

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	8
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


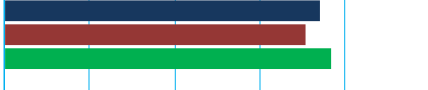



This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

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.

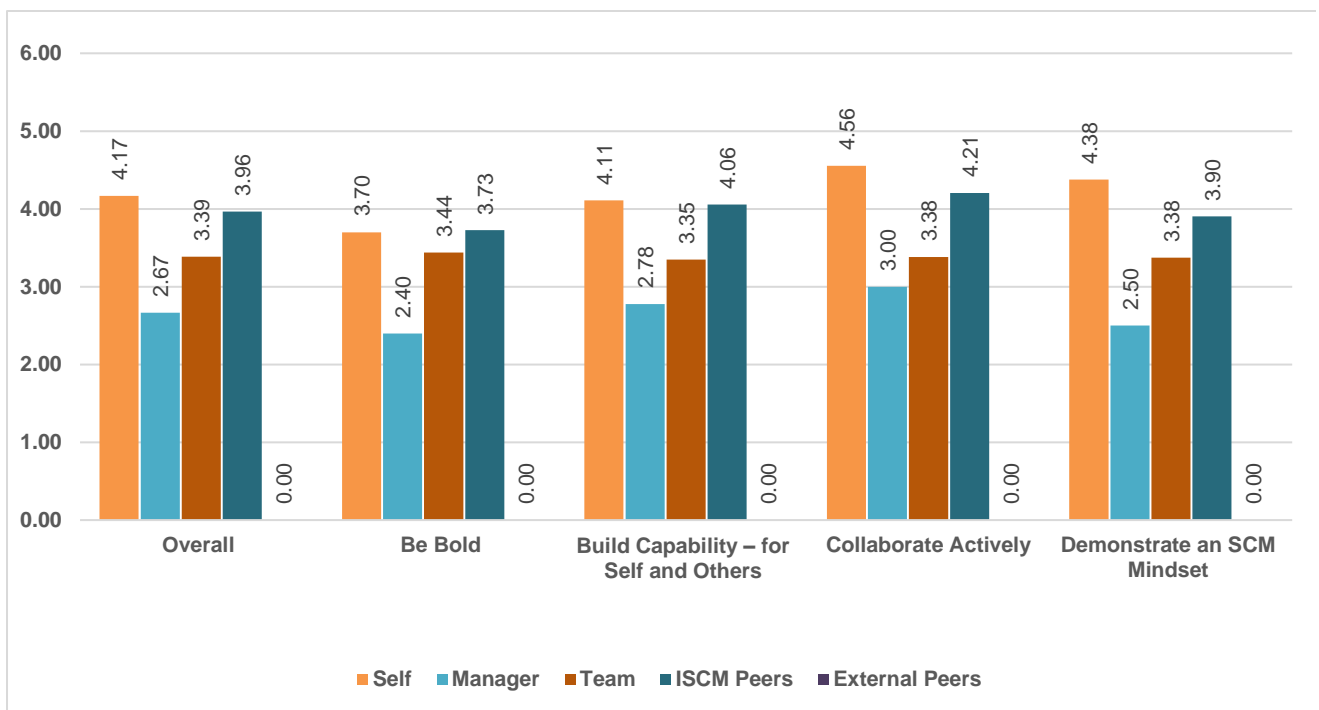
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.17	3.63								3.99	
Be Bold	3.70	3.54								3.83	
Build Capability – for Self and Others	4.11	3.65								3.94	
Collaborate Actively	4.56	3.72								4.06	
Demonstrate an SCM Mindset	4.38	3.61								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	4.17	2.67	3.39	3.96	-
Be Bold	3.70	2.40	3.44	3.73	-
Build Capability – for Self and Others	4.11	2.78	3.35	4.06	-
Collaborate Actively	4.56	3.00	3.38	4.21	-
Demonstrate an SCM Mindset	4.38	2.50	3.38	3.90	-

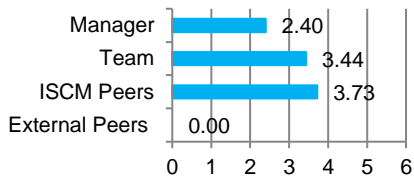
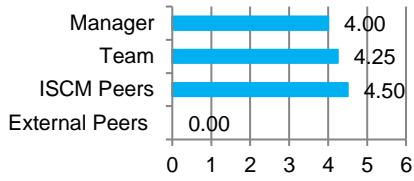
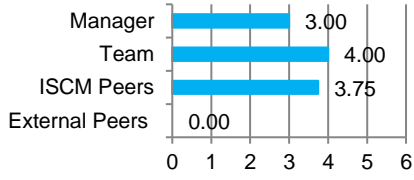
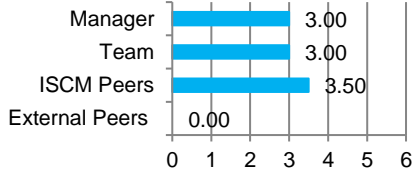

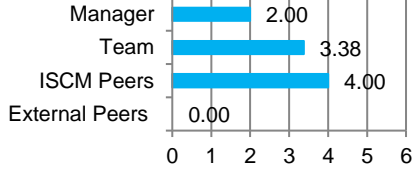

If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

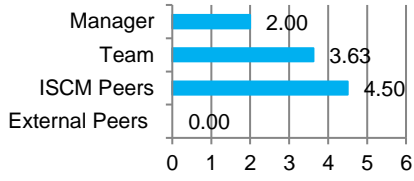
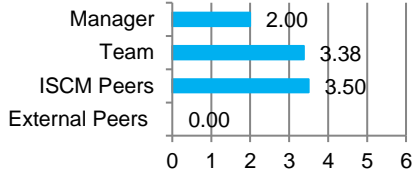
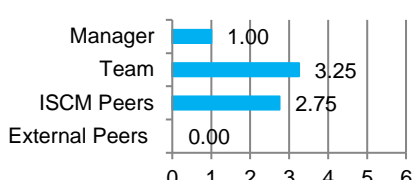
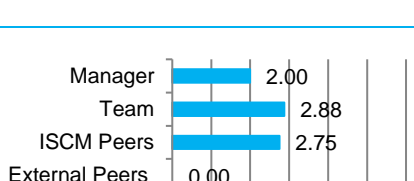


Section 3: Statement Wise Report

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.

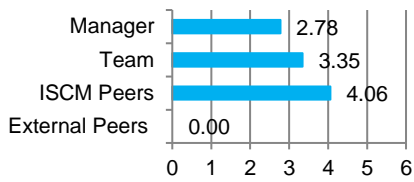
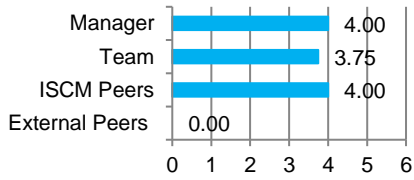
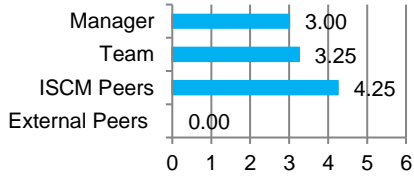
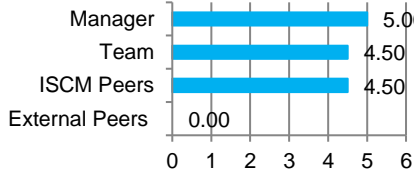
Focus Area: Be Bold

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	3.70	3.54	
1.	Speaks up and boldly shares opinions	4.00	4.40	
2.	Challenges and questions others to improve decisions and outcomes	4.00	3.87	
3.	Tracks and monitors performance of the team regularly	4.00	3.33	
4.	Ensures team members meet their goals and commitments	5.00	3.73	
5.	Takes quick action when people underperform	3.00	3.53	
6.	Makes decisions without delays	4.00	3.53	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.93	
8.	Admits mistakes and learns from failure	5.00	3.40	
9.	<i>Waits for seniors to take decisions *</i>	3.00	3.00	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	1.00	2.67	

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

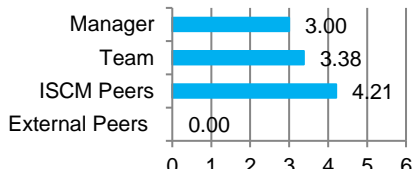
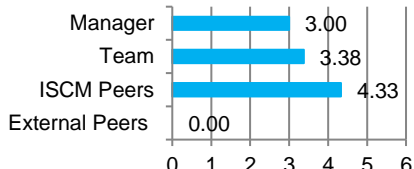
Focus Area: Build Capability – for Self and Others


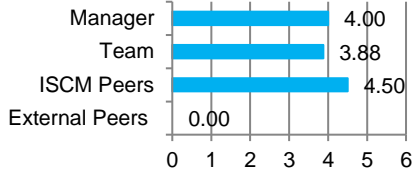
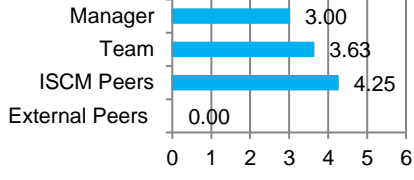

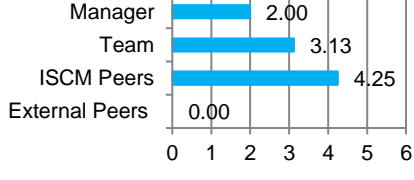
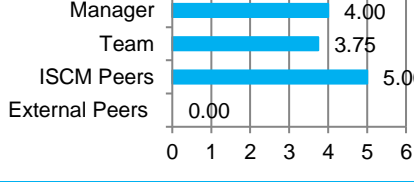
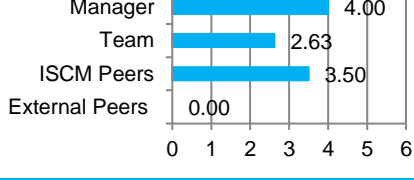
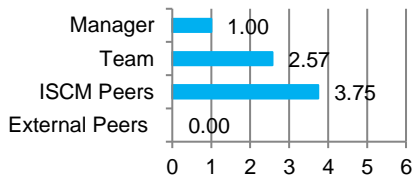
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.11	3.65	
1.	Learns new skills and knowledge to transform ISCM	5.00	3.93	
2.	Accepts change and adapts quickly	5.00	3.73	
3.	Delegates authority to team members to decentralize decision making	5.00	4.53	

4.	Builds new and diverse capabilities needed in the team	4.00	3.93	
5.	Coaches team members to improve their performance and abilities	4.00	3.80	
6.	Drives a data driven decision making approach within ISCM	4.00	3.00	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	2.80	
8.	<i>Is reluctant to explore modern technology *</i>	4.00	3.47	
9.	<i>Does not empower or give authority to team members *</i>	2.00	3.67	

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

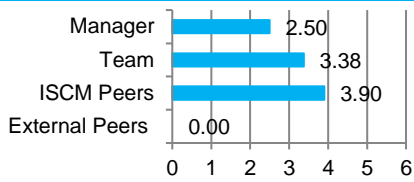
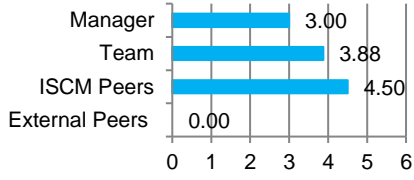

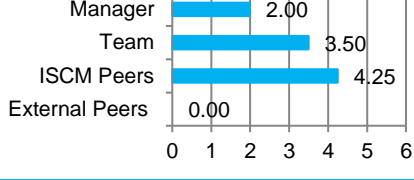
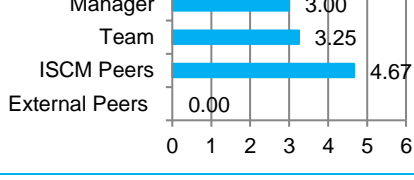
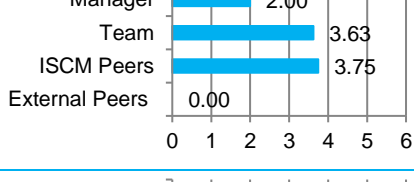
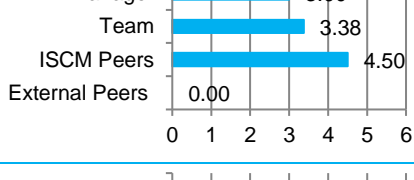
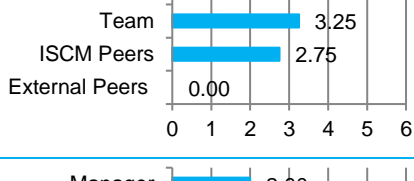
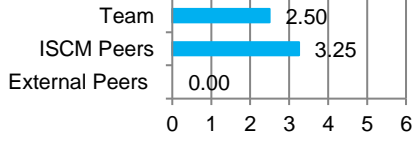
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.56	3.72	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	3.79	

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.60	
3.	Interacts and builds relationships with people across ISCM	5.00	4.20	
4.	Builds relationships with stakeholders in the business	5.00	3.93	
5.	Communicates and shares information transparently and promptly	4.00	4.13	
6.	Is trustworthy – delivers on commitments	5.00	3.53	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.21	
8.	Limits their interaction and communication with the same set of people *	3.00	3.07	
9.	Speaks negatively about others behind their backs *	5.00	2.93	

*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		4.38	3.61	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.13	
2.	Stays updated on Supply Chain Management practices in the industry	5.00	3.73	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	3.73	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	3.79	
5.	Monitors and controls costs in own department / function	5.00	3.67	
6.	Improves productivity by leveraging tools and technology	5.00	3.87	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	1.00	3.07	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	2.93	

*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
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	4.53
Be Bold	Speaks up and boldly shares opinions	4.40
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.21
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.20
Collaborate Actively	Communicates and shares information transparently and promptly	4.13

**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>	2.67
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	2.80
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	2.93
Demonstrate an SCM Mindset	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	2.93
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	3.00

**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
Be Bold	<i>Waits for seniors to take decisions *</i>	3.00	3.00
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.00	3.93
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	3.93
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	3.00	3.07
Be Bold	Challenges and questions others to improve decisions and outcomes	4.00	3.87

**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	<i>Speaks negatively about others behind their backs *</i>	5.00	2.93
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	1.00	3.07
Demonstrate an SCM Mindset	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	2.93
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	1.00	2.67
Build Capability – for Self and Others	<i>Does not empower or give authority to team members *</i>	2.00	3.67

**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 significant strengths of this leader include:

1. **Technical Expertise:** He is highly knowledgeable about manufacturing processes, horological movement manufacturing, and machining trends. He is technically sound and able to provide solutions to complex problems.
2. **Approachability and Support:** He is calm, composed, easily reachable, and approachable. He offers valuable support and guidance, fostering an environment where team members feel comfortable seeking help.
3. **Interpersonal Skills:** He has strong interpersonal skills, demonstrating care for the team and effectively delivering on job training for new people in ISCM.
4. **Adaptability:** He is adaptable, always willing to learn new things and share his knowledge with others.
5. **Problem Solving:** He is known for delivering problem-solving solutions and aligning actions with the larger goals and priorities of the organization.

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

To transform ISCM, this person should:

1. **Coaching and Mentoring:** Coach new joiners and mentor improvement projects to foster growth and performance development.
2. **Quick Decision-Making:** Take swift action when addressing underperformance and drive higher-level decision-making.
3. **Leverage Technology:** Improve productivity by utilizing tools and technology at the section level and implement new technological developments to replace outdated setups.
4. **Increase Ownership and Involvement:** Take more ownership in projects and be more involved in day-to-day activities to drive transformation.
5. **Focus on Knowledge Transfer:** Share his extensive manufacturing industry experience with ISCM and emerging leaders to foster growth and development.
6. **Drive Manufacturing Team:** Lead the manufacturing team to address current challenges and support technology transfer, while focusing on future goals.
7. **Cost Reduction and Continuous Improvement:** Implement new ideas and strategies to minimize costs and improve ongoing progress in in-house manufacturing.
8. **Stakeholder Engagement:** Gather input from stakeholders, employees, customers, and partners to understand areas requiring change.

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

To be more effective, this person should:

1. **Avoid Late Coming:** Ensure timely attendance and respect for schedules.
2. **Set Realistic Expectations:** Stop demanding unrealistic or inconceivable things without considering team capabilities and available resources.
3. **Reduce Unnecessary Interactions:** Minimize low-level, unnecessary interactions to focus on higher-priority tasks.
4. **Stop Loose Talk and Hostile Behavior:** Avoid casual or inappropriate conversations and foster a more positive, non-hostile work environment.
5. **Be More Precise in Clarifications:** Ensure clear and concise communication when addressing doubts.
6. **Avoid Unnecessary Dependence on Others:** Prioritize direct communication with those involved rather than relying on others who may not have full context.
7. **Focus on High-Impact Initiatives:** Prioritize strategic ISCM-level initiatives and avoid spending excessive time on minor problems or low-value activities.
8. **Address Problems Directly:** Tackle obstacles head-on with the team or stakeholders to clear up issues and align everyone on a path forward.
9. **Stop Negative Behavior:** Avoid making negative comments or creating unnecessary tensions, especially as retirement approaches. Stay positive and maintain a supportive atmosphere.

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

Other feedback/comments highlight the following:

1. **Support for New Projects:** The leader is praised for supporting new projects and establishing quality standards.
2. **Knowledge Transfer:** Positive feedback on helping new people join ISCM, providing on-the-job training, and motivating the team in all situations.
3. **Potential Not Fully Utilized:** The leader is noted for having excellent manufacturing knowledge but not being fully utilized to their true potential.
4. **Encouragement for Constructive Discussions:** While everything is generally well, there is a suggestion to have more constructive discussions with team members.
5. **Transformation Mindset:** A reminder that relying on past successes or traditional methods can hinder transformation. Challenging the status quo is necessary.
6. **Leadership Concerns:** Concerns were raised about the leader not being the right fit to lead an R&D team, especially as retirement nears. There is an observation of reduced involvement in activities, which may affect overall effectiveness.

7. **Personal Qualities:** The leader is described as kind-hearted, good-natured, and personable with everyone.

END