

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	3
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	7

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

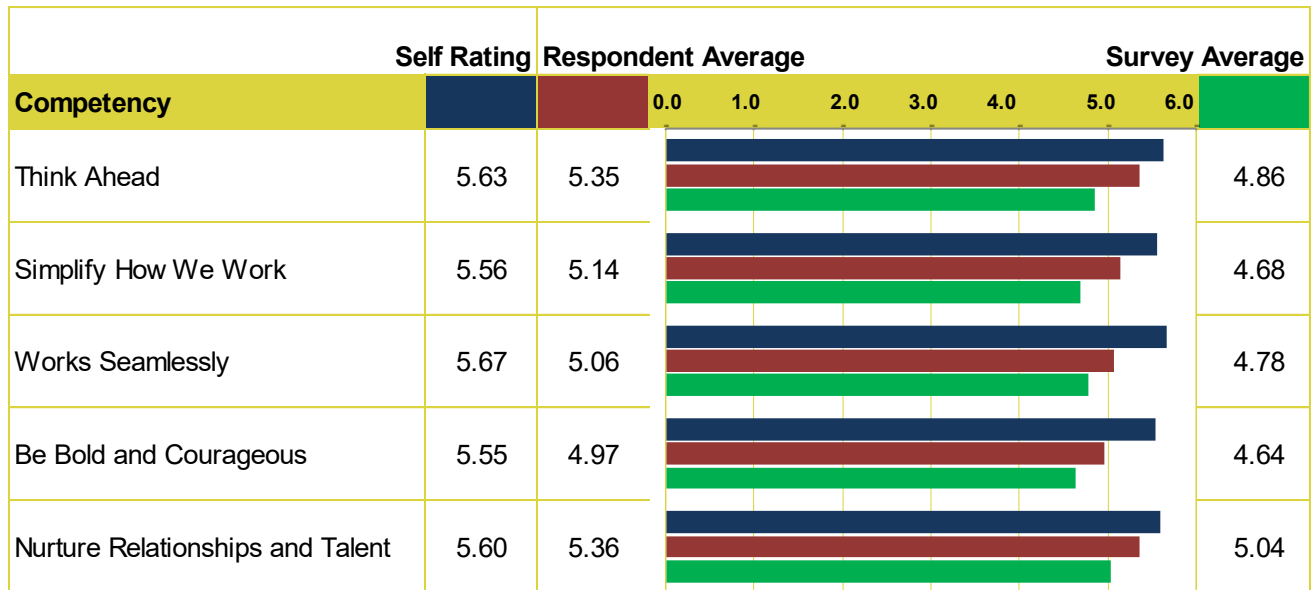
- This section provides the strengths and areas of development as rated by the respondents

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

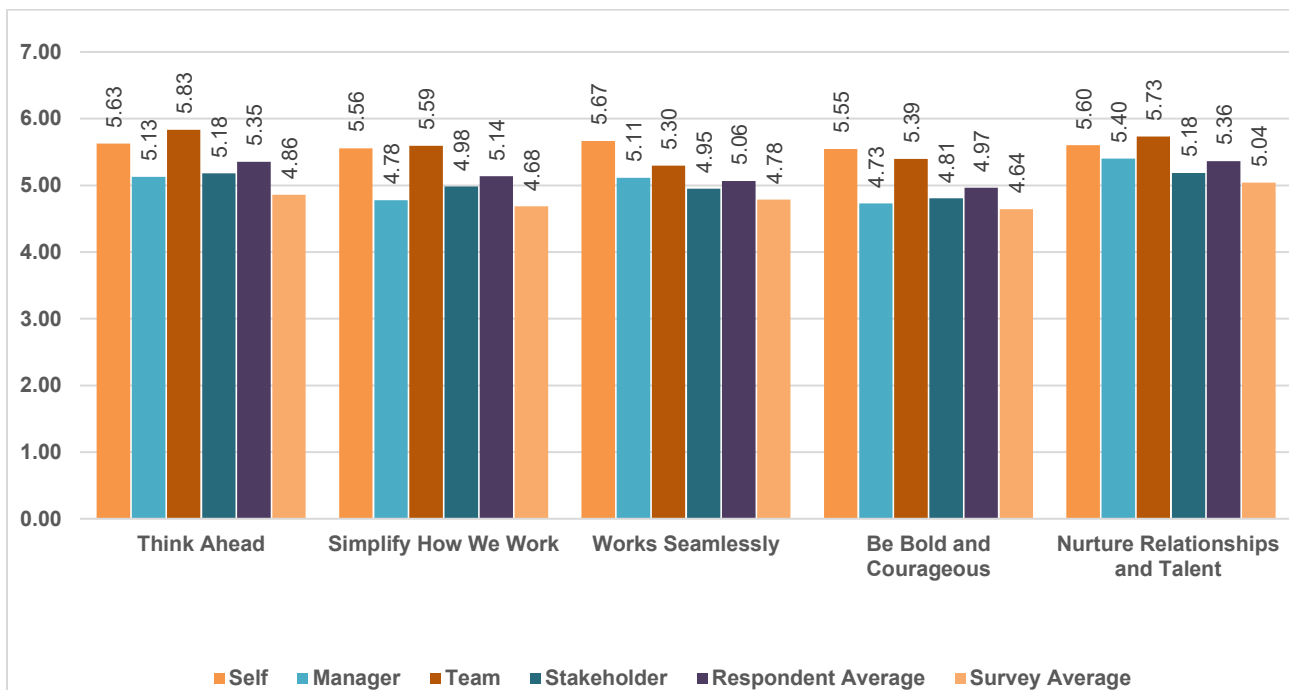


Section 2: Competency Score by Respondent Category

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	5.63	5.13	5.83	5.18	5.35	4.86
Simplify How We Work	5.56	4.78	5.59	4.98	5.14	4.68
Works Seamlessly	5.67	5.11	5.30	4.95	5.06	4.78
Be Bold and Courageous	5.55	4.73	5.39	4.81	4.97	4.64
Nurture Relationships and Talent	5.60	5.40	5.73	5.18	5.36	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	5.64	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.57</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	6.00	5.73	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.57</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	5.36	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.14</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	5.36	<p>Manager: 4.00 Team: 6.00 Stakeholders: 5.29</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	6.00	5.82	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.71</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	5.45	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.29</p>	4.99
7.	Challenges status quo and assumptions	5.00	5.18	<p>Manager: 5.00 Team: 5.67 Stakeholders: 5.00</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	4.00	4.27	<p>Manager: 5.00 Team: 5.00 Stakeho...: 3.86</p>	3.89
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Competency: Simplify How We Work

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies and highlights trade-offs to enable focus on the critical (few) priorities	5.00	5.45	<p>Manager: 5.00 Team: 5.67 Stakeho...: 5.43</p>	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	5.45	<p>Manager: 4.00 Team: 6.00 Stakeho...: 5.43</p>	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	6.00	5.50	<p>Manager: 4.00 Team: 5.67 Stakeho...: 5.67</p>	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	6.00	5.36	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.14</p>	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	6.00	5.55	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.43</p>	4.69
6.	Acts to simplify work at the front-end based on their feedback , and not just own assumptions	6.00	5.27	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.00</p>	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.00	5.55	<p>Manager: 6.00 Team: 6.00 Stakeho...: 5.29</p>	4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	4.00	4.30	<p>Manager: 4.00 Team: 4.67 Stakeholders: 4.17</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	6.00	3.60	<p>Manager: 5.00 Team: 4.33 Stakeholders: 3.00</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	5.10	<p>Manager: 6.00 Team: 4.67 Stakeholders: 5.17</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	6.00	5.00	<p>Manager: 5.00 Team: 5.67 Stakeholders: 4.67</p>	4.84
3.	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	4.00	4.90	<p>Manager: 5.00 Team: 5.00 Stakeholders: 4.83</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	6.00	5.45	<p>Manager: 4.00 Team: 5.67 Stakeholders: 5.57</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	6.00	<p>Manager: 6.00 Team: 6.00 Stakeholders: 6.00</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	6.00	4.55	<p>Manager: 5.00 Team: 4.67 Stakeholders: 4.43</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	6.00	5.00	<p>Manager: 5.00 Team: 5.67 Stakeholders: 4.71</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	6.00	5.27	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.00</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	6.00	4.36	<p>Manager: 5.00 Team: 4.33 Stakeholders: 4.29</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	6.00	5.55	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.43</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	5.00	5.00	<p>Manager: 4.00 Team: 4.67 Stakeholders: 5.33</p>	4.63
3.	Differentiates great performance and gives it the due recognition	6.00	5.90	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.83</p>	5.01
4.	Shares tough messages transparently and promptly	5.00	5.18	<p>Manager: 3.00 Team: 5.67 Stakeholders: 5.29</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	6.00	4.55	<p>Manager: 5.00 Team: 4.67 Stakeholders: 4.43</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	5.73	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.71</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	5.64	<p>Manager: 6.00 Team: 6.00 Stakeho...: 5.43</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	5.00	3.10	<p>Manager: 4.00 Team: 4.00 Stakeho...: 2.50</p>	3.41
9.	<i>Downplays bad news</i>	4.00	3.56	<p>Manager: 4.00 Team: 5.00 Stakeho...: 2.60</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	6.00	5.09	<p>Manager: 5.00 Team: 5.67 Stakeho...: 4.86</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	6.00	5.00	<p>Manager: 5.00 Team: 5.67 Stakeho...: 4.71</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	5.90	<p>Manager: 6.00 Team: 6.00 Stakeho...: 5.83</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	6.00	5.55	<p>Manager: 6.00 Team: 6.00 Stakeho...: 5.29</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	6.00	5.60	<p>Manager: 4.00 Team: 6.00 Stakeholders: 5.67</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	4.00	5.00	<p>Manager: 5.00 Team: 5.67 Stakeholders: 4.71</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.73	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.71</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	5.70	<p>Manager: 6.00 Team: 5.67 Stakeholders: 5.67</p>	5.09
7.	Invests in building capabilities of team members	6.00	6.00	<p>Manager: 6.00 Team: 6.00 Stakeholders: 6.00</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	4.91	<p>Manager: 6.00 Team: 5.67 Stakeholders: 4.43</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	4.55	<p>Manager: 5.00 Team: 4.67 Stakeholders: 4.43</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	4.00	4.91	<p>Manager: 5.00 Team: 5.67 Stakeholders: 4.57</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	Ensures that self and the team deliver on their commitments to other teams	6.00
Nurture Relationships and Talent	Invests in building capabilities of team members	6.00
Be Bold and Courageous	Differentiates great performance and gives it the due recognition	5.90
Nurture Relationships and Talent	Builds relationships and connects with others across the organisation matrix	5.90
Think Ahead	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.82

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	3.10
Be Bold and Courageous	Downplays bad news	3.56
Simplify How We Work	Micromanages and gets over involved especially when things get challenging	3.60
Think Ahead	Over-reactive to changes and threats in the market	4.27
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	4.30

Section 5: Verbatim Comments

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

- Communication and networking with cross function and internal. 2. Good with simplification of process for speedy outcome. 3. Solution Oriented Approach
- Creative vision along with versatility and understanding of different design categories good stakeholder management interpersonal skills
- Design Skills 2. Collaborative work Style 3. Easy to Approach
- Very solution driven and up to date with market scenarios 2. Exceptional skill set and invests in team building and development 3. Has built good relationships internally within the team and cross functionally
- Communication is very good 2. Design knowledge 3. Technical skill
- Subject matter expertise 2. Well versed with the industry benchmarks and the well kept up with current and future industry trends 3. Great working relations with the manufacturing and Vendor ecosystem
- Understands and Supports the Team: She listens carefully, understands my challenges, and always offers support when needed. Encourages Fast Growth: She gives me important tasks that help me learn quickly and grow faster than usual for my role. Cares About People and Team Success: She stands by her team, treats everyone with respect, and creates a positive and trusting work environment.
- Vision and Strategic Thinking Great leaders have a clear vision for the future and the ability to set strategic goals. They see the big picture, anticipate challenges, and guide their teams toward long-term success. 2. Communication and Influence Effective leaders communicate clearly, listen actively, and inspire others. 3. Emotional Intelligence and People Management Great leaders understand and manage their own emotions, as well as those of others. They're empathetic, self-aware, and skilled at resolving conflict and motivating diverse individuals.
- Clear Communication – Shares information clearly and listens well. – Team always knows what to do and what's expected. Team Support – Helps team members grow and solve problems. – Stays available and approachable. Decision Making – Makes fair and timely choices. – Keeps work moving smoothly.
- Listening Skill 2) making the data properly 3) Instant decision making.
- The top 3 strengths for Ruchira are as follows :- 1) Clear creative Vision 2) Great at working with others 3) Deep understanding of the user
- Designing. Conceptualization. Communication

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

- Start Saying 'no' more often leading to burn out. 2. Smoother switch from Specialist to Generalist. 3. Increase the networking periphery internally to understand old processes and bring change.
- Have difficult conversations that could help resolve issues and build stronger team dynamics. Opportunity to exert greater influence when engaging with stakeholders by bringing strategic clarity and a stronger point of view to discussions
- Market Understanding. 2, Visibility 3. Manufacturing Expertise
- Learn to set boundaries and say no when required 2. Do more presentations
- No
- Communicate effectively with internal team to ensure consistent point of view 2. Set clear objectives and expectations of own team as well as other stakeholders
- She's always pushing forward and lifting others up. It would be lovely to see her take a moment for herself too, and rest. She deserves it. We'll still be right behind her. She's great at understanding when we need time off and leaves. If WFH could be just as easy to request, it would help us balance work and personal needs better without hesitation. She appreciates team members sincerely, which is always encouraging. However, sharing that appreciation more publicly, whether through Moments of Fame (MoF), team meetings, or broader forums, like to the SMTs could boost morale and help others feel more seen and valued.
- She always helps the team and shares work, but sometimes she takes on too much herself. Giving herself a little more rest could keep her strong and happy. She's very understanding with leaves, which we appreciate. It would be great to feel the same comfort around WFH, knowing we're committed to maintaining performance. even though she has a very busy schedule and she is there for us always, it would be a great help if she spent more time with me so that i can gain a deeper understanding of the work.

- Encourage More Independence – Give team members space to take ownership and show initiative. Create More Space for Listening – Focus on hearing different perspectives before responding. Be More Decisive with Confidence – Aim to make timely decisions while balancing input and clarity.
- Timely travel request for business. 2) Holding some information. 3) If the project will be delayed, escalate the delay.
- The 3 things ruchira should do a bit differently are as follows 1) Stop getting stuck in details of the product too much and look at the bigger picture instead. 2) Speak the business language more often . 3) Motivate the team more to come up with more ideas .
- no comments

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?

- Gives time to the team for better and clear understanding, share knowledge and briefing for smoother and faster outcome. 2. Understands cross function's perspective for better implication and support back with solutions to resolve and smoothen operations.
- Great collaborative work with crunched timeline projects like studded wedding, Kundan polki and introduction of high jewellery navigating challenges successfully with internal and external stakeholders
- Collaborative Working 2. Innovative thinking 3. Learning on the jOB
- Very clear feedback and direction given for extremely efficient outcomes and differentiated products 2. Technically very strong in product development and finishing and has a great understanding across merchandise assortment and planning and pricing 3. She is very solution oriented and has great networking skills that align well with the business needs
- no
- Ruchira has ensured critical knowledge sharing and multiple joint visits to ensure each stakeholder is on the same page.
- She's great at bringing her team together with a clear goal in mind. She makes sure our team is aligned, focused, and working toward shared outcomes. She connects across teams, encourages open communication, and helps us stay on track. Her trust in the team and her support, especially when assigning meaningful work and standing by us makes us feel purposeful and motivated.
- Clearly explains the team's goals and how to measure success. This helps avoid confusion and keeps everyone working toward the same target with good team management and coordination. 2.Encourages everyone to share their ideas and opinions. a safe space where team members feel comfortable speaking up. This way, different ideas come out, and the team can make better decisions together. 3.Organizes the team's tasks based on each person's strengths and what resources are available. This helps the team work efficiently and reach their goal faster. she is great in explaining about work. her guidance make us work effortlessly.
- Clearly explains team goals and what success looks like. Keeps everyone aligned by regularly checking progress. Encourages teamwork and makes sure roles are clear.
- When the collection faced challenges, she courageously made powerful decisions, choosing the right words and the right person to turn the impossible project into a reality. 2) The design perspective and team collaboration are truly remarkable; there are no critiques.
- She makes sure everyone knows the main goal and helps teams work together toward it. She helps people focus on what's most important and makes sure everyone's efforts are joined up. She encourages good communication so ideas are shared and everyone is working as one team to get the job done. While working with her in different projects as a vendor she has definitely made us feel that we are a part of the Titan family and has helped us in different parts to submit the products on time .
- no comments

END