

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	4
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	5

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

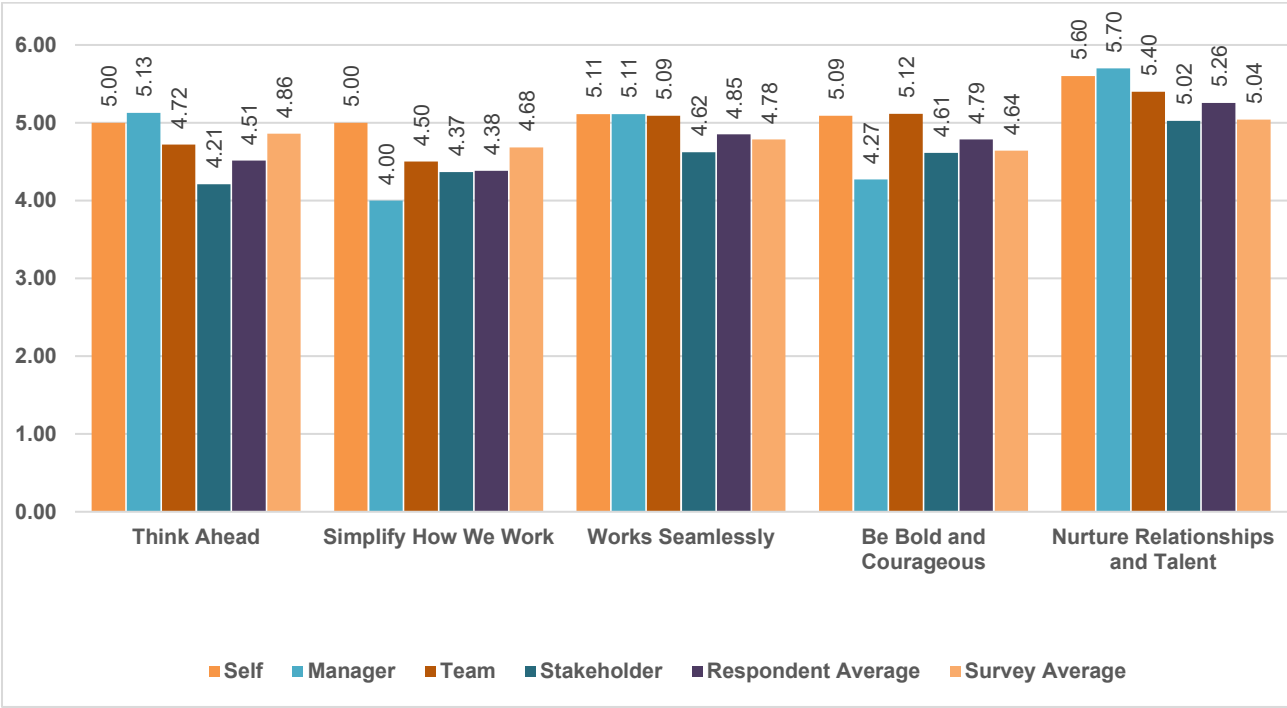
Competency	Self Rating		Respondent Average							Survey Average	
			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Think Ahead	5.00	4.51									4.86
Simplify How We Work	5.00	4.38									4.68
Works Seamlessly	5.11	4.85									4.78
Be Bold and Courageous	5.09	4.79									4.64
Nurture Relationships and Talent	5.60	5.26									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	Stakeholder	Respondent Average	Survey Average
Think Ahead	5.00	5.13	4.72	4.21	4.51	4.86
Simplify How We Work	5.00	4.00	4.50	4.37	4.38	4.68
Works Seamlessly	5.11	5.11	5.09	4.62	4.85	4.78
Be Bold and Courageous	5.09	4.27	5.12	4.61	4.79	4.64
Nurture Relationships and Talent	5.60	5.70	5.40	5.02	5.26	5.04

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

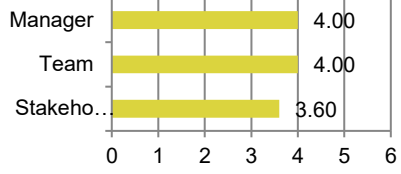


Section 3: Statement Wise Report

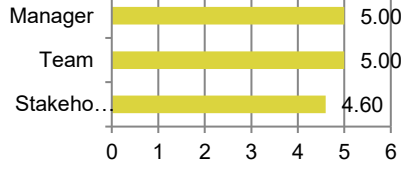
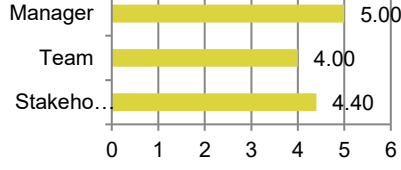
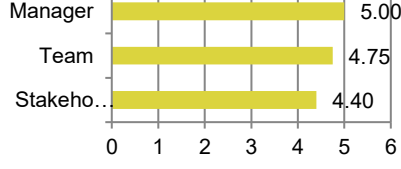

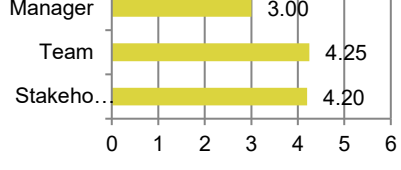
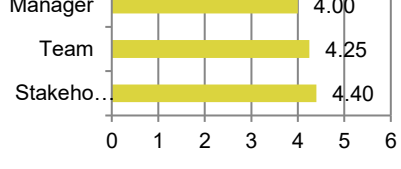
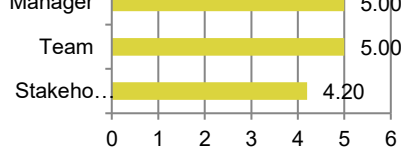
Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a 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	5.00	4.80	<p>Manager: 5.00 Team: 5.25 Stakeholders: 4.40</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	5.00	4.80	<p>Manager: 5.00 Team: 5.00 Stakeholders: 4.60</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	4.56	<p>Manager: 5.00 Team: 4.75 Stakeholders: 4.25</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	5.00	4.70	<p>Manager: 5.00 Team: 5.00 Stakeholders: 4.40</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.00	4.50	<p>Manager: 6.00 Team: 4.75 Stakeholders: 4.00</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	4.67	<p>Manager: 6.00 Team: 4.75 Stakeholders: 4.25</p>	4.99
7.	Challenges status quo and assumptions	4.00	4.30	<p>Manager: 5.00 Team: 4.25 Stakeholders: 4.20</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	4.00	3.80	 <p>Manager: 4.00 Team: 4.00 Stakeholders: 3.60</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	5.00	4.80	 <p>Manager: 5.00 Team: 5.00 Stakeholders: 4.60</p>	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	4.30	 <p>Manager: 5.00 Team: 4.00 Stakeholders: 4.40</p>	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	6.00	4.60	 <p>Manager: 5.00 Team: 4.75 Stakeholders: 4.40</p>	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	6.00	4.11	 <p>Manager: 3.00 Team: 4.00 Stakeholders: 4.50</p>	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	4.00	4.10	 <p>Manager: 3.00 Team: 4.25 Stakeholders: 4.20</p>	4.69
6.	Acts to simplify work at the front-end based on their feedback, and not just own assumptions	5.00	4.30	 <p>Manager: 4.00 Team: 4.25 Stakeholders: 4.40</p>	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	6.00	4.60	 <p>Manager: 5.00 Team: 5.00 Stakeholders: 4.20</p>	4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	2.00	3.63	<p>Manager: 2.00 Team: 3.67 Stakeholders: 4.00</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	5.00	5.00	<p>Manager: 4.00 Team: 5.67 Stakeholders: 4.67</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	5.00	5.20	<p>Manager: 6.00 Team: 5.75 Stakeholders: 4.60</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	5.00	5.00	<p>Manager: 5.00 Team: 5.25 Stakeholders: 4.80</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	4.30	<p>Manager: 4.00 Team: 4.00 Stakeholders: 4.60</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	4.00	4.60	<p>Manager: 5.00 Team: 4.75 Stakeholders: 4.40</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	5.00	4.60	<p>Manager: 6.00 Team: 4.75 Stakeholders: 4.20</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	5.00	4.70	<p>Manager: 5.00 Team: 5.25 Stakeholders: 4.20</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	5.00	4.89	<p>Manager: 5.00 Team: 5.33 Stakeho...: 4.60</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	6.00	5.11	<p>Manager: 5.00 Team: 5.33 Stakeho...: 5.00</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	6.00	5.33	<p>Manager: 5.00 Team: 5.67 Stakeho...: 5.20</p>	4.91

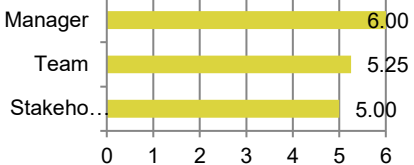
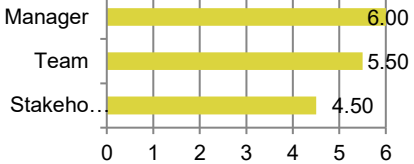
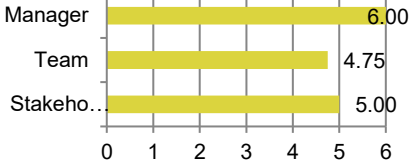
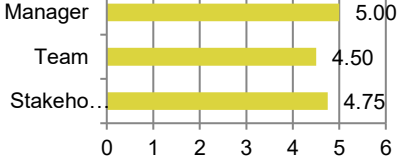
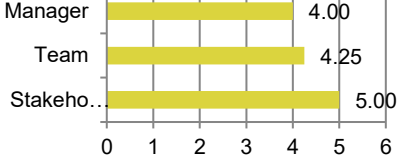
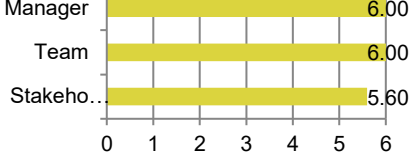
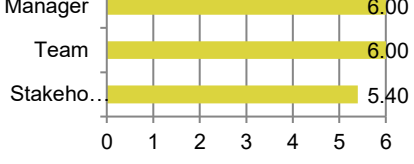
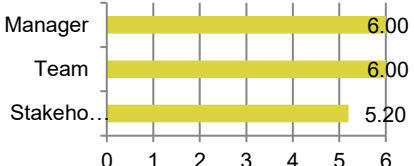
Competency: Be Bold and Courageous

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	4.00	4.40	<p>Manager: 4.00 Team: 4.25 Stakeho...: 4.60</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	5.00	4.57	<p>Manager: 5.00 Team: 4.75 Stakeho...: 4.00</p>	4.63
3.	Differentiates great performance and gives it the due recognition	5.00	4.56	<p>Manager: 5.00 Team: 4.50 Stakeho...: 4.50</p>	5.01
4.	Shares tough messages transparently and promptly	6.00	4.30	<p>Manager: 4.00 Team: 4.25 Stakeho...: 4.40</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	4.00	4.30	<p>Manager: 5.00 Team: 4.25 Stakeho...: 4.20</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	5.20	<p>Manager: 5.00 Team: 6.00 Stakeho...: 4.60</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	5.00	5.56	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.25</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	5.00	4.30	<p>Manager: 1.00 Team: 5.25 Stakeho...: 4.20</p>	3.41
9.	<i>Downplays bad news</i>	5.00	5.00	<p>Manager: 4.00 Team: 5.50 Stakeho...: 4.75</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	6.00	5.44	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.20</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	5.00	5.10	<p>Manager: 4.00 Team: 5.75 Stakeho...: 4.80</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	5.00	5.20	<p>Manager: 6.00 Team: 5.75 Stakeho...: 4.60</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	6.00	5.50	<p>Manager: 6.00 Team: 6.00 Stakeho...: 5.00</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	5.00	5.20	 <p>Manager: 6.00 Team: 5.25 Stakeholders: 5.00</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	6.00	5.11	 <p>Manager: 6.00 Team: 5.50 Stakeholders: 4.50</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.00	 <p>Manager: 6.00 Team: 4.75 Stakeholders: 5.00</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	5.00	4.67	 <p>Manager: 5.00 Team: 4.50 Stakeholders: 4.75</p>	5.09
7.	Invests in building capabilities of team members	5.00	4.50	 <p>Manager: 4.00 Team: 4.25 Stakeholders: 5.00</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	5.80	 <p>Manager: 6.00 Team: 6.00 Stakeholders: 5.60</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	5.70	 <p>Manager: 6.00 Team: 6.00 Stakeholders: 5.40</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	6.00	5.60	 <p>Manager: 6.00 Team: 6.00 Stakeholders: 5.20</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	Expects privileges and attention due to their hierarchy	5.80
Nurture Relationships and Talent	Encourages a boss / sir / ma'am culture	5.70
Nurture Relationships and Talent	Uses power and position to demand alignment and adherence	5.60
Be Bold and Courageous	Shows perseverance to overcome obstacles and setbacks	5.56
Nurture Relationships and Talent	Listens deeply to understand, and acknowledges others' points of view	5.50

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
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	3.63
Think Ahead	Over-reactive to changes and threats in the market	3.80
Simplify How We Work	Is digitally fluent; applies digital tools to simplify work and elevate experiences	4.10
Simplify How We Work	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	4.11
Be Bold and Courageous	Equates 'respect' and 'care' with not sharing tough messages	4.30

Section 5: Verbatim Comments

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

- Quantitative skills to mine for Business Insights - Empathy - Financial understanding of the business.
- Critical Thinking Business Acumen High on commitment, Customer centricity
- Strong Analytical and Strategic Thinking Your appreciation for design and willingness to give the creative team space to explore ideas is commendable—it fosters innovation and enhances the overall quality of our offerings."
- Offers a balanced perspective - Is a good listener - Ability to convey a different point of view without coming across as disagreeable
- Sharp business acumen 2. ability to bounce back quickly despite setbacks 3. Calm even in the toughest situations
- Subish is a people leader and works very well across teams and functional boundaries 2. Subish is open to differing points of views, and also expresses his views clearly in team settings, keeping the organizational best interests in mind
- Functional Expertise Market Connect Interpersonal Skills
- Patience, Calm and composure and moderate reaction to worst of the situations - helps others cope better with those situations because of that 2. Gives freedom to the team to operate but proactively shares feedback if any 3. Has the team's back and the team feels he can be relied upon
- He brings in diverse inputs on various areas such as inventory, product management and it helps to do category management better. He cares for the team members. Hears their views as well during the decision making which makes the team involved
- He is friendly and approachable however getting his time/response is a challenge He is data oriented and is on top of metrics He is a quick learner
- 1. Visionary thinking - Sees the big picture and anticipates future trends 2. Decisiveness - Makes timely and well-considered decisions even under pressure 3. Adaptability - Responds effectively to change and helps others navigate it

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

- Should be more assertive in saying "No" - Time management - Taking bold bets.
- Digital literacy for digitisation/simplification can go up leading to few changes in processes- for benefit of team Be more bold with his ideas Be more demanding in holding other accountable
- While there is strong synergy between teams for certain categories, especially festive launches, it would be valuable to build greater transparency and alignment across other Rivaah and studded categories. This could help foster the same level of collaboration and drive consistent excellence across all segments
- Be more proactive in stakeholder connects and not only when he needs things to be done
- Must speak up more 2. Needs to take the lead in the function to drive more synergies across both his teams and his larger team
- Subish can adopt and encourage his team to adopt digital tools and technologies more effectively for faster and deeper data synthesis and appropriate actions 2. Subish can seek feedback from stores in a more organized way, which can help staying ahead of competition in the market
- Time Management Innovation Quotient Risk Appetite
- Allocate more time to each category that is part of his portfolio 2. Be more vocal when other teams are not delivering on their commitments and getting away with it
- He should say more no. He should engage with the category teams more since whenever he engages, he shares valuable insights which help the team think better.
- The team is dissatisfied as acknowledgment is lacking or it comes too late or comes only after prodding - team feels what ever good happens is not talked about whereas others achievements are highlighted higher than ours The team is dissatisfied as they are not heard, feel that time and resource is not duly assigned
- 1. Start saying NO to irrelevant tasks that don't contribute to individual learning 2. Should inspire and motivate team members by celebrating success and recognizing efforts 3. Should identify strengths and coaching/development opportunities for team members

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?

- Clearly calls out the expectation in terms of tasks & effort from the team as well as all the stakeholders - Articulates the Business need for a particular collaboration.
- Is able to surface the challenges teams can face and nudge for ideas to solve them, leading to effectiveness in collaboration Good at bridging differences between members and channeling discussions
- The success of all festive introductions reflects the smooth collaboration and the creative freedom given to the design team to make impactful decisions
- Subish articulates the broader level objectives well and works collaboratively towards enablers of those objectives
- Is able to articulate the problem statement backed by numbers 2. Is always able to adapt in tough situations 3. Clearly calls out KPIs towards success and tracks them effectively
- Subish provides and seeks clarity in cross functional meetings so that the team is aligned towards shared goals Subish highlights challenges/gaps in appropriate forums so that the team is working towards required timelines
- Regional shared goal priority drive Problem solving - Agility for market response
- Subish effortlessly manages to work with stakeholders and ensures that the point is driven home smoothly with the least amount of confrontation
- He clearly communicates the goals and objectives and the rationale behind decisions. During collaborative and cross functional initiatives, he pushes the team for the objectives and aligns deliverables across both the teams.
- Clearly articulates the shared objectives and success metrics to minimize misalignment
- 1. Empowers others - delegates effectively, fosters autonomy and confidence in team members 2. Clearly articulates ideas, goals and feedback, encourages open dialogue 3. Sets a clear and compelling direction for the team/organization

END