

360 Culture Feedback Survey Report

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

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Private and Confidential

Overview

W&W ISCM has embarked on an ambitious transformation journey guided by the bold objective of 10-16-26. This transformation encompasses reimagining manufacturing, seamless leadership transitions, and fostering a culture that drives impactful change. As a key enabler of this journey, ISCM has launched the Culture Transformation initiative and identified Champions of Culture to lead, inspire, and sustain the shift. As a Culture Champion, you have been entrusted with a pivotal role in shaping this transformation. To support your journey, a 360-degree feedback assessment has been conducted on four critical behaviours essential for cultural transformation: Be Bold, Build Capability, Collaborate Actively, and Demonstrate an SCM Mindset.

This report provides you a summary of the 360 Culture Feedback survey conducted in collaboration with Ascendus, our Technology Partner. Responses from your manager, team (direct & indirect reportees) and stakeholders/peers within & outside ISCM have been collated maintaining confidentiality.

Respondents

Based on your nominations, the following respondents have completed the survey. For the purpose of this survey & report, respondents have been categorized into the following cohorts.

Respondent Category	Respondent Definition	Number of Respondents who completed the survey*
Self	Yourself	1
Manager	Your Reporting Manager	1
Team	Direct reportees + Indirect Reportees	12
ISCM Peers	Peers within ISCM	4
External Peers	Peers Outside ISCM	2

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.

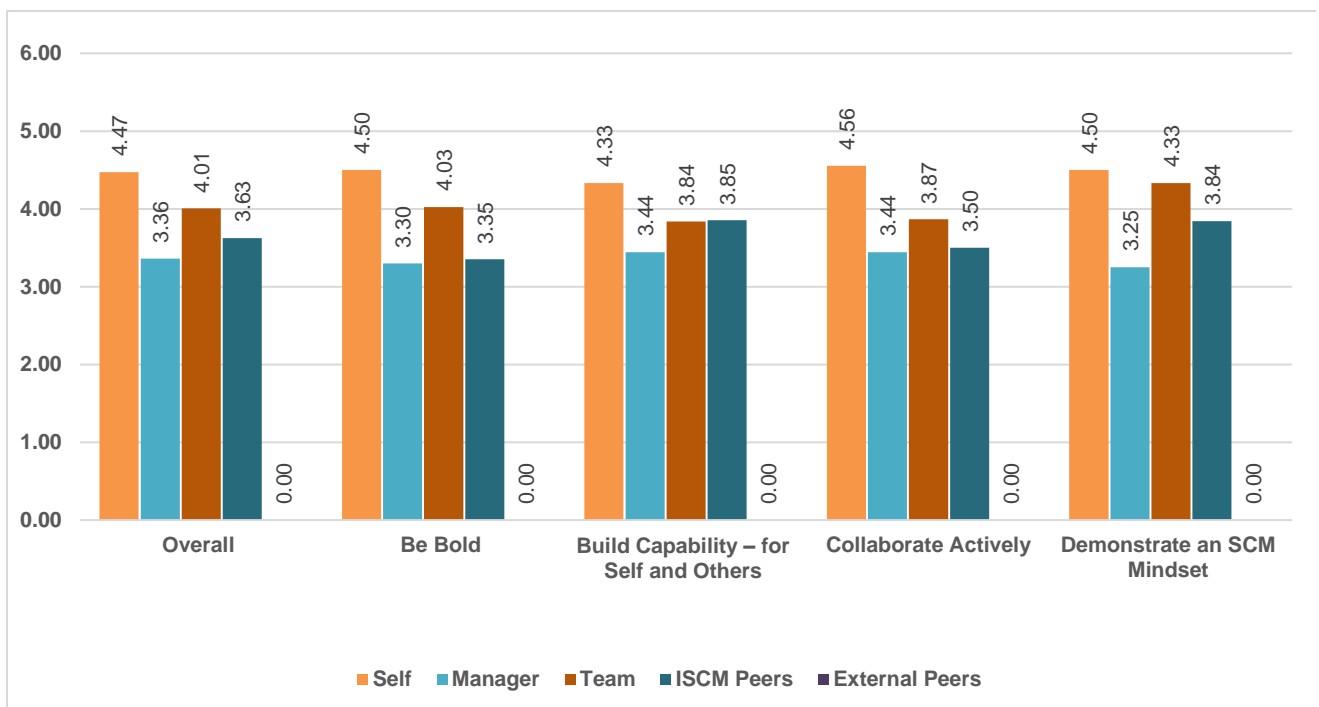
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.47	3.90								3.99	
Be Bold	4.50	3.84								3.83	
Build Capability – for Self and Others	4.33	3.83								3.94	
Collaborate Actively	4.56	3.78								4.06	
Demonstrate an SCM Mindset	4.50	4.18								4.15	

Section 2: Score by Respondent Category

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

Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	4.47	3.36	4.01	3.63	-
Be Bold	4.50	3.30	4.03	3.35	-
Build Capability – for Self and Others	4.33	3.44	3.84	3.85	-
Collaborate Actively	4.56	3.44	3.87	3.50	-
Demonstrate an SCM Mindset	4.50	3.25	4.33	3.84	-

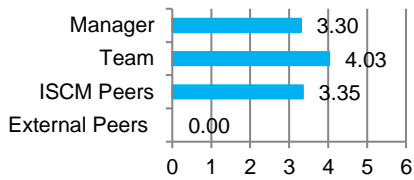
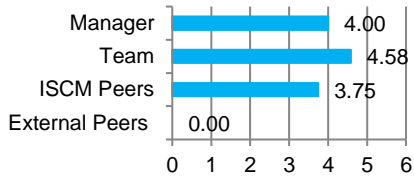
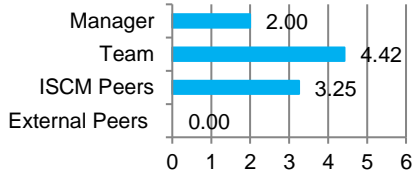
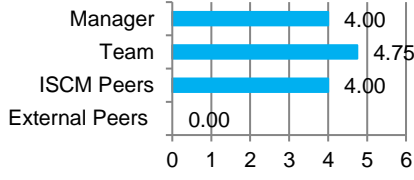

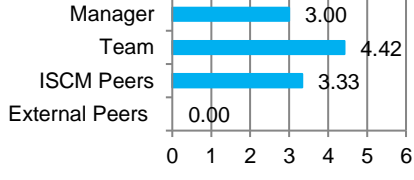

If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity


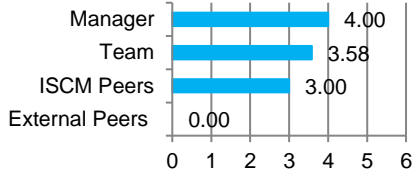
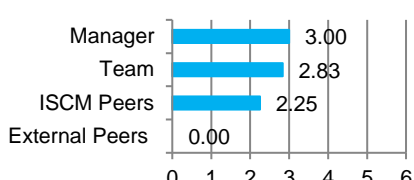
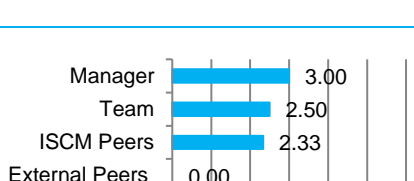


Section 3: Statement Wise Report

Some questions in this report are negatively framed - for 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 now indicates a favorable response and a lower score an area for improvement.

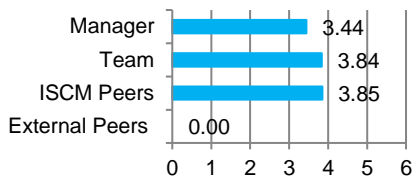
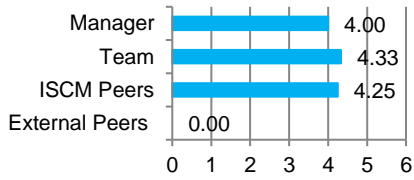
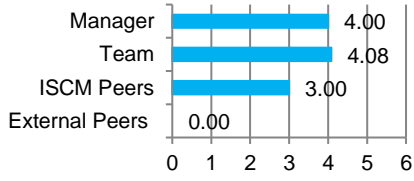
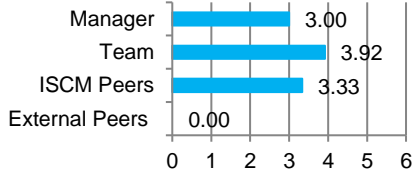
Focus Area: Be Bold

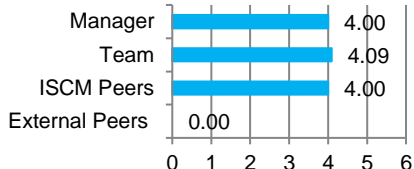
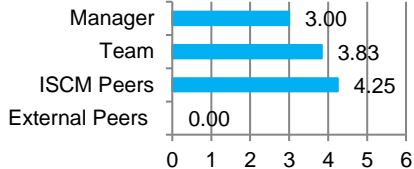
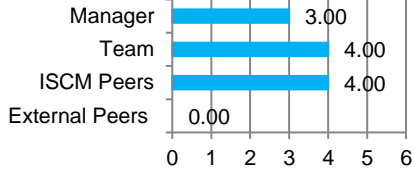


S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	4.50	3.84	
1.	Speaks up and boldly shares opinions	5.00	4.26	
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.00	
3.	Tracks and monitors performance of the team regularly	5.00	4.53	
4.	Ensures team members meet their goals and commitments	5.00	4.28	
5.	Takes quick action when people underperform	4.00	4.06	
6.	Makes decisions without delays	4.00	4.05	

7.	Takes risks – challenges status quo to experiment and do new things	5.00	4.21	
8.	Admits mistakes and learns from failure	5.00	3.58	
9.	<i>Waits for seniors to take decisions *</i>	4.00	2.84	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	3.00	2.53	

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

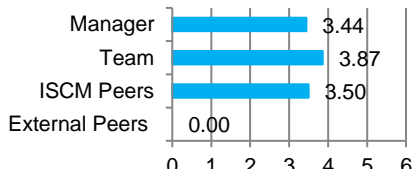
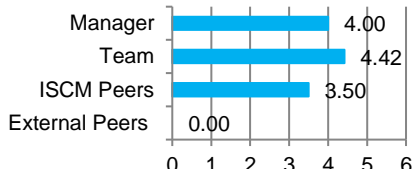
Focus Area: Build Capability – for Self and Others

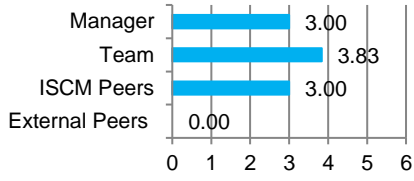
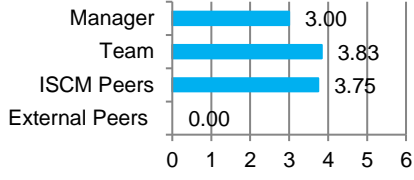
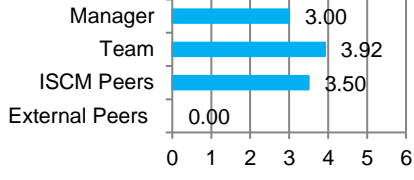

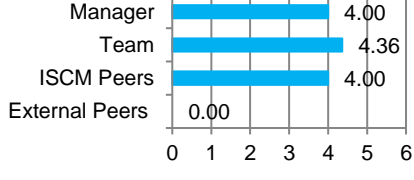
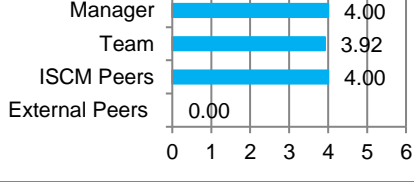
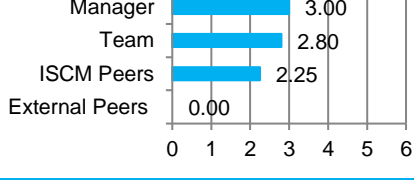
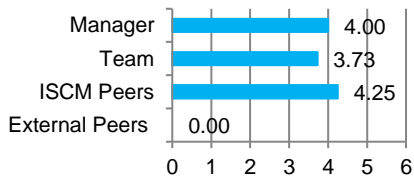
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.33	3.83	
1.	Learns new skills and knowledge to transform ISCM	5.00	4.32	
2.	Accepts change and adapts quickly	5.00	3.89	
3.	Delegates authority to team members to decentralize decision making	3.00	3.71	

4.	Builds new and diverse capabilities needed in the team	4.00	4.00	
5.	Coaches team members to improve their performance and abilities	5.00	3.78	
6.	Drives a data driven decision making approach within ISCM	5.00	3.95	
7.	<i>Gets too involved in unnecessary details *</i>	3.00	3.61	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.63	
9.	<i>Does not empower or give authority to team members *</i>	4.00	3.56	

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

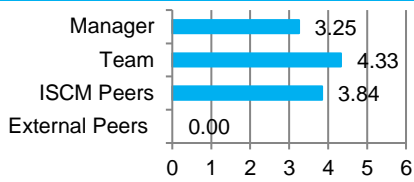
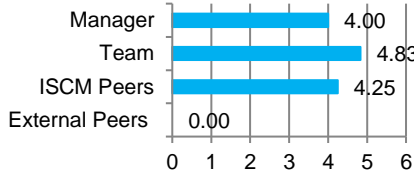

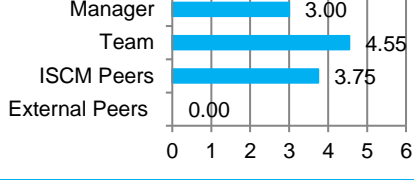
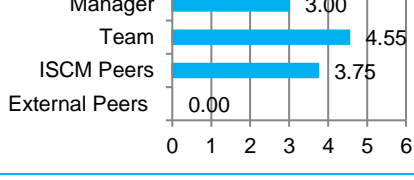
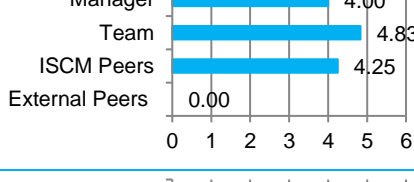
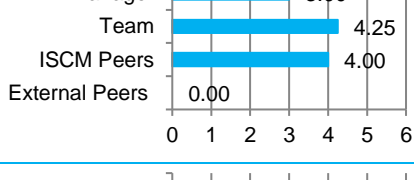
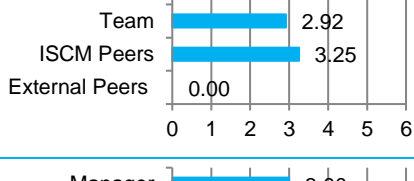
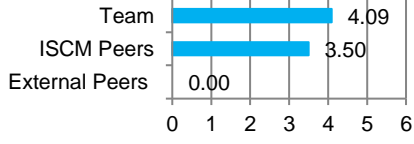
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.56	3.78	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.21	

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.58	
3.	Interacts and builds relationships with people across ISCM	5.00	3.79	
4.	Builds relationships with stakeholders in the business	5.00	3.79	
5.	Communicates and shares information transparently and promptly	5.00	3.68	
6.	Is trustworthy – delivers on commitments	4.00	4.28	
7.	Welcomes new people into ISCM and helps them settle down	5.00	3.95	
8.	Limits their interaction and communication with the same set of people *	3.00	2.63	
9.	Speaks negatively about others behind their backs *	5.00	4.00	

*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
	Overall Score	4.50	4.18	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.63	
2.	Stays updated on Supply Chain Management practices in the industry	5.00	4.42	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.22	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.33	
5.	Monitors and controls costs in own department / function	4.00	4.63	
6.	Improves productivity by leveraging tools and technology	5.00	4.21	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.00	3.05	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	4.00	3.94	

*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	4.63
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	4.63
Be Bold	Tracks and monitors performance of the team regularly	4.53
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.42
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.33

**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>	2.53
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	2.63
Be Bold	<i>Waits for seniors to take decisions *</i>	2.84
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.05
Build Capability – for Self and Others	<i>Does not empower or give authority to team members *</i>	3.56

**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	Builds new and diverse capabilities needed in the team	4.00	4.00
Be Bold	Makes decisions without delays	4.00	4.05
Demonstrate an SCM Mindset	Achieves results but with low focus on costs and efficiencies *	3.00	3.05
Demonstrate an SCM Mindset	Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *	4.00	3.94
Be Bold	Takes quick action when people underperform	4.00	4.06

**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
Be Bold	Admits mistakes and learns from failure	5.00	3.58
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.58
Build Capability – for Self and Others	Is reluctant to explore modern technology *	5.00	3.63
Collaborate Actively	Communicates and shares information transparently and promptly	5.00	3.68
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	5.00	3.78

**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)

The leader's significant strengths include:

1. **Product Development & Technology Expertise:** Strong in product development, particularly in movement manufacturing, with technical and process expertise.
2. **Work Commitment:** Extremely dedicated to his work, passionate, and committed to achieving results, demonstrating genuine concern for his team.
3. **Leadership & Accountability:** Takes responsibility, is a team player, and holds himself accountable. He is known for being a role model and helping the team in crises.
4. **Analytical & Logical Approach:** Demonstrates strong logical and analytical skills, especially in problem-solving and decision-making.
5. **Engagement & Collaboration:** Effectively engages with external stakeholders and works closely with DEC to develop challenging designs and build the manufacturing ecosystem.
6. **Innovative & Creative:** Known for creativity and innovation, particularly in new technologies and processes, and has a drive for continuous improvement.
7. **Results-Oriented & Strategic:** Goal-oriented, with a focus on achieving business goals through strategic thinking, data-driven decisions, and timely execution.
8. **Empowerment & People Development:** Focuses on empowering team members, fostering growth, and supporting change management.
9. **Leadership Skills:** Strong leadership skills with a focus on driving results, managing multiple tasks, and providing necessary resources.
10. **Problem Solving:** Effective at resolving issues and supporting the team in achieving their goals, making him a supportive and resourceful leader.

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

To transform ISCM, this leader should:

1. **Explore Technology Solutions:** Focus on new technology, data automation, and rightsizing capacity to enhance efficiency and utilization.
2. **Big Picture & Strategic Understanding:** Develop a broader understanding of ISCM, embrace diverse perspectives, and highlight current challenges to seek support from senior leadership.
3. **Focus on Process Improvement:** Streamline manufacturing systems, improve quality, and address cost and efficiency challenges to enhance ISCM operations.
4. **Team Leadership & Mentoring:** Work on improving team efficiency, mentoring, building a positive team culture, and reflecting on leadership style.
5. **Capacity & Productivity Enhancement:** Improve resource management and capacity utilization to meet future production targets, especially for in-house movement production.

6. **Technology Upgrades & Innovation:** Upgrade manufacturing technology to stay competitive, expand capacity, and adopt advanced digital tools to drive automation and efficiency.
7. **Communication & Problem-Solving:** Foster open communication, address failures early, and focus on finding solutions rather than getting immersed in problems.
8. **Encourage Team Empowerment:** Reinforce positive behaviors, empower teams for agile execution, and ensure work-life balance for better productivity.
9. **Foster Continuous Improvement:** Visit shop floors regularly to identify bottlenecks, support improvements, and ensure consistent production standards.
10. **Invest in New Product Development:** Dedicate time and effort to new product development and innovation, focusing on variants and quality.
11. **Digital Transformation:** Drive digital transformation by implementing tools like real-time tracking and automation to reduce manual efforts and improve operations.
12. **Empathy & Active Listening:** Be more empathetic, actively listen to the team, and reinforce a culture of trust and support.

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

To be more effective, this leader should stop:

1. **Settling for Mediocre Performance:** Avoid complacency and aim for higher standards.
2. **Manual Tracking Methods:** Transition from manual tracking to more efficient, automated systems.
3. **Focusing on Individual Efforts:** Shift from a "me" to a "we" mindset, focusing more on team collaboration.
4. **Staying in the Same Role for Too Long:** Embrace change and growth opportunities.
5. **Overstretching Beyond Reality:** Stop unrealistic expectations and blaming others without acknowledging the actual issues.
6. **Emotional Reactivity:** Manage emotions in unfavorable situations and avoid overly emotional responses.
7. **Over-Reliance on Boss's Shadow:** Minimize dependence on higher-ups and assert independent leadership.
8. **Worrying About Plant Utilization:** Avoid excessive concern over plant utilization at the expense of other priorities.
9. **Micromanagement:** Delegate tasks more effectively and trust the team to handle day-to-day operations.
10. **Negative Attitude and Blaming Others:** Stop criticizing or blaming the team, and take responsibility for mistakes.
11. **Resisting Change:** Be more open to feedback, change, and improvements.
12. **Ignoring Feedback:** Actively listen to feedback and make necessary adjustments.
13. **Overworking:** Avoid overworking and focus on work-life balance.
14. **Criticizing Team Publicly:** Stop criticizing team members in front of others, and address issues privately.

15. **Degrading Other Functions:** Avoid undermining other departments and instead support and collaborate to meet business requirements.
16. **Top-Level Reviews Only:** Perform reviews at all levels, not just at the top.
17. **Lack of Delegation:** Empower the team by delegating day-to-day responsibilities and ownership of tasks.

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

Key feedback/comments include:

1. **Self-Belief and Acknowledgment:** Continue believing in your own contributions while recognizing the contributions of others.
2. **Career Development:** Consider creating a personal career development plan.
3. **Reality Check:** Avoid stretching beyond what's feasible and recognize the real issues instead of finding faults with others.
4. **Friendly Nature:** You are a good, approachable person once understanding is established.
5. **Strengthening Teams:** Focus on building and strengthening the manufacturing team and respecting the customer voice.
6. **Future Technologies:** Benchmark and focus on future technologies for continuous improvement.
7. **Temper Control:** Be mindful of anger when speaking with colleagues.
8. **Cross-Functional Learning:** Cross-functional learning can help in deploying best practices and improving the plant's efficiency.
9. **Decision Making:** Your decisions are not just data-driven but also technically analyzed, which is a valuable strength.
10. **Approachability:** You are easy to approach and open to others' viewpoints, though reducing quick tempering can improve interactions.
11. **Leadership Potential:** You are seen as a champion leader with the potential to elevate the organization, with aspirations for future leadership roles like Chief Manufacturing Officer (CMO).
12. **General Support:** You are considered a critical resource, with the belief that support will help you reach even higher levels of success.

END