Titan Company Ltd.

360 Feedback Interim Report – Online Survey

Leader to Legend
One Jewellery

Saravanan V

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 confidentiality & 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	8

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

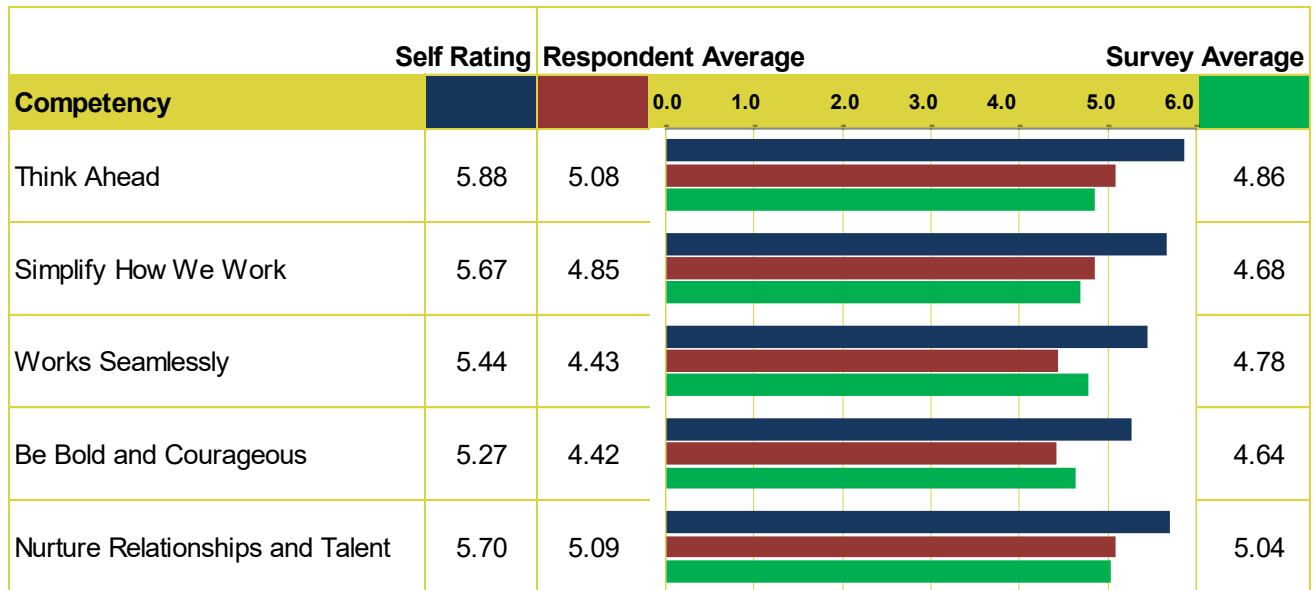### Section 4: Areas of Strengths & Development

- 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

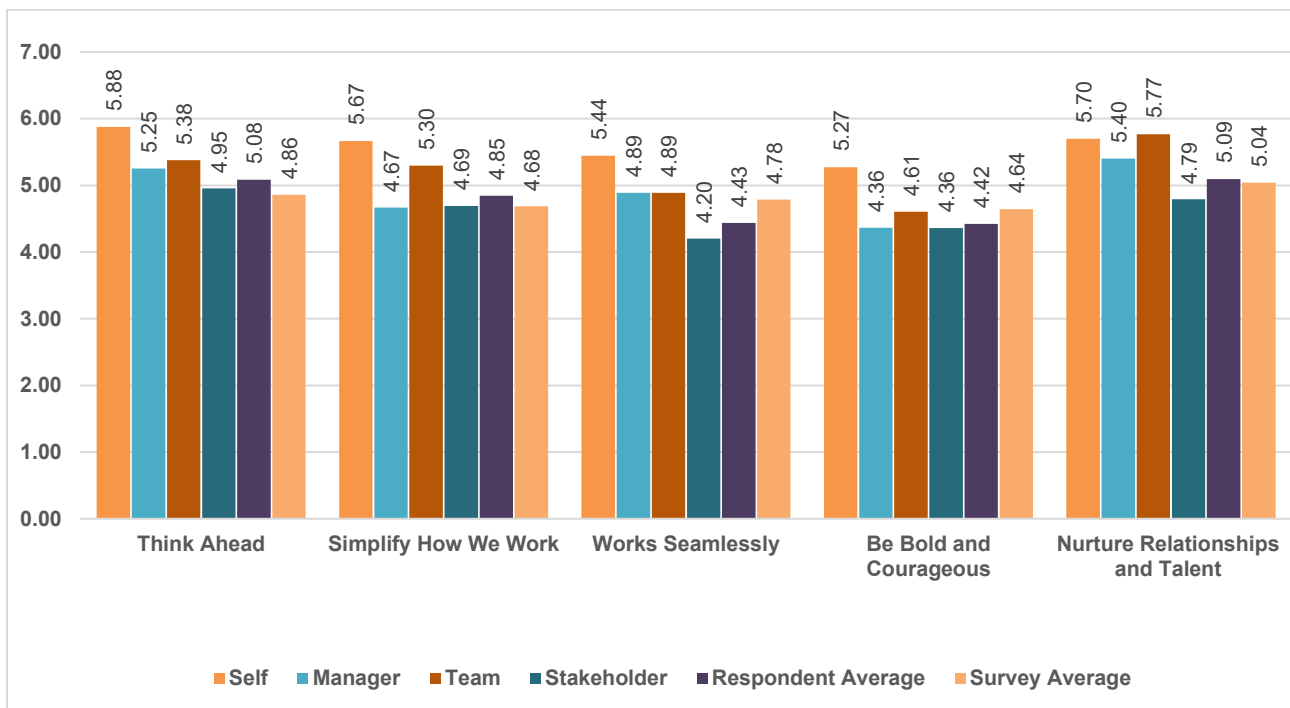| Competency	Self Rating	Respondent Average		Survey Average
Think Ahead	5.88	5.08		4.86
Simplify How We Work	5.67	4.85		4.68
Works Seamlessly	5.44	4.43		4.78
Be Bold and Courageous	5.27	4.42		4.64
Nurture Relationships and Talent	5.70	5.09		5.04

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	Stake-holder	Respondent Average	Survey Average
Think Ahead	5.88	5.25	5.38	4.95	5.08	4.86
Simplify How We Work	5.67	4.67	5.30	4.69	4.85	4.68
Works Seamlessly	5.44	4.89	4.89	4.20	4.43	4.78
Be Bold and Courageous	5.27	4.36	4.61	4.36	4.42	4.64
Nurture Relationships and Talent	5.70	5.40	5.77	4.79	5.09	5.04

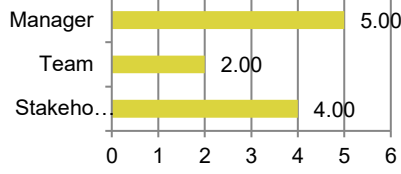*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*
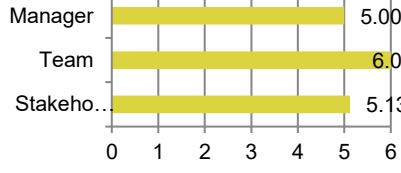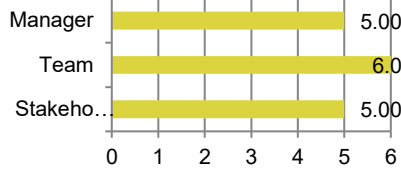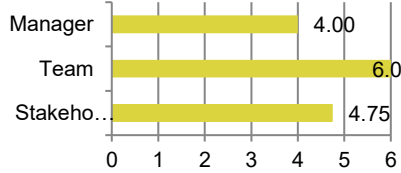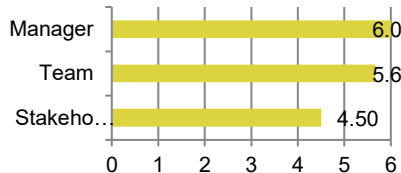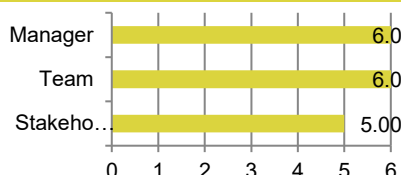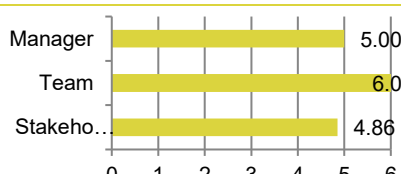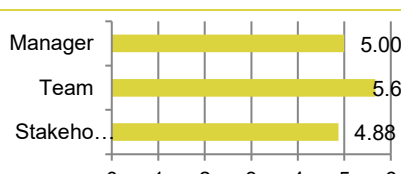
Section 3: Statement Wise Report

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	Manger, Team and Stakeholders	Survey Average
1.	Develops and implements strategies in own domain that will drive growth (revenue, profitability, etc.) for the year or beyond the quarter	6.00	5.33	Manager 5.00; Team 6.00; Stakeho… 5.13	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	6.00	5.42	Manager 6.00; Team 6.00; Stakeho… 5.13	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	5.50	Manager 6.00; Team 6.00; Stakeho… 5.25	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	5.42	Manager 5.00; Team 5.67; Stakeho… 5.38	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	6.00	5.33	Manager 5.00; Team 6.00; Stakeho… 5.13	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	5.17	Manager 6.00; Team 5.33; Stakeho… 5.00	4.99
7.	Challenges status quo and assumptions	6.00	4.92	Manager 4.00; Team 6.00; Stakeho… 4.63	4.71

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
8.	*Over-reactive to changes and threats in the market*	*5.00*	*3.58*	Manager 5.00 / Team 2.00 / Stakeho… 4.00	*3.89*

Competency: Simplify How We Work

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies and highlights trade-offs to enable focus on the critical (few) priorities	6.00	5.33	Manager 5.00 / Team 6.00 / Stakeho… 5.13	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	5.25	Manager 5.00 / Team 6.00 / Stakeho… 5.00	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	6.00	5.00	Manager 4.00 / Team 6.00 / Stakeho… 4.75	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	5.00	4.92	Manager 6.00 / Team 5.67 / Stakeho… 4.50	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	6.00	5.33	Manager 6.00 / Team 6.00 / Stakeho… 5.00	4.69
6.	Acts to simplify work at the front-end based on their feedback , and not just own assumptions	6.00	5.18	Manager 5.00 / Team 6.00 / Stakeho… 4.86	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	6.00	5.08	Manager 5.00 / Team 5.67 / Stakeho… 4.88	4.93

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
8.	*Struggles to say 'No', leading to burnout and efforts across too many priorities*	*5.00*	*3.91*	Manager 2.00 / Team 3.67 / Stakeho... 4.29	*4.03*
9.	*Micromanages and gets over involved especially when things get challenging*	*5.00*	*3.30*	Manager 4.00 / Team 2.67 / Stakeho... 3.50	*4.11*

Competency: Works Seamlessly

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Puts overall business goals and priorities above own and own team, to make the Division succeed	6.00	4.92	Manager 6.00 / Team 5.67 / Stakeho... 4.50	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	6.00	5.17	Manager 4.00 / Team 6.00 / Stakeho... 5.00	4.84
3.	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	6.00	4.75	Manager 4.00 / Team 5.67 / Stakeho... 4.50	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	5.00	4.83	Manager 5.00 / Team 5.67 / Stakeho... 4.50	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	5.08	Manager 6.00 / Team 6.00 / Stakeho... 4.63	5.12
6.	*Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding*	*2.00*	*3.64*	Manager 5.00 / Team 3.00 / Stakeho... 3.71	*4.17*

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
7.	*Does not acknowledge own misses and shortfalls on commitments to other teams*	*6.00*	*3.00*	Manager 5.00, Team 2.33, Stakeho... 3.00	*4.48*
8.	*Gets into the blame game, instead of working across boundaries*	*6.00*	*4.08*	Manager 4.00, Team 5.00, Stakeho... 3.75	*4.89*
9.	*Gets into email exchanges rather than promptly reaching out to verify or address issues*	*6.00*	*4.36*	Manager 5.00, Team 4.67, Stakeho... 4.14	*4.91*

Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	6.00	4.92	Manager 5.00, Team 6.00, Stakeho... 4.50	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	5.00	5.18	Manager 4.00, Team 5.67, Stakeho... 5.14	4.63
3.	Differentiates great performance and gives it the due recognition	6.00	5.36	Manager 5.00, Team 5.67, Stakeho... 5.29	5.01
4.	Shares tough messages transparently and promptly	6.00	4.73	Manager 3.00, Team 5.67, Stakeho... 4.57	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	5.00	4.50	Manager 3.00, Team 4.67, Stakeho... 4.63	4.75

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
6.	Encourages experimentation and learning from failure	6.00	5.08	Manager 5.00 / Team 6.00 / Stakeho… 4.75	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	5.45	Manager 6.00 / Team 5.67 / Stakeho… 5.29	5.15
8.	*Equates 'respect' and 'care' with not sharing tough messages*	*1.00*	*2.27*	Manager 3.00 / Team 1.33 / Stakeho… 2.57	*3.41*
9.	*Downplays bad news*	*6.00*	*3.50*	Manager 4.00 / Team 2.00 / Stakeho… 4.17	*4.12*
10.	*Unwilling to listen and learn from others*	*6.00*	*4.17*	Manager 5.00 / Team 4.33 / Stakeho… 4.00	*4.90*
11.	*Externalises - attributes shortfalls and underperformance to other teams*	*5.00*	*3.42*	Manager 5.00 / Team 3.67 / Stakeho… 3.13	*4.48*

Competency: Nurture Relationships and Talent

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Builds relationships and connects with others across the organisation matrix	6.00	5.08	Manager 5.00 / Team 6.00 / Stakeho… 4.75	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	6.00	5.17	Manager 5.00 / Team 6.00 / Stakeho… 4.88	5.03

#	Item			Chart	Score
3.	Actively travels to regions, units and stores to meet the frontline and internal customers	6.00	4.92	Manager 4.00 / Team 6.00 / Stakeho… 4.63	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	6.00	5.08	Manager 5.00 / Team 5.67 / Stakeho… 4.88	4.97
5.	Cares about the well being of the team and individuals	6.00	5.36	Manager 6.00 / Team 6.00 / Stakeho… 5.00	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	5.18	Manager 5.00 / Team 6.00 / Stakeho… 4.86	5.09
7.	Invests in building capabilities of team members	6.00	5.73	Manager 6.00 / Team 6.00 / Stakeho… 5.57	4.92
8.	*Expects privileges and attention due to their hierarchy*	*6.00*	*4.25*	Manager 6.00 / Team 4.33 / Stakeho… 4.00	*4.90*
9.	*Encourages a boss / sir / ma'am culture*	*6.00*	*5.42*	Manager 6.00 / Team 6.00 / Stakeho… 5.13	*5.21*
10.	*Uses power and position to demand alignment and adherence*	*3.00*	*4.82*	Manager 6.00 / Team 5.67 / Stakeho… 4.29	*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	Invests in building capabilities of team members	5.73
Think Ahead	Is proactive in highlighting risks to the Division's growth and performance, in own area	5.50
Be Bold and Courageous	Shows perseverance to overcome obstacles and setbacks	5.45
Think Ahead	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	5.42
Think Ahead	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	5.42

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	2.27
Works Seamlessly	Does not acknowledge own misses and shortfalls on commitments to other teams	3.00
Simplify How We Work	Micromanages and gets over involved especially when things get challenging	3.30
Be Bold and Courageous	Externalises - attributes shortfalls and underperformance to other teams	3.42
Be Bold and Courageous	Downplays bad news	3.50

Section 5: Verbatim Comments

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

- This leader's top 3 strengths are: Strong Communication – They clearly share ideas and keep the team informed. Decision-Making – They make thoughtful, timely choices that benefit the group. Motivating Others – They inspire and encourage the team to do their best.
- *Demonstrates a strong ability to create high-impact designs which are aspiring and relevant for customers *Ability to work under pressure and crunched timelines to deliver results *A natural mentor who actively supports and uplifts team members, helping them grow into confident, efficient contributors through constructive feedback and hands-on guidance.
- Rich experience and understanding of systems Active Listening
- 1 Customer Understanding 2. Innovation 3. Understanding stake holder
- Is able to effectively produce work from own team and other teams with good participation 2) Understands processes and systems in depth 3) Has a good sense of story selection and layouts
- Vast experience, deep knowledge and understanding of how the organisation/function works. 2) Challenges norms and endeavours to try something out of the box. 3) Establishes good level of trust with own team members 4) Responsible, organised and methodical
- LEADERSHIP KNOWLEDGE EXPERTISE
- BE a visionary thinker Good communication skills Should be able to make timely decisions even under pressure .
- Analytical 2. Good at taking out timely output from teams. 3. Good at raising right concerns for the team in right forums.
- Effective Communication: He excels at sharing information clearly and transparently, especially when delivering tough messages promptly, which helps build trust and keeps the team aligned. Perseverance: He consistently demonstrate resilience and determination to overcome obstacles and setbacks, ensuring that challenges don't derail progress. Motivator: He inspires and energizes us to achieve our best through encouragement and positive leadership, even in the face of setbacks.
- He is a passionate and hardworking leader who gives his full effort wherever business requires. 2. Always adapts accordingly to the market and business needs and guides the team to do the same. 3. Manages the team well and maintains very good relations with other stakeholders.
- Adding his Value of Employee work to get the best creative designs. Positive Motivation Long vision and pre planning and forecasting future goals
- 1. Jewellery technical knowledge 2. Designs understating with customer needs 3. Good hand on skill

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

- To be more effective, this leader should: Listen More Actively – Give others more time to share their ideas and concerns. Delegate More – Trust the team with responsibilities instead of doing everything alone. Avoid Micromanaging – Give team members space to work independently.
- *Have difficult conversations that could help resolve issues and build stronger team dynamics. *Continue growing his strategic insight will help build even greater confidence and influence when engaging with stakeholders. *Prioritization for Maximum Impact
- Drive more accountability with the teams Increase in customer orientation
- Challenging Feedback2. Lack of focus on perfection 3.Thinking of larger audience acceptability needs to focus in design .
- Be more active with making presentations 2) Interact more with internal stakeholders and extend support 3) Better time management within working hours and less changes
- Choose and priortise the collections for his team, cut out non-fruitful work/collections 2) Reduce burnout in his team
- MORE POWER TO COMMUNICATE TOO SOFT EMOTIONAL
- Should learn to say no when the team matter comes , Should develop more communication skills Makin timely decisions keeping in mind the project deadlines
- Needs little openness to new ways of working. 2. Can work on Networking within cross functions. 3. Should share more with internal team members.
- Though he supports his team, he could take a more firmer stand in advocating for his team members instead of relying solely on his boss's collective decisions or comparisons with others—especially when he knows his member has truly worked hard.
- Take the team for an outing for a better bonding session. 2. Giving more exposure to the team by sending them to various Indian and International exhibitions. 3. Give more attention to the Trend stories or the upcoming Trend research work project.

- nil
- 1. 2.

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?

- In the area of purposeful collaboration, this leader is effective in the following ways: Clearly communicates shared goals and expected outcomes, helping the team stay aligned and focused. Encourages open dialogue and input from all team members, ensuring diverse perspectives are considered in decision-making. Coordinates resources and efforts efficiently, reducing duplication and keeping everyone on track toward common objectives.
- Maintains composure in high-pressure situations by staying focused, supporting the team closely, and contributing to shared outcomes that drive organizational success. Remains focused on organizational goals and stays dedicated to delivering outcomes, without being affected by internal dynamics or distractions
- NA
- 1 Listening 2. Problem solving 3. Stake holder management
- Is able to align own team and extended team for multiple projects simultaneously 2) Good technical understanding for product development and mechanisms
- He is a great mentor and guide, always open to teach and support the team members on their learning and growth curve.
- EXPERTISE CREATIVE THINKING
- Clearly focussed and determined on the market trend . Is reachable to all the team members to mentor and guide them with aftmost professionalism
- He is well versed with the need states and always comes up with sharp understanding and deliverables. 2. He is good with getting the outcome, not only from his own direct reportees but from the Entire team.
- He mostly trying Helping individuals and teams align their priorities and efforts. 2. He ensures resources are used efficiently toward a shared, clear goal. 3. He always try to align the team members role and resources toward agreed priorities.
- Due to a sudden business requirement for the FOD campaign, we had to conceptualise and complete protos within an extremely tight timeline of just 10 days. Since these designs were intended to be the campaign face of the FOD range, it was essential to deliver something fresh, eye-catching, and impactful for the customer. Saravanan V took this challenge head-on by forming a focused team of four designers and entrusted me with leading the project. He swiftly coordinated a joint meeting with the Merchandising, Marketing, and NPI teams to align everyone on the objectives. Throughout the process, he remained readily accessible over calls and messages to ensure seamless and quick approvals. Thanks to his proactive leadership and the collective effort of the entire team, we were able to develop and deliver the protos on time, and successfully introduced a new mechanism as part of the range.
- Clearly and neatly he is explaining all what he wants always.
- 1. Goal driven approach

END