

Titan Company Ltd.

360 Feedback Interim Report – Online Survey

**Leader to Legend
One Jewellery**

Mohit Pandita

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	4
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	10

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

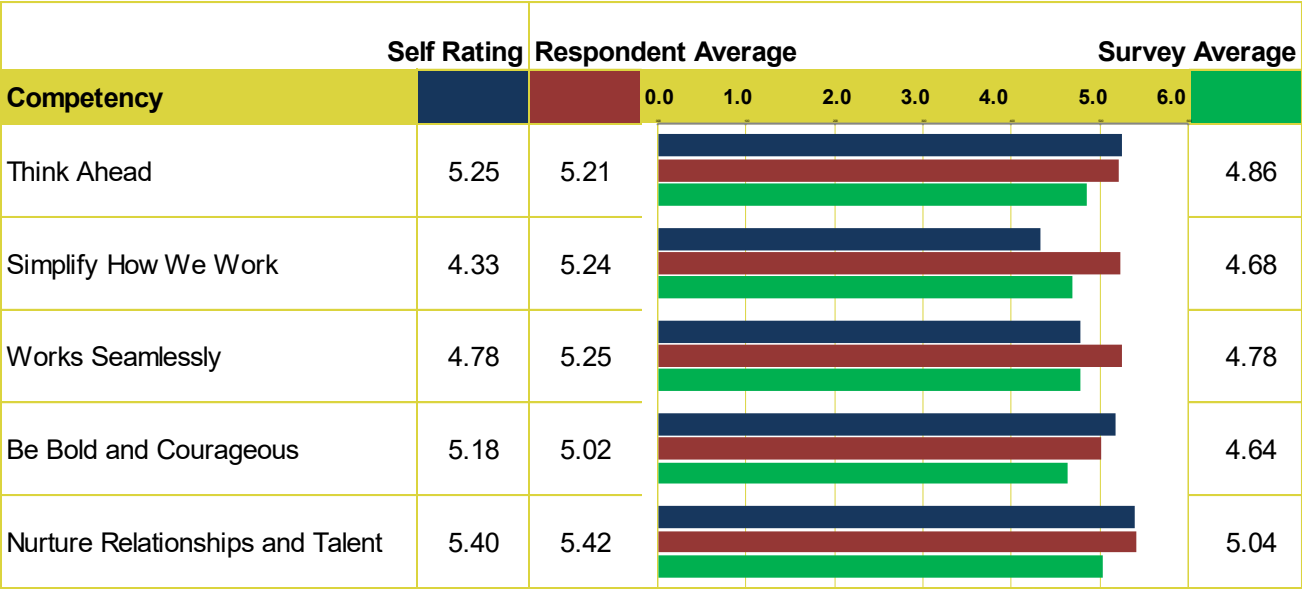
- This section provides the strengths and areas of development as rated by the respondents

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

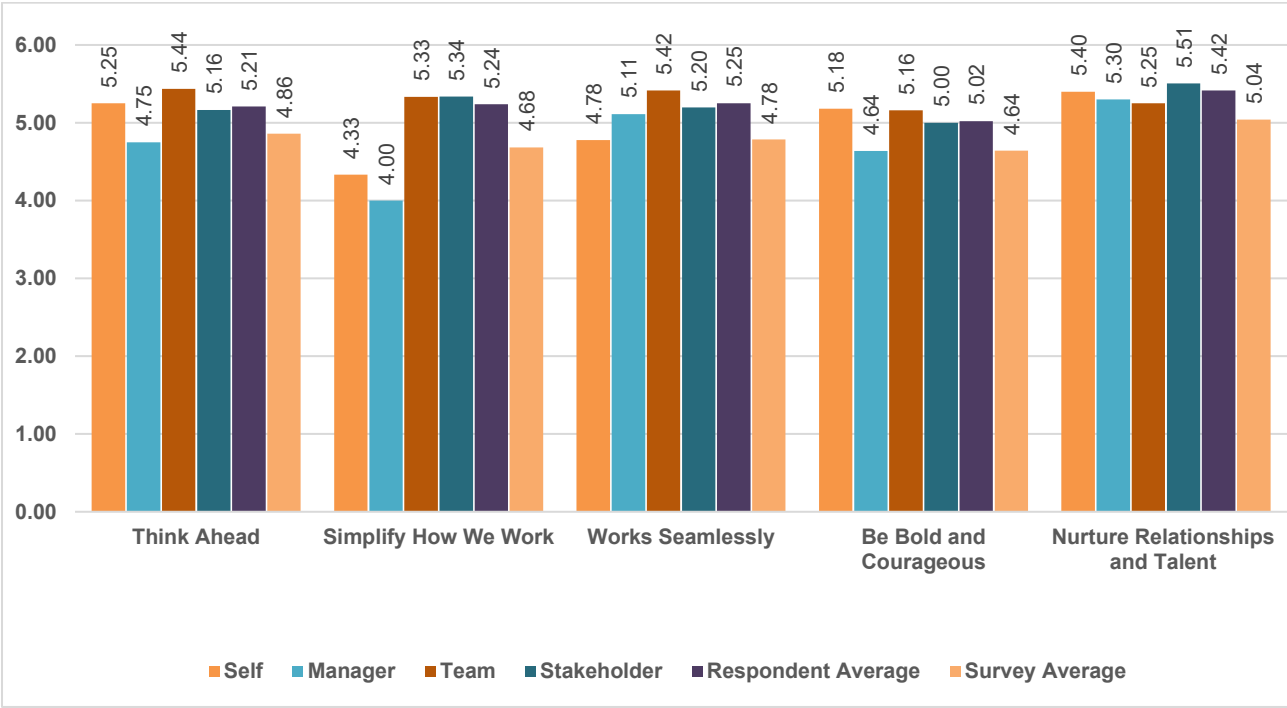


Section 2: Competency Score by Respondent Category

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	5.25	4.75	5.44	5.16	5.21	4.86
Simplify How We Work	4.33	4.00	5.33	5.34	5.24	4.68
Works Seamlessly	4.78	5.11	5.42	5.20	5.25	4.78
Be Bold and Courageous	5.18	4.64	5.16	5.00	5.02	4.64
Nurture Relationships and Talent	5.40	5.30	5.25	5.51	5.42	5.04

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

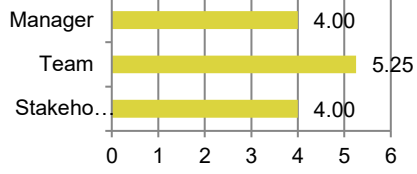


Section 3: Statement Wise Report

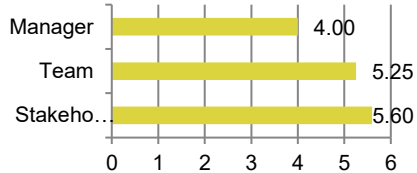
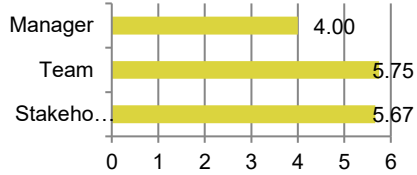
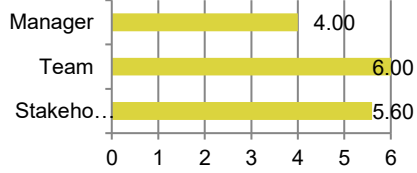
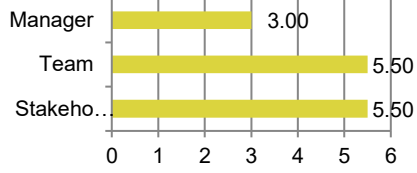
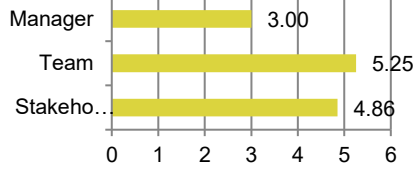
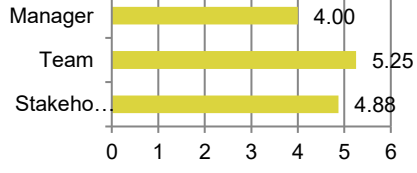
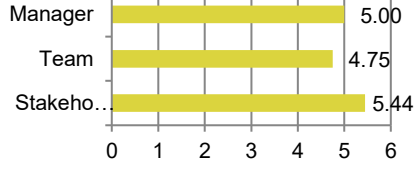
Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a lower score an area for improvement

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	6.00	5.73	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.60</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	5.00	5.43	<p>Manager: 5.00 Team: 5.50 Stakeholders: 5.44</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	5.60	<p>Manager: 4.00 Team: 5.75 Stakeholders: 5.70</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	5.00	4.93	<p>Manager: 5.00 Team: 5.25 Stakeholders: 4.80</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.00	4.64	<p>Manager: 4.00 Team: 4.50 Stakeholders: 4.78</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	5.00	5.50	<p>Manager: 5.00 Team: 5.50 Stakeholders: 5.56</p>	4.99
7.	Challenges status quo and assumptions	5.00	5.36	<p>Manager: 5.00 Team: 5.75 Stakeholders: 5.22</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	5.00	4.38		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	5.40		4.81
2.	Clarifies priorities and aligns own team for high-quality execution	5.00	5.57		4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	4.00	5.60		4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	5.00	5.31		4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	3.00	4.83		4.69
6.	Acts to simplify work at the front-end based on their feedback, and not just own assumptions	4.00	4.92		4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.00	5.21		4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	4.00	5.36	<p>Manager: 4.00 Team: 5.50 Stakeholders: 5.44</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	4.00	4.75	<p>Manager: 5.00 Team: 4.75 Stakeholders: 4.71</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	4.00	4.86	<p>Manager: 6.00 Team: 4.50 Stakeholders: 4.89</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	5.00	5.23	<p>Manager: 6.00 Team: 5.00 Stakeholders: 5.25</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	5.71	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.56</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	6.00	5.36	<p>Manager: 5.00 Team: 5.50 Stakeholders: 5.33</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	4.00	5.40	<p>Manager: 5.00 Team: 5.75 Stakeholders: 5.30</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	5.00	4.86	<p>Manager: 5.00 Team: 4.75 Stakeholders: 4.89</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	5.00	4.85	<p>Manager: 4.00 Team: 5.75 Stakeholders: 4.50</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	4.00	5.33	<p>Manager: 4.00 Team: 5.75 Stakeholders: 5.30</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	5.00	5.60	<p>Manager: 5.00 Team: 5.75 Stakeholders: 5.60</p>	4.91

Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	5.00	5.40	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.20</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	5.00	5.25	<p>Manager: 5.00 Team: 5.00 Stakeholders: 5.43</p>	4.63
3.	Differentiates great performance and gives it the due recognition	5.00	5.15	<p>Manager: 4.00 Team: 5.00 Stakeholders: 5.38</p>	5.01
4.	Shares tough messages transparently and promptly	5.00	4.62	<p>Manager: 5.00 Team: 4.50 Stakeholders: 4.63</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	5.00	5.31	<p>Manager: 6.00 Team: 5.50 Stakeholders: 5.13</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	5.21	<p>Manager: 6.00 Team: 6.00 Stakeho...: 4.78</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	5.00	5.21	<p>Manager: 5.00 Team: 5.50 Stakeho...: 5.11</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	5.00	3.86	<p>Manager: 1.00 Team: 3.75 Stakeho...: 4.22</p>	3.41
9.	<i>Downplays bad news</i>	6.00	4.92	<p>Manager: 5.00 Team: 5.00 Stakeho...: 4.88</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	5.00	5.31	<p>Manager: 5.00 Team: 5.25 Stakeho...: 5.38</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	5.00	5.00	<p>Manager: 4.00 Team: 5.25 Stakeho...: 5.00</p>	4.48

Competency: Nurture Relationships and Talent

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Builds relationships and connects with others across the organisation matrix	6.00	5.71	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.67</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	4.00	5.13	<p>Manager: 5.00 Team: 5.00 Stakeho...: 5.20</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	4.00	5.31	<p>Manager: 5.00 Team: 4.75 Stakeholders: 5.63</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	5.00	5.54	<p>Manager: 6.00 Team: 5.50 Stakeholders: 5.50</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.79	<p>Manager: 6.00 Team: 5.75 Stakeholders: 5.78</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	5.42	<p>Manager: 6.00 Team: 5.00 Stakeholders: 5.57</p>	5.09
7.	Invests in building capabilities of team members	6.00	5.25	<p>Manager: 5.00 Team: 5.00 Stakeholders: 5.43</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	5.43	<p>Manager: 5.00 Team: 5.50 Stakeholders: 5.44</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	5.73	<p>Manager: 5.00 Team: 5.75 Stakeholders: 5.80</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	5.00	4.87	<p>Manager: 5.00 Team: 4.25 Stakeholders: 5.10</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
Nurture Relationships and Talent	Cares about the well being of the team and individuals	5.79
Think Ahead	Develops and implements strategies in own domain that will drive growth (revenue, profitability, etc.) for the year or beyond the quarter	5.73
Nurture Relationships and Talent	Encourages a boss / sir / ma'am culture	5.73
Works Seamlessly	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	5.71
Nurture Relationships and Talent	Builds relationships and connects with others across the organisation matrix	5.71

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	3.86
Think Ahead	Over-reactive to changes and threats in the market	4.38
Be Bold and Courageous	Shares tough messages transparently and promptly	4.62
Think Ahead	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	4.64
Simplify How We Work	Micromanages and gets over involved especially when things get challenging	4.75

Section 5: Verbatim Comments

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

- Big Picture view and Long Term Outlook People Development and Stakeholder Management
- Critical Thinking Business Acumen Drive for Results
- Genuinely feels for the company and divisional objectives Highly Inclusive and solution oriented Drives his team to go beyond their comfort zone and work for goals that are in the interests of the company He is fair, authentic, empathetic and a refined individual
- Strong business acumen 2. Able to articulate the problem statement sharply 3. Is able to take bold steps
 - Extremely sharp Business Thinking - Data Orientated decision making - Strong Business understanding across the value chain
- Listen to others in order to achieve goals(immaterial of hierarchy). 2. Team first approach. 3. Creates good nexus and work with them towards betterment of the company.
- Prioritizing customers and business requirements - confident in ambiguity 2. Decision Making ability - Decisive and clear headed 3. Agility in his overall behaviour - Result driven
- 1 Approachability 2 Openness 3 Granular understanding
- NA
- Clarity of Vision Speed of decision making Complete ownership of the tasks at hand
- Cares deeply about the team. Takes every chance to develop the team's capabilities by empowering individuals. 2. Is analytical and has great business acumen. 3. Independent and driven. Has a single-minded approach to deliver results aligned to the division's goals.
- Transparent Communication – Mohit has been a very approachable and open leader, ensuring clarity of vision, direction, and expectations. His ability to articulate goals and building a support system has made him a go to sounding board for many team members. Team Building – The culture and atmosphere at team meetings and get-togethers is a great example of showcasing Mohit's excellence at creating a collaborative and inclusive environment, where team members feel valued and motivated. Team Empowerment – Mohit is particularly effective at empowering his team by delegating responsibilities, encouraging independent thinking, and supporting professional growth. His trust in his team helps drive ownership and accountability across the board.
- Effective delegation and trusting the team to close assigned work 2. Once convinced on a proposal/project, ensures he backs the team till the last possible mile 3. Stakeholder and People Management
- He is a quick decision maker and due to this, many initiatives get driven quickly He is a great leader to work with and takes care of his team well He demands accountability across all stake holders as well as team members due to which deliverables get met quickly and the collaboration is high He forecasts and plans very effectively of the short term as well as long term goals. Through this, he keeps the team prepared well ahead of plan and also manage challenges/roadblocks effectively
- 1 - Is able to foresee and identify newer business opportunity. Very focused on his job role 2 - Promotes a culture of performance 3 - Identifying the vendor partner strength and using it for best business advantage
- We can easily reach out to Mohit sir irrespective of levels. I have never seen the angry face on Mohit sir

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

- Digital Tools Adoption
- Digital literacy for digitisation/simplification can go up leading to few changes in processes- for benefit of team Find ways to say NO and take up additional growth opportunities only if they are really big-challenge teams to also prioritise in this manner. Holding them accountable on this front Effective collaborations in non-ISCM functions to drive Turnaround in a 360 degree manner in struggling segments of Dailywear- those that have structural buyer motivation issues.
- I really don't have a suggestion here
- Stronger alignment of self and team towards shared KPIs post agreement on goals
 - Comes across as very aggressive especially with stakeholders at a junior level - Look / evaluate or think from an overall portfolio while retaining the drive to excel in one's own portfolio
- Probably give more realistic timelines for others for the work that is given. 2. Stop prioritizing his work over others.

- Build people capability in the domain through excessive and focused training before they are given new category or role 2. Big Thinking to come through for under performing Cat PB - Value Creation - Market size and potential to tap can be huge eg Platinum 3. Stop reinforcing vendor limitations based on any assumptions around category or price point capabilities so to not be over dependence and promotes healthy competition
- No specific observation on this
- NA
- Focus on healthy competition - sometimes the competitiveness slips over to unhealthy territory
- Knowledge of external benchmarks and best practices across industries.
- Enhance Equity Across the Team – While Mohit leader fosters a positive environment, there is an opportunity to ensure more balanced distribution of attention, opportunities, mentorship and recognition among all team members. Greater consistency in this area will help further strengthen team morale and engagement. Provide More Constructive and Critical Feedback – Encouraging continuous improvement through candid, actionable feedback would be valuable. A more direct approach to performance-related conversations can help individuals better understand their development areas and grow more effectively and solve problems as well effectively.
- Diligent follow-up may put his team off-course sometimes especially if the pace of doing work of team members does not match 2. Very difficult to build conviction on an idea/project.
- NA
- 1 - Spend more time with strategic vendor partners
- Preference should be given to all the team members instead of MT's and GET's .

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?

- NA
- Is able to sharpen the purpose of CFTs Is able to surface the challenges teams can face and nudge for ideas to solve them, leading to effectiveness in collaboration Is able to challenge teams to think bigger and wider
- He personally drives increase in share of inhouse `by bringing both the inhouse team and his team and always sets direction for every one. He supports performance recovery by actively advising and guiding his team members He always suggests us to focus on big opportunities as opposed to confusing us by asking us to focus on many things at a time
- Clearly defines success metrics 2. Is able to identify potential gaps / opportunities to derive maximum impact
 - Articulates the business objective to everyone very clearly - Drives catch ups at regular intervals to ensure that the project /task is on track - Clear updates to everyone on what is moving & what is stuck .
- LY when Mohit was anchoring Q2 payouts and GC, I was fairly new to the company. Mohit pushed his boundaries in order to help me and most importantly in order to achieve the Q2 goals. With this collaboration, our estimates turned out to be highly accurate in comparison with the actuals. His teachings, efforts to achieve shared outcomes is highly appreciated.
- Create checkpoints to recalibrate alignment through structured review points so all the stake holders remain aligned on priorities 2. Own the responsibility to ensure team members and cross functional team members have a common understanding to the organisational priorities.
- Clear articulation of the objective 2. Timely measurement and sharing of outcomes and best practices 3. Presenting an alternative and equally compelling perspective
- NA
- Creates clarity on what "NEEDS" to be done and what is good to do. This helps teams understand what is priority 1 and what can be deprioritised under situations of time stress 2. Understands the capabilities and limitations of each individual and assign tasks accordingly helping each team member to stay motivated
- Seeded a category called Modern Gold. In no time, it has become a 3000 Cr business. This was possible because he identified the right set of people across different teams, believed in them and set all of them in the right direction. This kind of collaboration was possible because he was able to translate his vision into a shared vision. 2. Special increments - It is due to his relentless efforts and perseverance that many of the able team members have been recognised through special increments year on year. In Titan, it is a rare instance where such adjustments are made every year for potential candidates. He recognises individuals' abilities and acknowledges fairness by rewarding them suitably.

- One of Mohit's key strengths in driving purposeful collaboration is their ability to set clear expectations. By clearly defining roles, responsibilities, and desired outcomes at the outset, he has enabled the team to stay aligned and focused on shared goals. This clarity not only improves coordination across stakeholders but also ensures accountability and efficiency in execution.
- Ensures that the communication - be it from his own scope of work or something that has flown down hierarchically - is very fast and crystal clear. Nothing is left ambiguous. That helps team moderate their approach and thoughts.
- He shares the goals at the beginning of the year very specific to individuals making it clear as possible. In collaborative projects such as modern gold, soulmate etc. he brings teams together across marketing, VM, DEC, ISCM together to achieve the campaign objectives
- 1 - For a studded vendor to enter into plain gold segment a strategic road map against the shared goal was very clearly communicated. 2 - Understanding the vendors strength and motivating the vendor to outperform by leveraging the capabilities. Ex Sub 1 lac product portfolio is a clear strength of mine which he has capitalized through constant interventions and feedback.
- This leader effectively promotes purposeful collaboration by clearly articulating shared objectives and success metrics, ensuring everyone understands and aligns their efforts. They foster open communication and encourage input from team members and stakeholders, building a sense of shared ownership. Additionally, they prioritize coordinating resources and efforts to maintain focus on the common goal, minimizing misalignment and driving focused, goal-oriented teamwork.

END