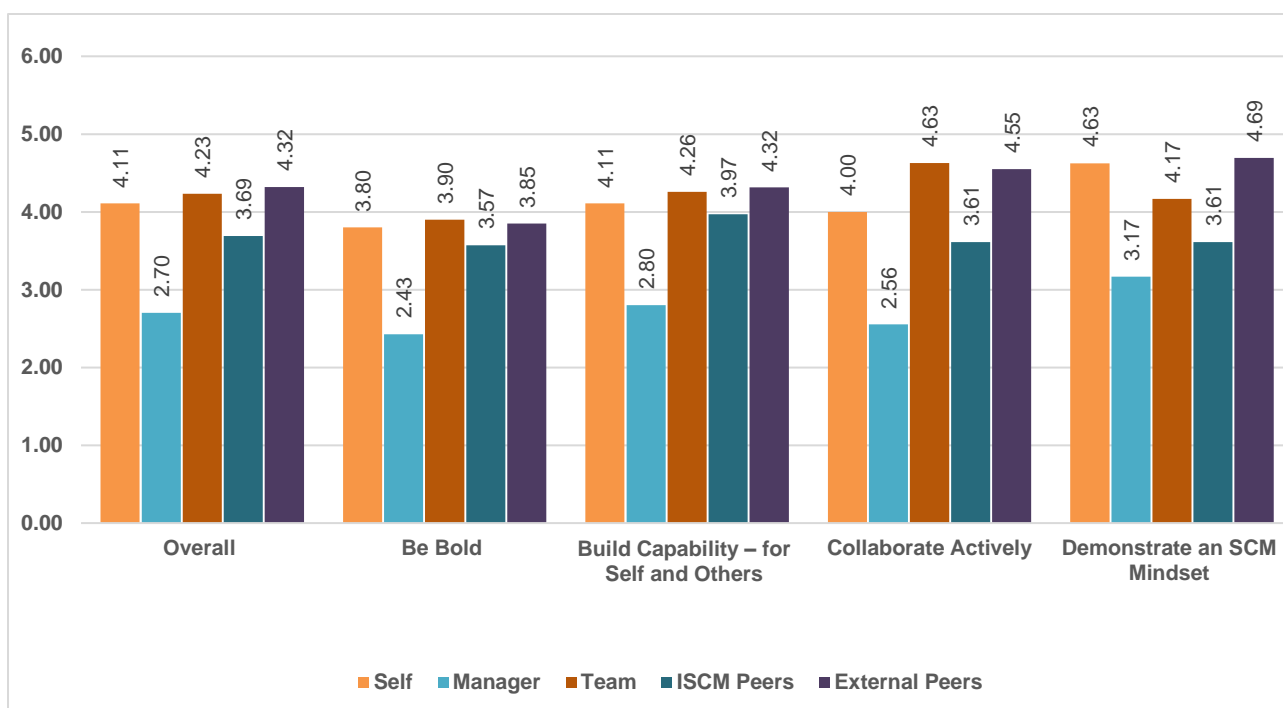


## Section 2: Score by Respondent Category

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

Competency	Self	Manager	Team	ISCM Peers	External Peers
<b>Overall</b>	<b>4.11</b>	<b>2.70</b>	<b>4.23</b>	<b>3.69</b>	<b>4.32</b>
Be Bold	3.80	2.43	3.90	3.57	3.85
Build Capability – for Self and Others	4.11	2.80	4.26	3.97	4.32
Collaborate Actively	4.00	2.56	4.63	3.61	4.55
Demonstrate an SCM Mindset	4.63	3.17	4.17	3.61	4.69

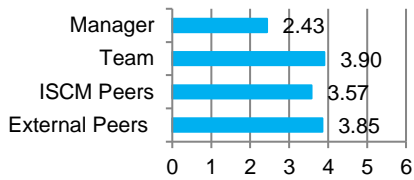
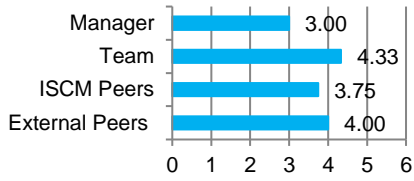
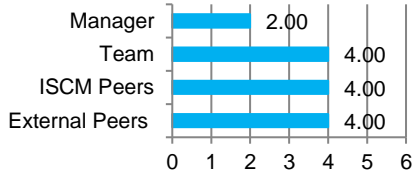
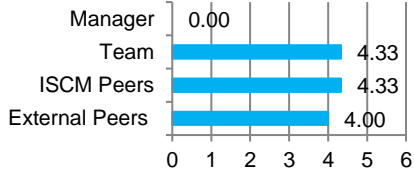
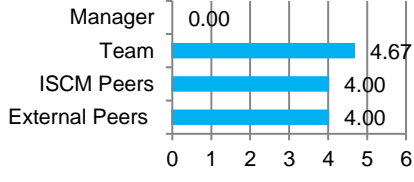
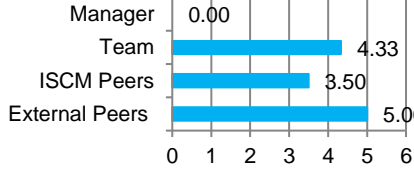
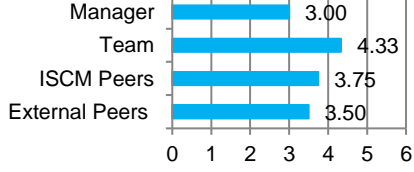
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*

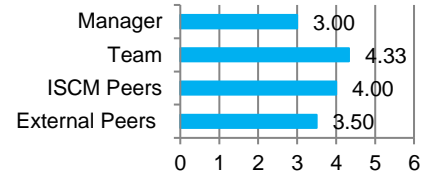
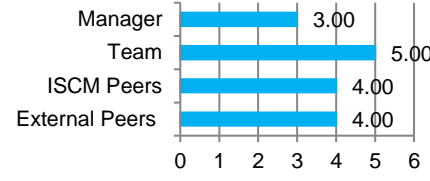
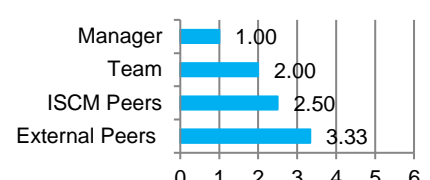
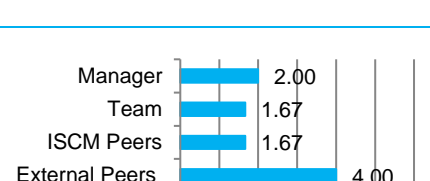


### Section 3: Statement Wise Report

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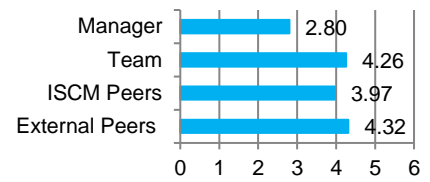
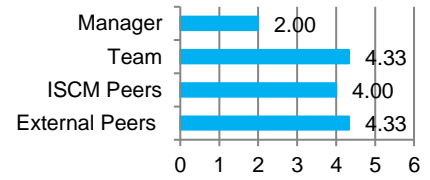
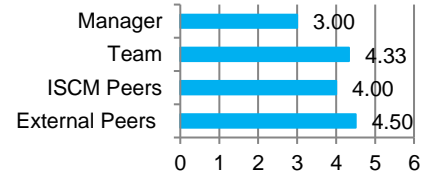
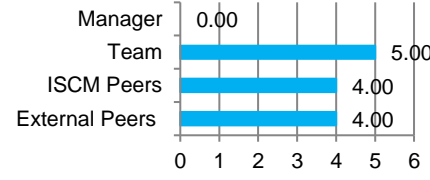
#### Focus Area: Be Bold

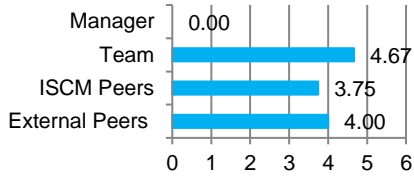
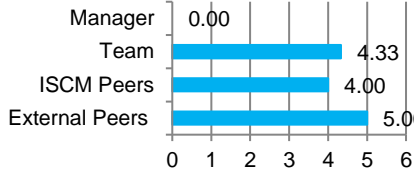
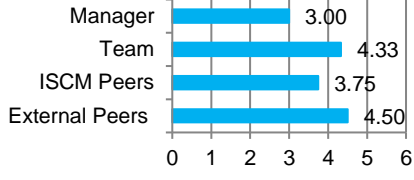
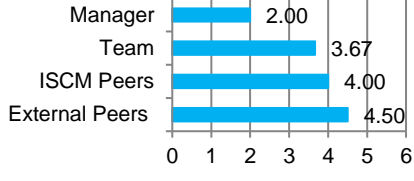
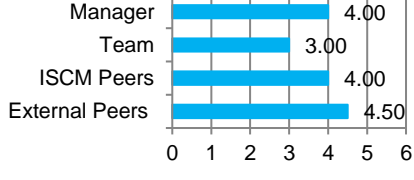
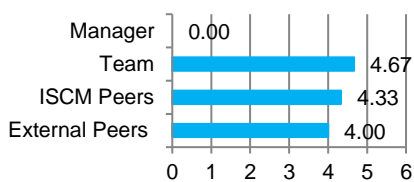
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>3.80</b>	<b>3.65</b>	
1.	Speaks up and boldly shares opinions	4.00	3.91	
2.	Challenges and questions others to improve decisions and outcomes	3.00	3.82	
3.	Tracks and monitors performance of the team regularly	4.00	4.29	
4.	Ensures team members meet their goals and commitments	5.00	4.29	
5.	Takes quick action when people underperform	4.00	4.17	
6.	Makes decisions without delays	4.00	3.80	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.90	
8.	Admits mistakes and learns from failure	4.00	4.20	
9.	<i>Waits for seniors to take decisions *</i>	3.00	2.45	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	3.00	2.22	

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

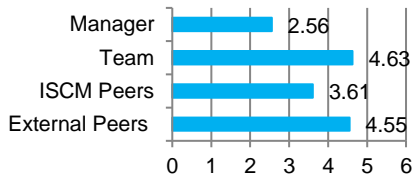
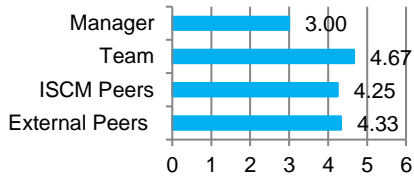
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.11</b>	<b>4.07</b>	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.00	
2.	Accepts change and adapts quickly	5.00	4.10	
3.	Delegates authority to team members to decentralize decision making	4.00	4.30	

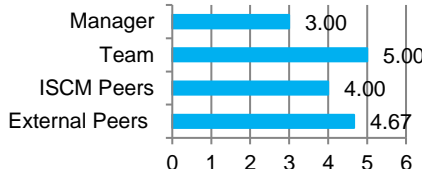
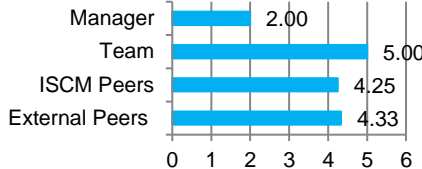
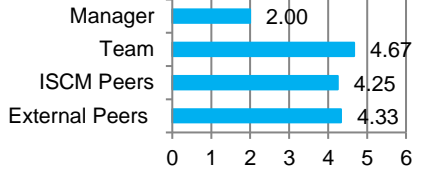
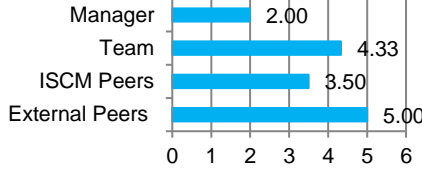

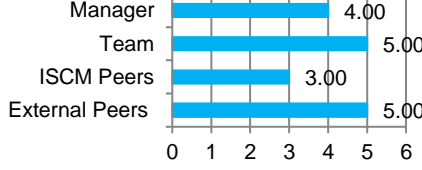
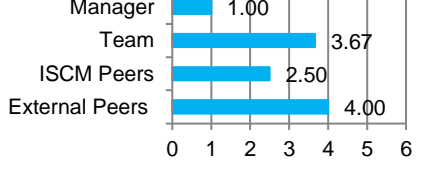
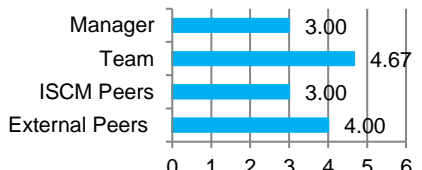
4.	Builds new and diverse capabilities needed in the team	4.00	4.10	
5.	Coaches team members to improve their performance and abilities	4.00	4.29	
6.	Drives a data driven decision making approach within ISCM	4.00	4.00	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	3.80	
8.	<i>Is reluctant to explore modern technology *</i>	4.00	3.80	
9.	<i>Does not empower or give authority to team members *</i>	4.00	4.43	

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

### Focus Area: Collaborate Actively

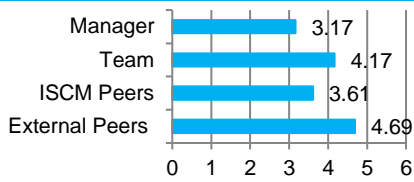
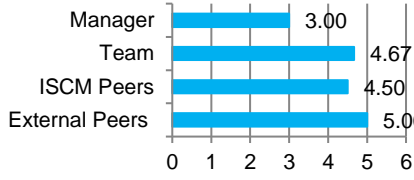
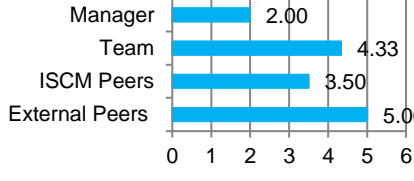
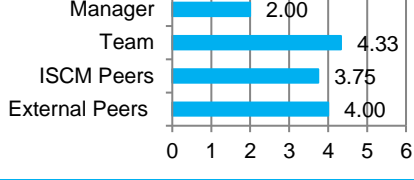
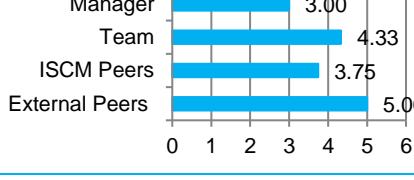

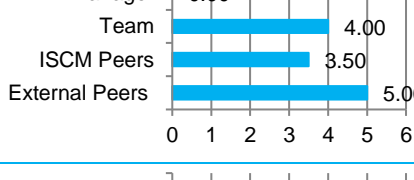
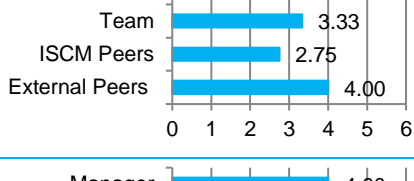
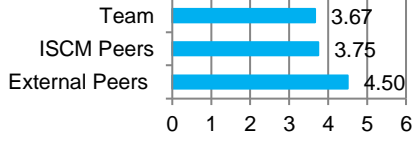
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.00</b>	<b>4.01</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.27	



2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.36	
3.	Interacts and builds relationships with people across ISCM	4.00	4.27	
4.	Builds relationships with stakeholders in the business	4.00	4.18	
5.	Communicates and shares information transparently and promptly	4.00	3.90	
6.	Is trustworthy – delivers on commitments	4.00	4.27	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.00	
8.	Limits their interaction and communication with the same set of people *	3.00	2.89	
9.	Speaks negatively about others behind their backs *	4.00	3.67	

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

### Focus Area: Demonstrate an SCM Mindset

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.63</b>	<b>3.95</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.55	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	3.78	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	3.80	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.10	
5.	Monitors and controls costs in own department / function	5.00	4.25	
6.	Improves productivity by leveraging tools and technology	4.00	3.88	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.13	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.90	

\*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	4.55
Build Capability – for Self and Others	<i>Does not empower or give authority to team members *</i>	4.43
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	4.36
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	4.30
Be Bold	Tracks and monitors performance of the team regularly	4.29

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

### Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	Statement	Respondent Average
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	2.22
Be Bold	<i>Waits for seniors to take decisions *</i>	2.45
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	2.89
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.13
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	3.67

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

## Section 5: Convergence and Divergence Areas

### Top 5 Converging Statements

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

Top 5 Converging Statements			
Focus Area	Statement	Self-Rating	Respondent Average
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	4.00	4.00
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	4.00	4.00
Be Bold	Speaks up and boldly shares opinions	4.00	3.91
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	4.10
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.00	3.90

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

### Top 5 Diverging Statements

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

Top 5 Diverging Statements			
Focus Area	Statement	Self-Rating	Respondent Average
Demonstrate an SCM Mindset	Links actions and plans to the larger goals and priorities of ISCM	5.00	3.80
Demonstrate an SCM Mindset	Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *	5.00	3.90
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	5.00	4.00
Build Capability – for Self and Others	Accepts change and adapts quickly	5.00	4.10
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.10

*\*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 of Significant Strengths of the Leader (Manimaran)

1. **Innovative and Creative Mindset** – Consistently brings fresh perspectives, explores new ideas, and drives innovation in processes and product development.
2. **Technical Expertise** – Strong knowledge of watchmaking, product requirements, quality, and new technologies. Effectively links past experiences to evaluate new requirements.
3. **Collaborative and Adaptive** – Works well with stakeholders, aligns with SMT expectations, and ensures seamless execution through teamwork.
4. **Business-Centric and Results-Oriented** – Keeps business needs in focus while making strategic decisions and implementing improvements.
5. **Approachable and Engaging** – Encourages open communication, making him an accessible and supportive leader.
6. **Process Improvement and Learning** – Actively involved in trials, technology upgrades, and continuous quality enhancements to refine ISCM operations.

Manimaran is recognized as a visionary and proactive leader, leveraging his technical acumen and collaborative nature to drive business growth and innovation.

### What should you start doing to transform ISCM? (An AI tool has been used to summarize the responses)

#### Summary of Actions to Transform ISCM

1. **Be More Assertive and Decisive** – Take strong ownership of decisions, especially when collective decision-making is not feasible. Drive initiatives with perseverance and accountability.
2. **Align with Business & ISCM Goals** – Ensure functional objectives align with immediate, short-term, and long-term business requirements. Regularly track and report progress to stakeholders.
3. **Enhance Stakeholder Collaboration** – Increase engagement with critical stakeholders, including ISCM SMT, brand, and DEC teams, to ensure business-aligned prototypes and product improvements.
4. **Drive Innovation Relentlessly** – Take full ownership of innovation, ensuring ideas progress from concept to execution. Periodic reviews and structured implementation will enhance transformation.
5. **Promote Cross-Functional Collaboration** – Foster better communication and teamwork across ISCM functions to accelerate transformation and efficiency.
6. **Leverage Data & Automation** – Implement real-time analytics and automation to enable data-driven decision-making and streamline operations.
7. **Upskill Teams for Future Readiness** – Develop internal capabilities by training teams in new technologies, automation, and market adaptability.

8. **Build a Robust Innovation Ecosystem** – Strengthen ISCM's innovation capabilities by nurturing in-house innovators, providing necessary infrastructure, and catalyzing transformation across teams.
9. **Ensure Fair Decision-Making** – Consider team inputs before making key decisions to ensure buy-in and effectiveness.
10. **Enhance Knowledge Sharing in Production Areas** – Improve understanding of FTA-related projects across production areas, ensuring knowledge is well-distributed among teams.

By focusing on assertiveness, strategic alignment, collaboration, innovation, and team development, Manimaran can effectively drive ISCM's transformation.

### What should you stop doing to be more effective? (An AI tool has been used to summarize the responses)

#### Summary of Areas to Stop for Greater Effectiveness

1. **Avoid Overloading with Ideation Without Execution** – Prioritize structured execution over excessive brainstorming to ensure impactful innovation.
2. **Stop Waiting for Senior Approvals or Functional Heads** – Take initiative in driving innovation instead of relying on others to push ideas forward.
3. **Reduce Excessive Internal Discussions** – Balance internal meetings with external benchmarking and industry insights for fresh perspectives.
4. **Shift from Short-Term Fixes to Strategic Solutions** – Focus on long-term improvements rather than reactive problem-solving.
5. **Move Away from Intuition-Based Decisions** – Leverage AI, analytics, and data-driven insights for better decision-making.
6. **Avoid Duplicating Efforts** – Ensure initiatives are unique and not replicating work already undertaken by other stakeholders.
7. **Limit Over-Empathy in Decision-Making** – While being considerate is valuable, avoid excessive empathy that might hinder assertiveness.
8. **Avoid Hesitation in Presenting Innovations** – Be confident in presenting ideas to leadership when they are ready, rather than waiting for absolute certainty.
9. **Stop Externalizing Shortcomings** – Take ownership of challenges and drive solutions instead of attributing obstacles to external factors.
10. **Avoid Saying "Yes" to Everything** – Focus on high-impact initiatives rather than spreading efforts too thin.
11. **Reduce Waiting Time for Resources** – Proactively push for required resources in the development process instead of delaying progress.

By eliminating these roadblocks, Manimaran can drive innovation with greater confidence, efficiency, and strategic focus.

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

#### Summary of Additional Feedback & Comments

1. **Maintain Strengths While Enhancing Assertiveness** – Continue leveraging unique leadership qualities while being firmer in decision-making.
2. **Focus on Effort vs. Contribution Balance** – Ensure that initiatives align with measurable impact and business priorities.
3. **Build & Strengthen the Team** – Develop a capable team to manage existing responsibilities while expanding into new areas.
4. **Take Proactive Ownership** – Identify and drive improvements beyond what is assigned or expected.
5. **Sustain Enthusiasm & Collaboration** – Continue engaging with stakeholders within Titan and the larger Tata ecosystem.
6. **Leverage Coaching & Mentorship** – Share knowledge and expertise to foster a culture of continuous quality improvement.
7. **Enhance Execution Discipline** – Complement ideation strengths with structured execution, clear milestones, and accountability.
8. **Explore External Partnerships** – Engage with startups, academia, and industry leaders for cutting-edge innovation.
9. **Prioritize Scalable Digital Solutions** – Focus on automation, AI, and predictive analytics for high-impact improvements.
10. **Improve Communication & Transparency** – Strengthen alignment through regular discussions, feedback loops, and open dialogue.
11. **Highly Regarded Leadership** – Recognized as a responsible, flexible, and inspiring leader, valued by colleagues and stakeholders.

By maintaining his unique strengths while enhancing execution, collaboration, and communication, Manimaran can further elevate his leadership impact within ISCM.

# END