

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	9

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

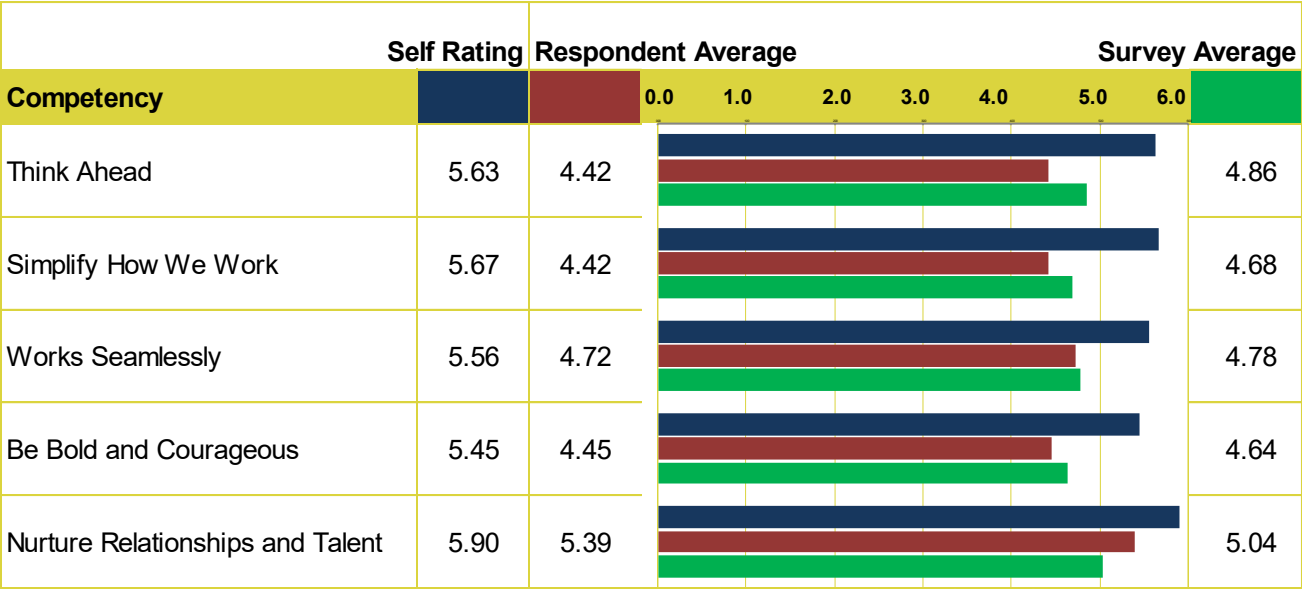
- This section provides the strengths and areas of development as rated by the respondents

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

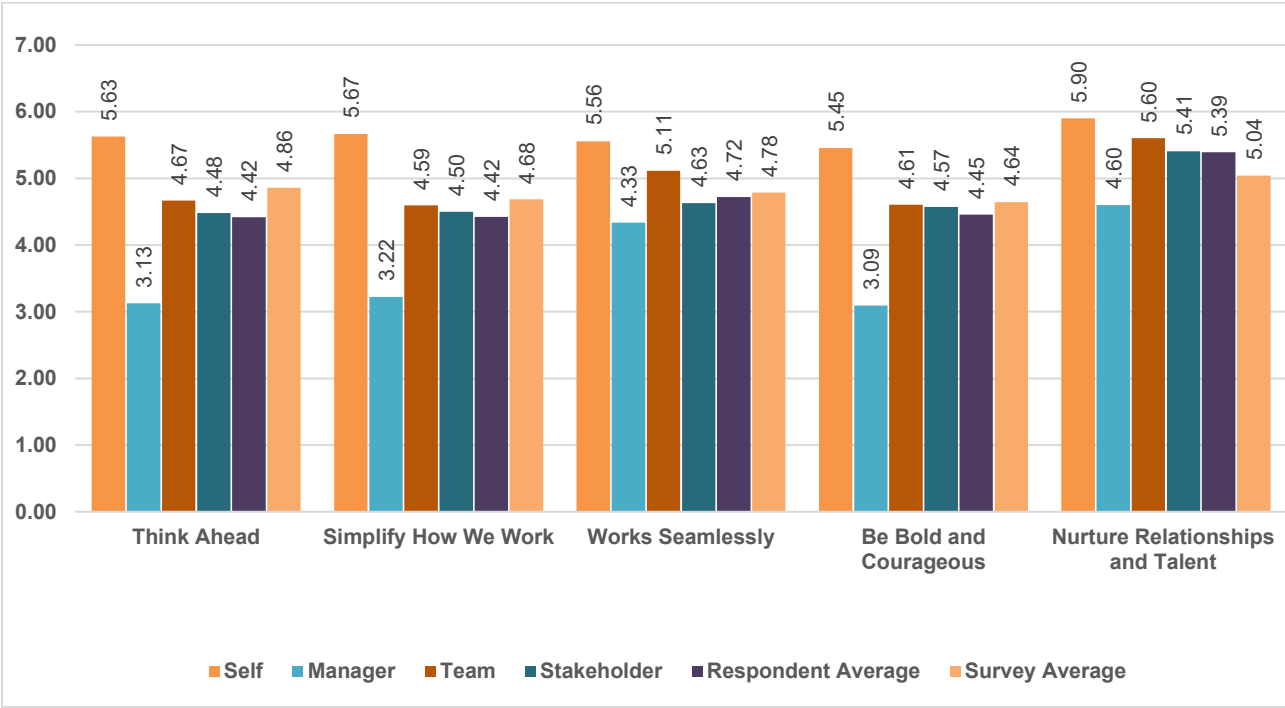


Section 2: Competency Score by Respondent Category

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	3.13	4.67	4.48	4.42	4.86
Simplify How We Work	5.67	3.22	4.59	4.50	4.42	4.68
Works Seamlessly	5.56	4.33	5.11	4.63	4.72	4.78
Be Bold and Courageous	5.45	3.09	4.61	4.57	4.45	4.64
Nurture Relationships and Talent	5.90	4.60	5.60	5.41	5.39	5.04

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

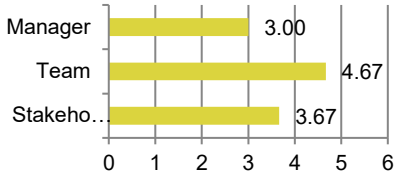


Section 3: Statement Wise Report

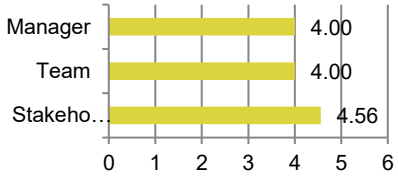
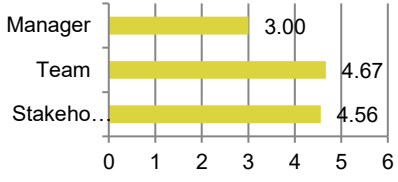
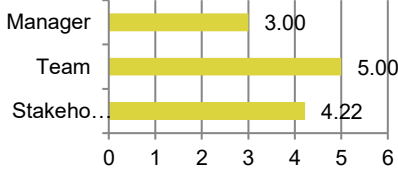
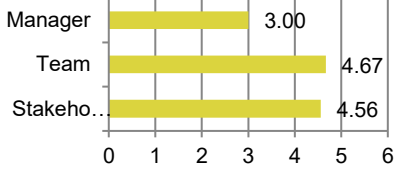
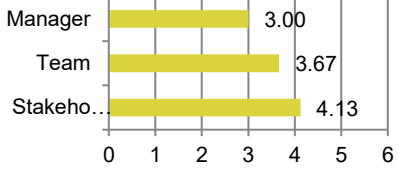
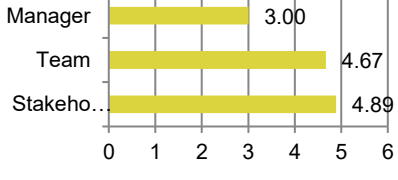
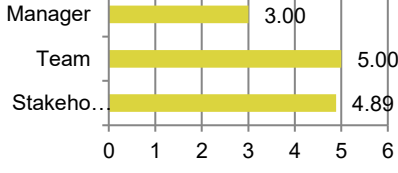
Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a 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	4.85	<p>Manager: 4.00 Team: 5.00 Stakeholders: 4.89</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	6.00	4.50	<p>Manager: 3.00 Team: 4.67 Stakeholders: 4.63</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	4.54	<p>Manager: 3.00 Team: 4.33 Stakeholders: 4.78</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	4.69	<p>Manager: 4.00 Team: 5.33 Stakeholders: 4.56</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.00	4.08	<p>Manager: 2.00 Team: 4.33 Stakeholders: 4.22</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	5.00	4.38	<p>Manager: 3.00 Team: 4.33 Stakeholders: 4.56</p>	4.99
7.	Challenges status quo and assumptions	6.00	4.46	<p>Manager: 3.00 Team: 4.67 Stakeholders: 4.56</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	5.00	3.85	 <p>Manager: 3.00 Team: 4.67 Stakeholders: 3.67</p>	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	6.00	4.38	 <p>Manager: 4.00 Team: 4.00 Stakeholders: 4.56</p>	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	5.00	4.46	 <p>Manager: 3.00 Team: 4.67 Stakeholders: 4.56</p>	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	6.00	4.31	 <p>Manager: 3.00 Team: 5.00 Stakeholders: 4.22</p>	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	6.00	4.46	 <p>Manager: 3.00 Team: 4.67 Stakeholders: 4.56</p>	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	5.00	3.92	 <p>Manager: 3.00 Team: 3.67 Stakeholders: 4.13</p>	4.69
6.	Acts to simplify work at the front-end based on their feedback, and not just own assumptions	6.00	4.69	 <p>Manager: 3.00 Team: 4.67 Stakeholders: 4.89</p>	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	6.00	4.77	 <p>Manager: 3.00 Team: 5.00 Stakeholders: 4.89</p>	4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	5.00	4.67	<p>Manager: 5.00 Team: 5.00 Stakeho...: 4.50</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	6.00	4.08	<p>Manager: 2.00 Team: 4.67 Stakeho...: 4.13</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	6.00	5.17	<p>Manager: 5.00 Team: 5.33 Stakeho...: 5.13</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	5.00	4.08	<p>Manager: 3.00 Team: 4.00 Stakeho...: 4.25</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	4.45	<p>Manager: 3.00 Team: 4.67 Stakeho...: 4.57</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	6.00	4.46	<p>Manager: 4.00 Team: 5.00 Stakeho...: 4.33</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	4.54	<p>Manager: 5.00 Team: 5.00 Stakeho...: 4.33</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	5.00	4.08	<p>Manager: 5.00 Team: 4.33 Stakeho...: 3.88</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	5.00	4.92	<p>Manager: 4.00 Team: 5.67 Stakeholders: 4.75</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	6.00	5.23	<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	5.46	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.33</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	4.33	<p>Manager: 3.00 Team: 4.67 Stakeholders: 4.38</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	5.00	4.22	<p>Manager: 3.00 Team: 4.33 Stakeholders: 4.40</p>	4.63
3.	Differentiates great performance and gives it the due recognition	6.00	4.69	<p>Manager: 3.00 Team: 4.67 Stakeholders: 4.89</p>	5.01
4.	Shares tough messages transparently and promptly	5.00	4.36	<p>Manager: 2.00 Team: 4.67 Stakeholders: 4.57</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	5.00	4.31	<p>Manager: 3.00 Team: 4.67 Stakeholders: 4.33</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	4.77	<p>Manager: 3.00 Team: 5.33 Stakeho...: 4.78</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	5.00	<p>Manager: 4.00 Team: 5.67 Stakeho...: 4.86</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	5.00	3.27	<p>Manager: 2.00 Team: 2.33 Stakeho...: 3.86</p>	3.41
9.	<i>Downplays bad news</i>	5.00	4.40	<p>Manager: 3.00 Team: 4.33 Stakeho...: 4.67</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	6.00	4.62	<p>Manager: 4.00 Team: 4.33 Stakeho...: 4.78</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	6.00	4.83	<p>Manager: 4.00 Team: 5.67 Stakeho...: 4.63</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	5.33	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.13</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	6.00	5.00	<p>Manager: 3.00 Team: 4.33 Stakeho...: 5.44</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	6.00	5.42	<p>Manager: 5.00 Team: 5.67 Stakeholders: 5.38</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	6.00	5.67	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.63</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.54	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.44</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	4.92	<p>Manager: 3.00 Team: 5.33 Stakeholders: 5.00</p>	5.09
7.	Invests in building capabilities of team members	6.00	4.58	<p>Manager: 2.00 Team: 5.33 Stakeholders: 4.63</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	5.77	<p>Manager: 6.00 Team: 5.67 Stakeholders: 5.78</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	5.85	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.78</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	5.00	5.77	<p>Manager: 6.00 Team: 5.67 Stakeholders: 5.78</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	Encourages a boss / sir / ma'am culture	5.85
Nurture Relationships and Talent	Expects privileges and attention due to their hierarchy	5.77
Nurture Relationships and Talent	Uses power and position to demand alignment and adherence	5.77
Nurture Relationships and Talent	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	5.67
Nurture Relationships and Talent	Cares about the well being of the team and individuals	5.54

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	3.27
Think Ahead	Over-reactive to changes and threats in the market	3.85
Simplify How We Work	Is digitally fluent; applies digital tools to simplify work and elevate experiences	3.92
Think Ahead	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	4.08
Works Seamlessly	Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding	4.08

Section 5: Verbatim Comments

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

- Retail & channel management - multiple retail stints across geographies and deep partner engagement Ex: L3 Channel management Turn around - building functions from scratch and turning around the non-performing markets/functions Ex: Inventory process management for L3 channel Collaboration - ability to work in diverse teams, mobilizing resources and call to action
- Tenacity and ability to Stretch High on commitment, Customer centricity
- Harin has forged a high level of trust backed by process-orientation with both our Business Associates and frontline 2. He has been able to institute many significant process improvements that have resulted in a high level of transparency and predictability in our business outcomes. These have also been key to the vastly superior business performance of the L3 channel 3. He has been able to build a strong team that is highly focused on business outcomes and has been able to hold both our frontline (RBM-ABMs) as well as Business Associates accountable
- Relationship, Easy to work with, democratic
 - challenging the status quo - transparent communication - Willingness to learn
 - Very good ground knowledge of market & business - Connect with store staff & Franchisees (regional connect) - Always looks at the uber picture view
- Good Listening Skills Retail Understanding
- Action and accountability Resourceful & Resilient Team Player
- Builds strong network across the organization / stake holders B) Care for team and Others C) Balancing the Work and Life
- Customer-Centric Mindset 2. Emotional Intelligence & Empathy 3. Decisiveness & Resilience
- Strategic Vision and Clarity of Direction 2. Decisive and Outcome-Oriented Execution 3. People-Centric Leadership and Empowerment
- A great listener who analyses the issue in depth to understand it fully before working towards a resolution. 2) guides the team with clarity and purpose. Is able to see the bigger picture and thus makes strategic decisions. 3) willingly extends help beyond his own department, demonstrating a strong sense of teamwork and collaboration. Always approachable and ready to support others.
 - Ready to listen - Explore Option take ownership - Keep calm in tough discussions
- - Data Oriented - Action Oriented - Solution Oriented

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

- Communication & articulation - communicating the ask in a call to action manner Demanding accountability - effective stakeholder management for superior results Strategic thinking - thinking like the future ready business professional
- People Leadership OFI Bring in lateral knowledge, change work flows, challenge current processes to make key shifts in Big rocks of the domain Strategic Thinking and all round business acumen OFI
- He will need to forge a more robust set of SOPs both with the Inventory - One Beat team as well as with the Category team. Currently, his team manages the 'last mile' and many of their perceived inefficiencies are on account of poor strategy formulation and a distinct lack of accountability from the Category-Inventory teams. The UNIFLY team will need to be more assertive and draw clear boundaries and timelines 2. He will need to actively highlight the improvements being driven by his team as well as the high level of business predictability that they've been able to foster. The perception, especially with our SMT, appears to be that his team is not 'completely in charge' whereas the reality is one of significant improvements driven by them over the past couple of years that has seen L3 inventory performance improve significantly 3. He will need to be able to improve his skills on policy-articulation and business-communication. His current style is 'off-putting' for the SMT and they often mistake his verbosity for a lack of clarity
- Being Assertive,
 - Clarity in communication - Effective listening - Taking the team along
 - Articulation & clarity on the objective Should get into granular details - Hold his team more responsible in terms of delivery of result to stakeholders
- Functional Understanding and driving of deliverables Self and Team accountability
- To be more motivating Avoid ambiguity Faster resolutions at times Need more influencing Skill
- to stop excessive talking / briefing and articulate only on the core point. B) to develop functional expertise to understand the pros and cons of the function or decision C) to dedicate complete ownership to the team and recognize the achievements
- Improve cross-team flow 2. Use of digital tools & emerging technology for decision making

- Delegate More Strategically 2. Balance Speed with Inclusion 3. Be More Open to Dissenting Views
- Sometimes decisions are made in isolation. Involving key stakeholders early could lead to stronger alignment. 2) Avoid Overcommitting. 3) Communicate Expectations More Clearly.
 - Speed of delivery - Shorter Communication which will be more encouraged -
- - I think he should speak slowly for better understanding - Form a core group / task force of stakeholders before taking major decision affecting stakeholders - He can be more transparent about the challenges being faced to his superiors

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?

- Promotes trust and openness - encourages team to surface the disagreement and bad news for an early response 2. Team building & nurturing the talent - invests well in team's overall development and growth thru challenging assignment and handholding 3. Challenging the status quo - can break the process barriers and decision bottlenecks thru a process led approach
- Is able to surface the challenges teams can face and nudge for ideas to solve them Willing to give and take in such work
- Highly focused on driving process improvements to aid enhancement in performance of the channel 2. Not only has he articulated the team's goals clearly, but he has also been able to effectively align external departments such as ISCM to the goals of his team
- Has a clarity of thought on the actions he takes, Open to conversation but has ability to sharpen the conversation towards the objective.
 - Taking the lead in reaching out to stakeholders for any requirements - Multiple interactions with stakeholders to address challenges
 - Good personal collaboration with regions and various stakeholders - Lot of store & market visits to bring a ground up perspective.
- NA
- Very high team player, listens and acknowledges the difficulties of ground level, high on empathy - Which reflects in the solutions given to the retail team
- Focus on the constant review mechanism
- Aligns team goals with broader business objectives 2. Regularly reinforces priorities in team discussions 3. Builds trust through transparency
- Clearly Articulates Shared Objectives and Success Metrics Consistently sets clear, outcome-oriented goals and ensures that all team members understand what success looks like. This minimizes misalignment and keeps efforts focused across functions. 2. Aligns Cross-Functional Teams Around Priorities Skilled at bringing together diverse teams and ensuring alignment on timelines, responsibilities, and resource allocation—driving coordinated action toward a common purpose. 3. Creates Structured Forums for Collaboration and Accountability Through regular check-ins, war rooms, or project reviews, the leader builds consistent touchpoints that enable transparent tracking of progress, address blockers quickly, and keep momentum on shared goals.
- --- Encourages people to take responsibility for their roles while reinforcing how their contributions support the broader goals. -- Promotes open channels of communication so that potential conflicts, misunderstandings, or risks are addressed early. -- Advocates for efficient systems and workflows that support smooth coordination and reduce duplication of effort.
 - Has a very good relationship with people - Tries to collaborate with all stakeholders - Empathizes with the team and Partners.
- He can make a task force of stakeholders before implementing changes which has far reaching impact. This will enable him to get faster results with lesser friction

END