360 Culture Feedback Survey Report

Culture Transformation Journey @ W&W ISCM

March 2025

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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	9
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	3

FOCUS AREAS

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

1. Be Bold

2. Build Capability – for Self and Others

3. Collaborate Actively

4. Demonstrate an SCM Mindset

Report Structure

The report consists of five sections:

Section 1: Overall Summary Report

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

Section 2: Scores by Respondent Category

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

Section 3: Statement Wise Report

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

Section 4: Top 5 Statements & Bottom 5 Statements

This section provides the top 5 statements & bottom 5 statements as rated by the respondents.
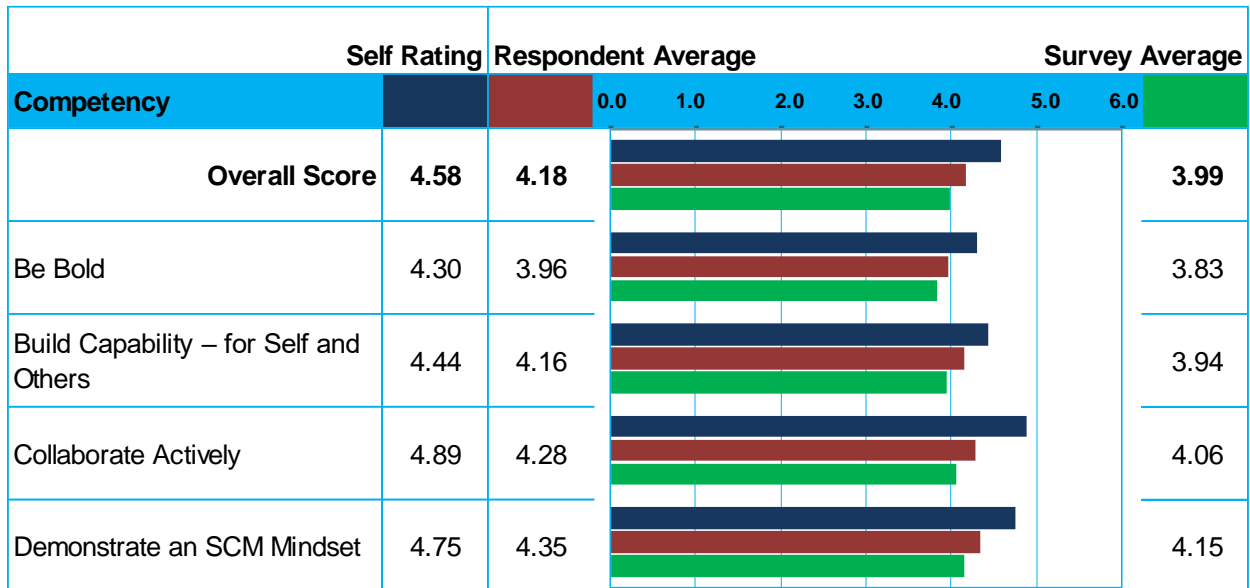
Section 5: Convergence and Divergence Areas

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

Section 6: Qualitative Comments

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

Section 1: Overall Summary Report

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

| Competency	Self Rating	Respondent Average		Survey Average
Overall Score	**4.58**	**4.18**		**3.99**
Be Bold	4.30	3.96		3.83
Build Capability – for Self and Others	4.44	4.16		3.94
Collaborate Actively	4.89	4.28		4.06
Demonstrate an SCM Mindset	4.75	4.35		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

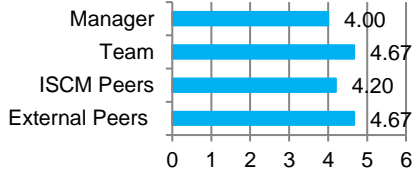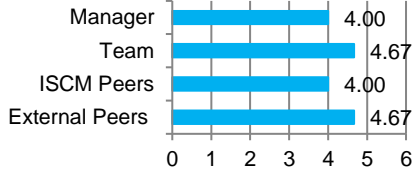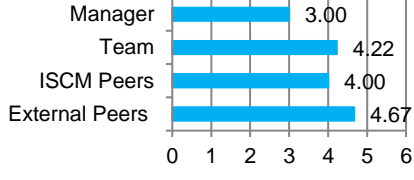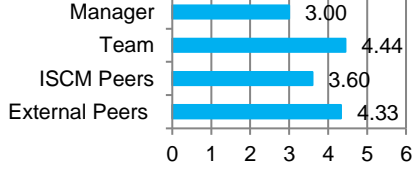| Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	**4.58**	**3.86**	**4.34**	**3.86**	**4.31**
Be Bold	4.30	3.30	4.19	3.52	4.20
Build Capability – for Self and Others	4.44	3.89	4.28	3.89	4.33
Collaborate Actively	4.89	4.00	4.40	4.07	4.37
Demonstrate an SCM Mindset	4.75	4.38	4.51	4.03	4.38
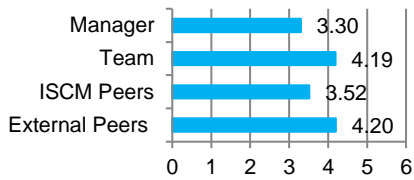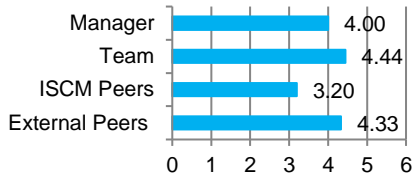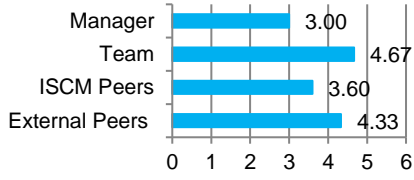
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity
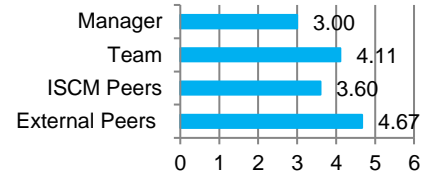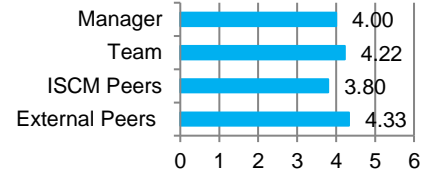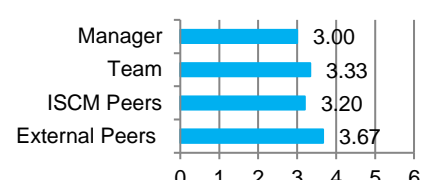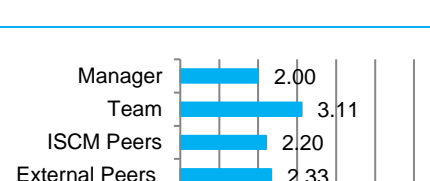
CULTURE TRANSFORMATION
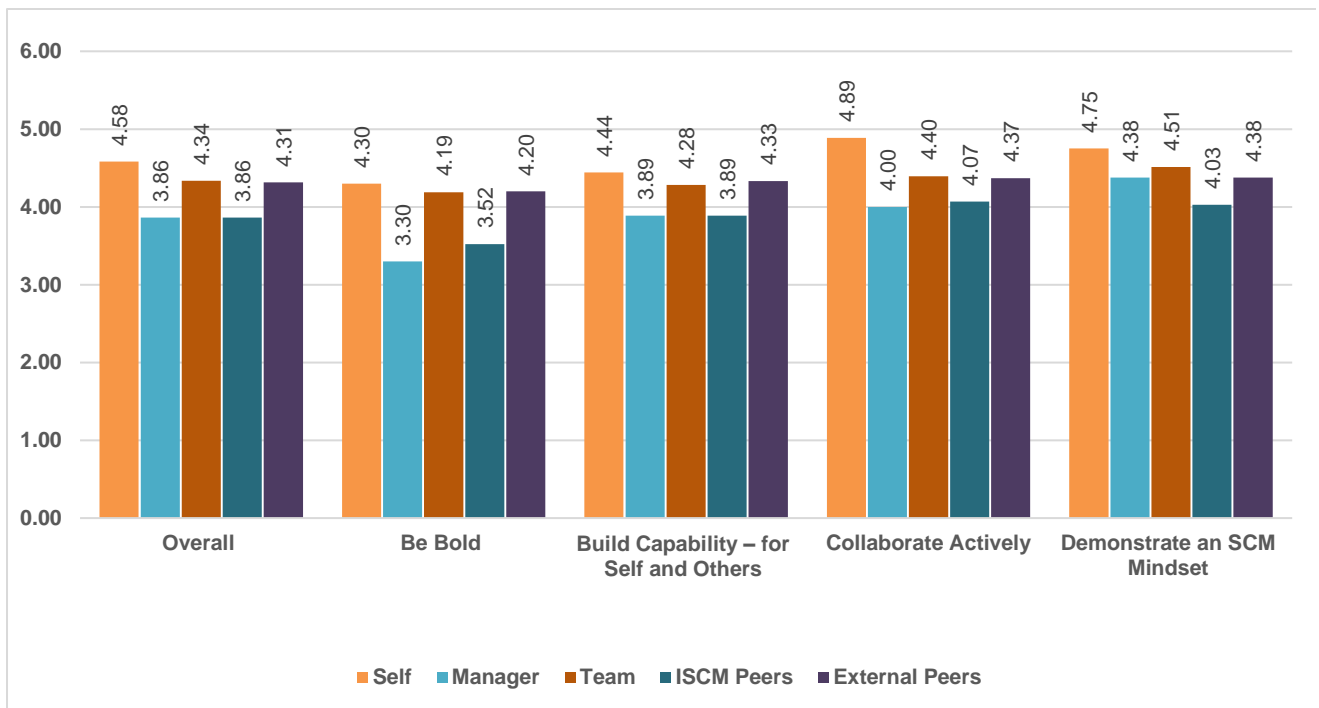
Section 3: Statement Wise Report

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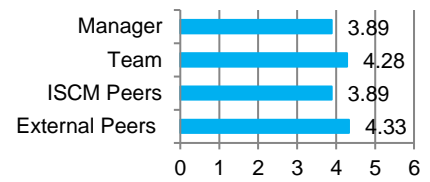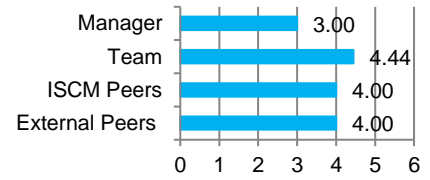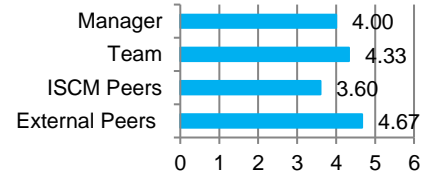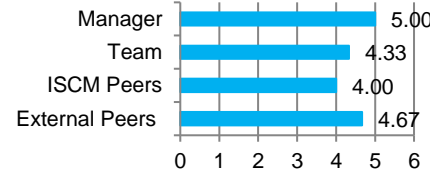
Focus Area: Be Bold
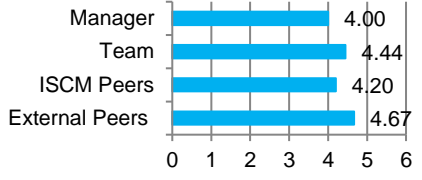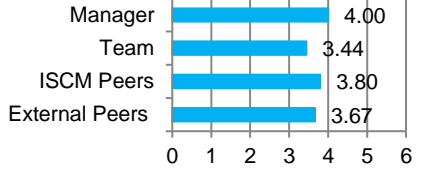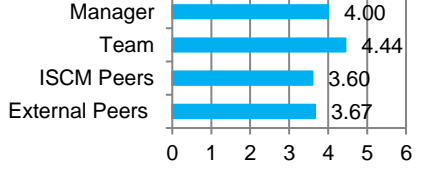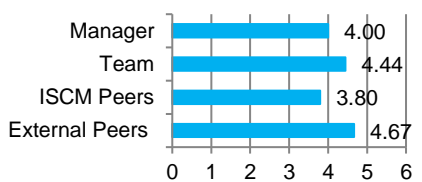
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.30**	**3.96**	Manager 3.30, Team 4.19, ISCM Peers 3.52, External Peers 4.20
1.	Speaks up and boldly shares opinions	4.00	4.06	Manager 4.00, Team 4.44, ISCM Peers 3.20, External Peers 4.33
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.22	Manager 3.00, Team 4.67, ISCM Peers 3.60, External Peers 4.33
3.	Tracks and monitors performance of the team regularly	5.00	4.50	Manager 4.00, Team 4.67, ISCM Peers 4.20, External Peers 4.67
4.	Ensures team members meet their goals and commitments	5.00	4.44	Manager 4.00, Team 4.67, ISCM Peers 4.00, External Peers 4.67
5.	Takes quick action when people underperform	5.00	4.19	Manager 3.00, Team 4.22, ISCM Peers 4.00, External Peers 4.67
6.	Makes decisions without delays	4.00	4.11	Manager 3.00, Team 4.44, ISCM Peers 3.60, External Peers 4.33

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
7.	Takes risks – challenges status quo to experiment and do new things	4.00	4.00	Manager 3.00; Team 4.11; ISCM Peers 3.60; External Peers 4.67
8.	Admits mistakes and learns from failure	4.00	4.11	Manager 4.00; Team 4.22; ISCM Peers 3.80; External Peers 4.33
9.	*Waits for seniors to take decisions *	*3.00*	*3.33*	Manager 3.00; Team 3.33; ISCM Peers 3.20; External Peers 3.67
10.	*Shares good news and achievements but not failures and mistakes *	*4.00*	*2.67*	Manager 2.00; Team 3.11; ISCM Peers 2.20; External Peers 2.33

The scores have been reversed and high score means favorable response
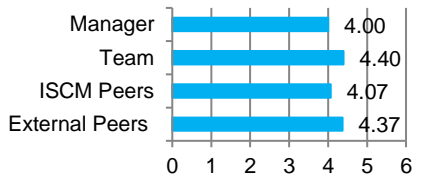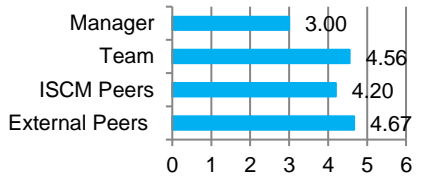
Focus Area: Build Capability – for Self and Others
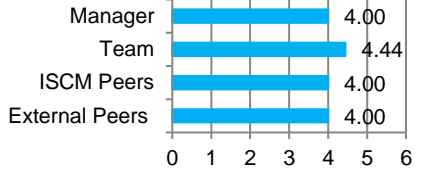
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.44**	**4.16**	Manager 3.89; Team 4.28; ISCM Peers 3.89; External Peers 4.33
1.	Learns new skills and knowledge to transform ISCM	4.00	4.17	Manager 3.00; Team 4.44; ISCM Peers 4.00; External Peers 4.00
2.	Accepts change and adapts quickly	5.00	4.17	Manager 4.00; Team 4.33; ISCM Peers 3.60; External Peers 4.67
3.	Delegates authority to team members to decentralize decision making	5.00	4.33	Manager 5.00; Team 4.33; ISCM Peers 4.00; External Peers 4.67
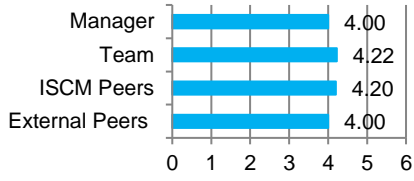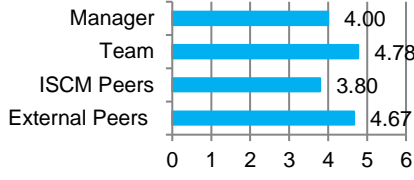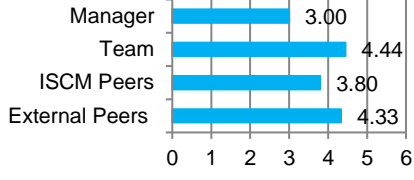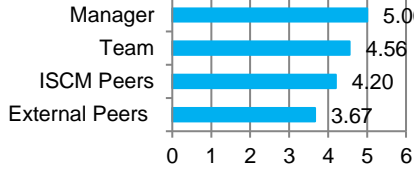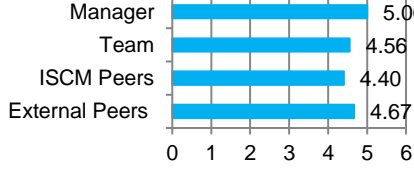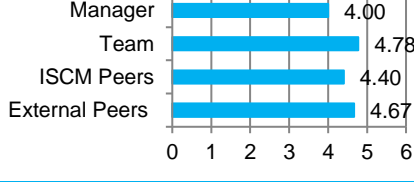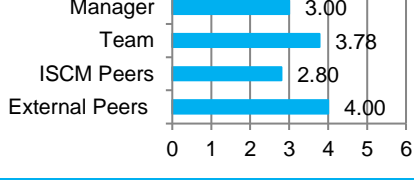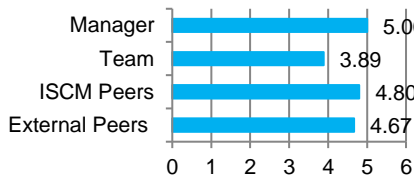
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
4.	Builds new and diverse capabilities needed in the team	5.00	4.22	Manager 3.00 / Team 4.22 / ISCM Peers 4.00 / External Peers 5.00
5.	Coaches team members to improve their performance and abilities	5.00	4.39	Manager 4.00 / Team 4.44 / ISCM Peers 4.20 / External Peers 4.67
6.	Drives a data driven decision making approach within ISCM	5.00	4.22	Manager 4.00 / Team 4.44 / ISCM Peers 4.00 / External Peers 4.00
7.	*Gets too involved in unnecessary details *	*3.00*	*3.61*	Manager 4.00 / Team 3.44 / ISCM Peers 3.80 / External Peers 3.67
8.	*Is reluctant to explore modern technology *	*3.00*	*4.06*	Manager 4.00 / Team 4.44 / ISCM Peers 3.60 / External Peers 3.67
9.	*Does not empower or give authority to team members *	*5.00*	*4.28*	Manager 4.00 / Team 4.44 / ISCM Peers 3.80 / External Peers 4.67

The scores have been reversed and high score means favorable response

Focus Area: Collaborate Actively
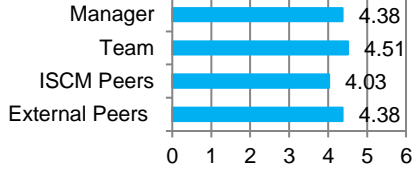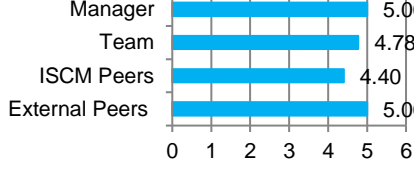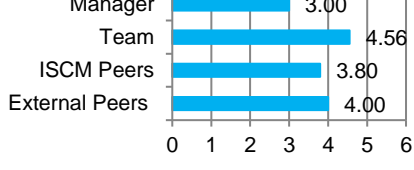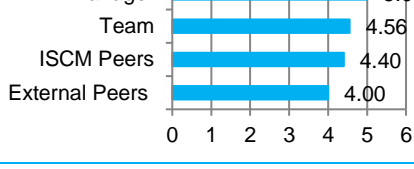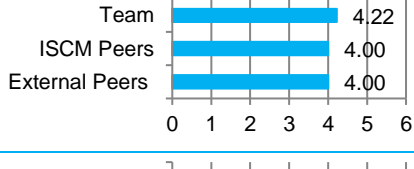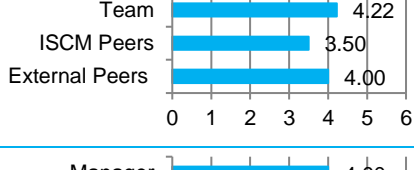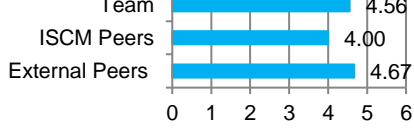
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.89**	**4.28**	Manager 4.00 / Team 4.40 / ISCM Peers 4.07 / External Peers 4.37
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.39	Manager 3.00 / Team 4.56 / ISCM Peers 4.20 / External Peers 4.67

No.	Item			Scores
2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.17	Manager 4.00 / Team 4.22 / ISCM Peers 4.20 / External Peers 4.00
3.	Interacts and builds relationships with people across ISCM	5.00	4.44	Manager 4.00 / Team 4.78 / ISCM Peers 3.80 / External Peers 4.67
4.	Builds relationships with stakeholders in the business	5.00	4.17	Manager 3.00 / Team 4.44 / ISCM Peers 3.80 / External Peers 4.33
5.	Communicates and shares information transparently and promptly	5.00	4.33	Manager 5.00 / Team 4.56 / ISCM Peers 4.20 / External Peers 3.67
6.	Is trustworthy – delivers on commitments	5.00	4.56	Manager 5.00 / Team 4.56 / ISCM Peers 4.40 / External Peers 4.67
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.61	Manager 4.00 / Team 4.78 / ISCM Peers 4.40 / External Peers 4.67
8.	*Limits their interaction and communication with the same set of people *￼	*5.00*	*3.50*	Manager 3.00 / Team 3.78 / ISCM Peers 2.80 / External Peers 4.00
9.	*Speaks negatively about others behind their backs *￼	*5.00*	*4.33*	Manager 5.00 / Team 3.89 / ISCM Peers 4.80 / External Peers 4.67

The scores have been reversed and high score means favorable response

Focus Area: Demonstrate an SCM Mindset

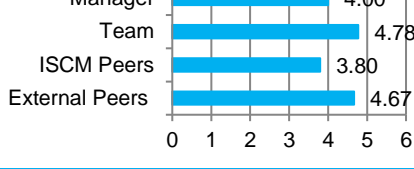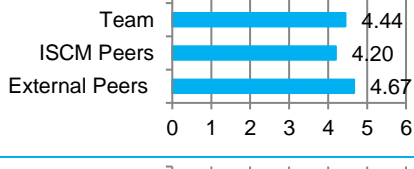| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.75**	**4.35**	Manager 4.38 Team 4.51 ISCM Peers 4.03 External Peers 4.38
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.72	Manager 5.00 Team 4.78 ISCM Peers 4.40 External Peers 5.00
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.17	Manager 3.00 Team 4.56 ISCM Peers 3.80 External Peers 4.00
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.44	Manager 4.00 Team 4.78 ISCM Peers 3.80 External Peers 4.67
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.44	Manager 5.00 Team 4.56 ISCM Peers 4.40 External Peers 4.00
5.	Monitors and controls costs in own department / function	5.00	4.44	Manager 5.00 Team 4.44 ISCM Peers 4.20 External Peers 4.67
6.	Improves productivity by leveraging tools and technology	5.00	4.17	Manager 5.00 Team 4.22 ISCM Peers 4.00 External Peers 4.00
7.	*Achieves results but with low focus on costs and efficiencies* *	*5.00*	*4.00*	Manager 4.00 Team 4.22 ISCM Peers 3.50 External Peers 4.00
8.	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals* *	*5.00*	*4.39*	Manager 4.00 Team 4.56 ISCM Peers 4.00 External Peers 4.67

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	4.72
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.61
Collaborate Actively	Is trustworthy – delivers on commitments	4.56
Be Bold	Tracks and monitors performance of the team regularly	4.50
Be Bold	Ensures team members meet their goals and commitments	4.44

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	*Shares good news and achievements but not failures and mistakes **	*2.67*
Be Bold	*Waits for seniors to take decisions **	*3.33*
Collaborate Actively	*Limits their interaction and communication with the same set of people **	*3.50*
Build Capability – for Self and Others	*Gets too involved in unnecessary details **	*3.61*
Demonstrate an SCM Mindset	*Achieves results but with low focus on costs and efficiencies **	*4.00*

The scores have been reversed and high score means favorable response

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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**
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.00	4.00
Be Bold	Speaks up and boldly shares opinions	4.00	4.06
Be Bold	Makes decisions without delays	4.00	4.11
Be Bold	Admits mistakes and learns from failure	4.00	4.11
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	4.00	4.17

*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**
Collaborate Actively	*Limits their interaction and communication with the same set of people **	*5.00*	*3.50*
Be Bold	*Shares good news and achievements but not failures and mistakes **	*4.00*	*2.67*
Build Capability – for Self and Others	*Is reluctant to explore modern technology **	*3.00*	*4.06*
Demonstrate an SCM Mindset	*Achieves results but with low focus on costs and efficiencies **	*5.00*	*4.00*
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	5.00	4.17

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

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Section 6: Qualitative Comments

Your significant strengths (An AI tool has been used to summarize the responses)

Summary: Significant Strengths of This Leader

1. **People Development & Mentorship**
   - Strong **focus on coaching, mentoring, and team development**.
   - **Encourages continuous learning** to enhance productivity and growth.
   - Actively **recognizes and appreciates** employees' contributions.
2. **Execution & Accountability**
   - **Takes ownership** and ensures task completion.
   - **Highly reliable**, delivering quality work with precision.
   - **Drives operational excellence** and process improvements.
3. **Collaboration & Relationship Building**
   - **Builds strong networks and relationships** with stakeholders.
   - **Easily approachable** and fosters a friendly work environment.
   - Encourages **open communication and trust** within the team.
4. **Leadership & Vision**
   - **Empathetic leader**, understanding team challenges and removing roadblocks.
   - **Inspires and motivates** through visionary thinking and clear communication.
   - Maintains **resilience and integrity**, leading with a calm and composed demeanor.
5. **Continuous Improvement & Innovation**
   - Challenges the status quo, **asking critical questions to drive effectiveness**.
   - **Leverages tools and technology** for operational excellence.
   - Focuses on **sustainability (ESG) and customer-centric solutions**.

Key Takeaway

The leader excels in **people development, execution, collaboration, and visionary thinking**, creating a strong, growth-oriented, and high-performing team environment.

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

Summary: What This Person Should Start Doing to Transform ISCM

1. **Strategic Leadership & Business Alignment**
   - Work **closely with NPD, Sourcing, and Brand teams** to enhance plant utilization.
   - **Focus on high-impact initiatives** and drive an **entrepreneurial culture**.
   - Lead **technology transformation** and **Industry 4.0 adoption**.
2. **Collaboration & Influence**

- o **Engage with cross-functional teams** (Sales, Marketing, Design, Technology) to align business goals.
- o **Strengthen relationships with vendors** and optimize supplier processes.
- o **Expand influential networks** within the business beyond existing leadership circles.

3. **Cultural & Organizational Development**
   - o **Develop future leaders** within the pipeline.
   - o Foster **a culture of openness**, helping experienced team members integrate with new talent.
   - o **Encourage innovation** by mentoring teams to adopt **new technologies** while leveraging existing expertise.

4. **Operational & Digital Transformation**
   - o Implement **AI, IoT, and automation** to boost efficiency and productivity.
   - o Leverage **PPC and SAP** for better operational performance.
   - o Drive **lean principles** to reduce waste and optimize vendor performance.

5. **Mindset & Approach**
   - o **Be more expressive and influential** in sharing ideas and opinions.
   - o Develop a **balanced approach** to decision-making by separating **emotions from professional matters**.
   - o Encourage **cost reduction and benchmarking** for continuous improvement.

Key Takeaway

To **transform ISCM**, the leader should drive **strategic alignment, digital innovation, stronger cross-functional collaboration, and leadership development** while fostering an **open, forward-thinking culture**.

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

Summary: What This Person Should Stop Doing to Be More Effective

1. **Reduce Micromanagement**
   - o Trust team members to take ownership of their tasks instead of **over-involving in details**.
   - o **Empower teams** to make decisions rather than expecting perfection or a "yes sir" approach.

2. **Improve Work-Life Balance & Emotional Management**
   - o **Manage work stress better** and **prioritize well-being** to avoid burnout.
   - o Avoid **becoming overly emotional** in professional situations.
   - o Stop **firing or criticizing people harshly**; instead, focus on **developing and mentoring them**.

3. **Broaden Strategic Focus**
   - o Move beyond just **functional expertise** and **contribute to wider business initiatives**.
   - o Shift from **personalized, possessive behavior** to **leading with objectivity**.
   - o Stop focusing solely on **plant volume growth** and take a **more holistic business approach**.

4. **Encourage Innovation & Change**
    o Avoid **resisting change** and embrace **digital transformation & new technologies**.
    o Treat **failures as learning opportunities** rather than being overly protective or conservative.
5. **Eliminate Bias & Unnecessary Discussions**
    o **Avoid favoritism** and be more **objective in decision-making**.
    o Reduce **unnecessary discussions** that do not add value to productivity.

Key Takeaway

To be more effective, the leader should **reduce micromanagement, manage stress better, take a broader strategic role, embrace change, and create a more trusting, open, and innovative work environment**.

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

Summary: Additional Feedback & Comments

1. **Strong Personal and Leadership Qualities**
    o **Dedicated, sincere, and professional** leader.
    o **Kind-hearted, empathetic, and people-centric**, fostering a **positive work environment**.
    o **Team player and motivator**, understands and supports others well.
2. **Areas for Improvement**
    o **Transformational leadership**: Needs to **delegate more effectively** and **avoid micromanagement**.
    o Should focus on **guiding and motivating** the team rather than getting frustrated or angry.
    o Encourage a **"right first time" approach** instead of **reacting to mistakes**.
3. **Notable Strengths & Contributions**
    o **Encourages learning** by sharing books and insights to improve **knowledge and efficiency**.
    o **Provides a clear vision** before delegating tasks, helping align teams with ISCM goals.
    o **Recognizes and rewards** team members for good work.
    o **Handles disputes peacefully** and maintains a **level-headed approach**.

Key Takeaway

A **dedicated and empathetic leader** who fosters a **collaborative and learning-driven culture**, but should **delegate more, avoid micromanagement, and guide the team with patience and strategic leadership**.

END