360 Culture Feedback Survey Report

Culture Transformation Journey
@
W&W ISCM

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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	6
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	4.56	3.93		3.99
Be Bold	4.40	3.87		3.83
Build Capability – for Self and Others	4.67	3.82		3.94
Collaborate Actively	4.78	4.06		4.06
Demonstrate an SCM Mindset	4.38	4.01		4.15

CULTURE TRANSFORMATION

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

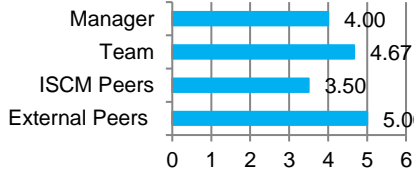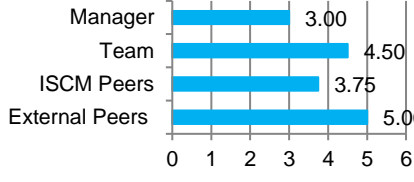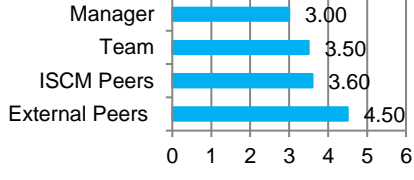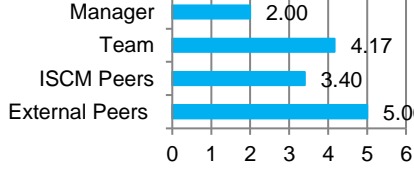| Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	**4.56**	**3.00**	**3.86**	**3.88**	**4.63**
Be Bold	4.40	3.20	3.90	3.60	4.61
Build Capability – for Self and Others	4.67	2.33	3.65	3.87	4.70
Collaborate Actively	4.78	3.33	3.98	4.11	4.48
Demonstrate an SCM Mindset	4.38	3.13	3.90	3.97	4.74
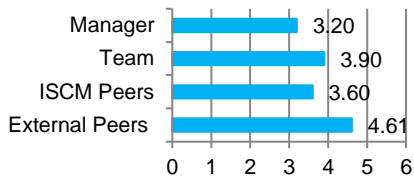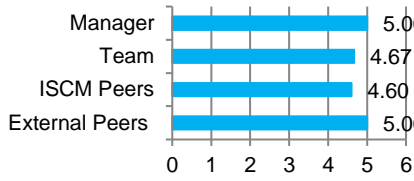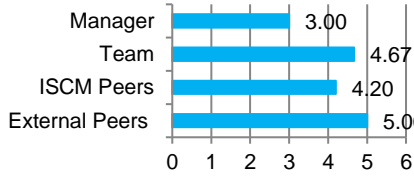
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity
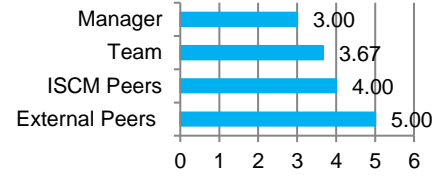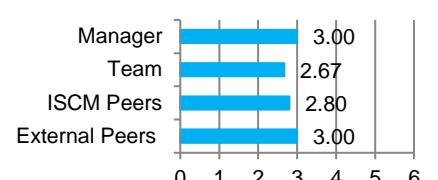
CULTURE TRANSFORMATION
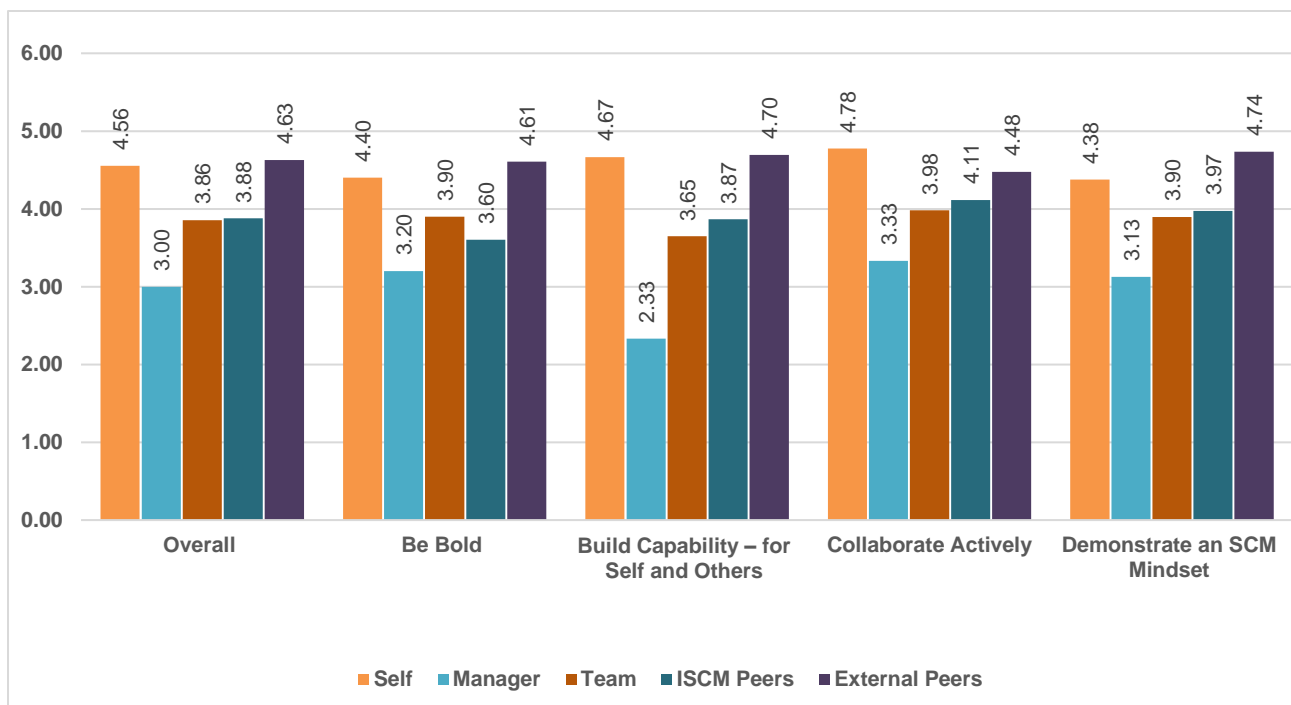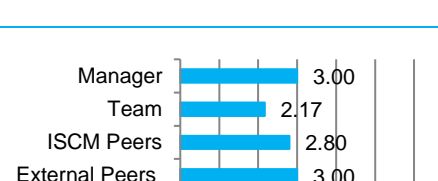
Section 3: Statement Wise Report

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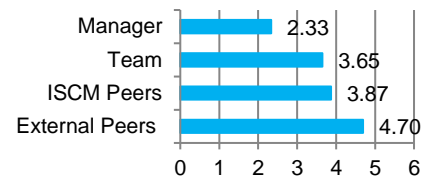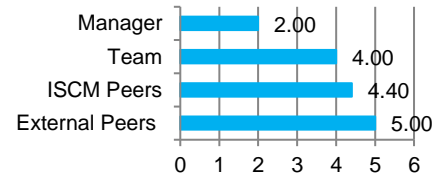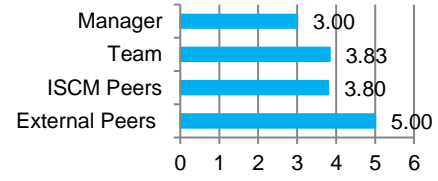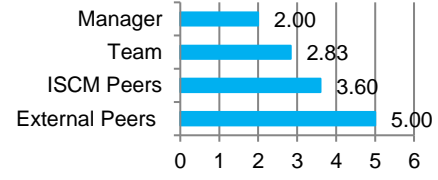
Focus Area: Be Bold
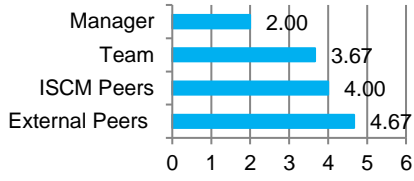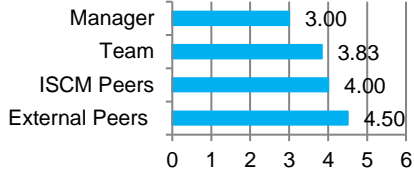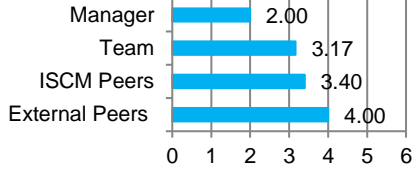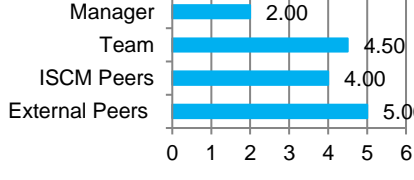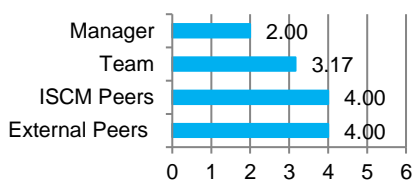
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.40**	**3.87**	Manager 3.20; Team 3.90; ISCM Peers 3.60; External Peers 4.61
1.	Speaks up and boldly shares opinions	4.00	4.73	Manager 5.00; Team 4.67; ISCM Peers 4.60; External Peers 5.00
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.47	Manager 3.00; Team 4.67; ISCM Peers 4.20; External Peers 5.00
3.	Tracks and monitors performance of the team regularly	5.00	4.31	Manager 4.00; Team 4.67; ISCM Peers 3.50; External Peers 5.00
4.	Ensures team members meet their goals and commitments	5.00	4.23	Manager 3.00; Team 4.50; ISCM Peers 3.75; External Peers 5.00
5.	Takes quick action when people underperform	4.00	3.64	Manager 3.00; Team 3.50; ISCM Peers 3.60; External Peers 4.50
6.	Makes decisions without delays	4.00	3.86	Manager 2.00; Team 4.17; ISCM Peers 3.40; External Peers 5.00

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	5.00	4.07	Manager 3.00, Team 4.33, ISCM Peers 3.40, External Peers 5.00
8.	Admits mistakes and learns from failure	5.00	3.93	Manager 3.00, Team 3.67, ISCM Peers 4.00, External Peers 5.00
9.	*Waits for seniors to take decisions* *	*3.00*	*2.79*	Manager 3.00, Team 2.67, ISCM Peers 2.80, External Peers 3.00
10.	*Shares good news and achievements but not failures and mistakes* *	*4.00*	*2.57*	Manager 3.00, Team 2.17, ISCM Peers 2.80, External Peers 3.00

The scores have been reversed and high score means favorable response
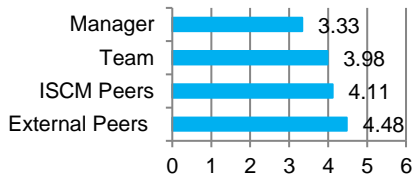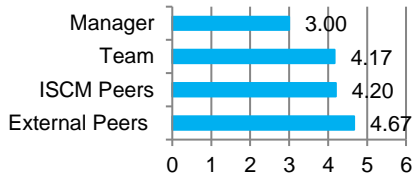
Focus Area: Build Capability – for Self and Others
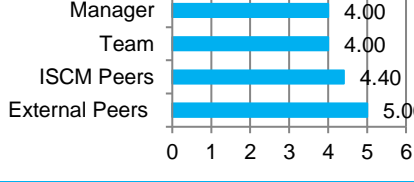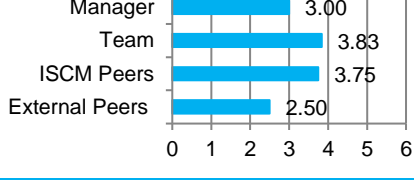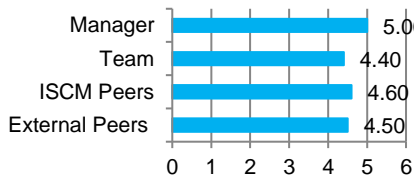
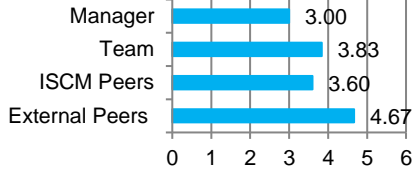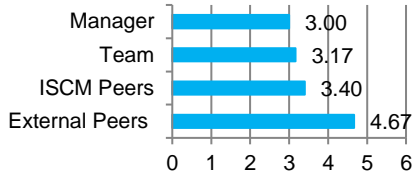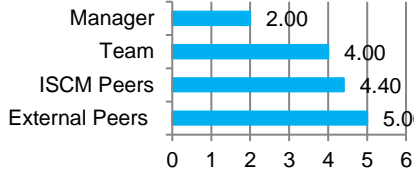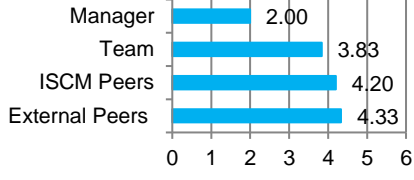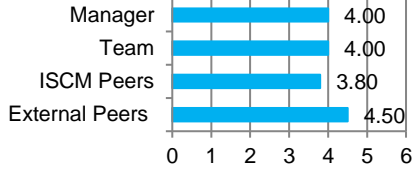| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.67**	**3.82**	Manager 2.33, Team 3.65, ISCM Peers 3.87, External Peers 4.70
1.	Learns new skills and knowledge to transform ISCM	5.00	4.20	Manager 2.00, Team 4.00, ISCM Peers 4.40, External Peers 5.00
2.	Accepts change and adapts quickly	4.00	4.00	Manager 3.00, Team 3.83, ISCM Peers 3.80, External Peers 5.00
3.	Delegates authority to team members to decentralize decision making	4.00	3.36	Manager 2.00, Team 2.83, ISCM Peers 3.60, External Peers 5.00

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
4.	Builds new and diverse capabilities needed in the team	4.00	3.87	Manager 2.00; Team 3.67; ISCM Peers 4.00; External Peers 4.67
5.	Coaches team members to improve their performance and abilities	5.00	3.93	Manager 3.00; Team 3.83; ISCM Peers 4.00; External Peers 4.50
6.	Drives a data driven decision making approach within ISCM	5.00	3.87	Manager 3.00; Team 3.83; ISCM Peers 3.60; External Peers 4.67
7.	*Gets too involved in unnecessary details* *	5.00	3.29	Manager 2.00; Team 3.17; ISCM Peers 3.40; External Peers 4.00
8.	*Is reluctant to explore modern technology* *	5.00	4.27	Manager 2.00; Team 4.50; ISCM Peers 4.00; External Peers 5.00
9.	*Does not empower or give authority to team members* *	5.00	3.50	Manager 2.00; Team 3.17; ISCM Peers 4.00; External Peers 4.00

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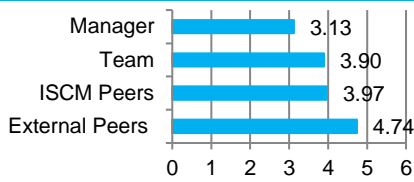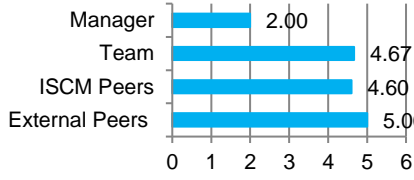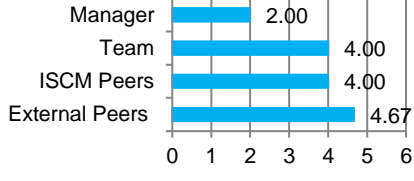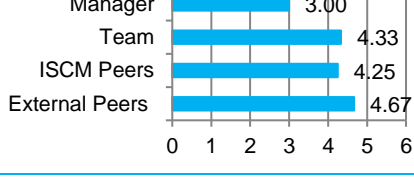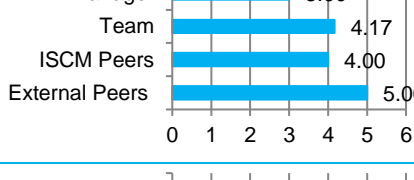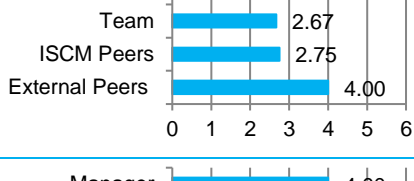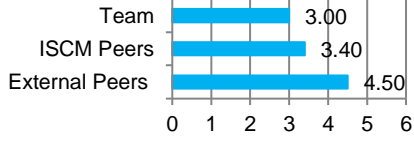
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.78**	**4.06**	Manager 3.33; Team 3.98; ISCM Peers 4.11; External Peers 4.48
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.20	Manager 3.00; Team 4.17; ISCM Peers 4.20; External Peers 4.67

#				
2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.53	Manager 3.00 Team 3.17 ISCM Peers 3.40 External Peers 4.67
3.	Interacts and builds relationships with people across ISCM	5.00	4.14	Manager 2.00 Team 4.00 ISCM Peers 4.40 External Peers 5.00
4.	Builds relationships with stakeholders in the business	4.00	3.93	Manager 2.00 Team 3.83 ISCM Peers 4.20 External Peers 4.33
5.	Communicates and shares information transparently and promptly	5.00	4.00	Manager 4.00 Team 4.00 ISCM Peers 3.80 External Peers 4.50
6.	Is trustworthy – delivers on commitments	5.00	4.43	Manager 4.00 Team 4.50 ISCM Peers 4.20 External Peers 5.00
7.	Welcomes new people into ISCM and helps them settle down	4.00	4.29	Manager 4.00 Team 4.00 ISCM Peers 4.40 External Peers 5.00
8.	*Limits their interaction and communication with the same set of people **	*5.00*	*3.54*	Manager 3.00 Team 3.83 ISCM Peers 3.75 External Peers 2.50
9.	*Speaks negatively about others behind their backs **	*5.00*	*4.54*	Manager 5.00 Team 4.40 ISCM Peers 4.60 External Peers 4.50

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

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Focus Area: Demonstrate an SCM Mindset
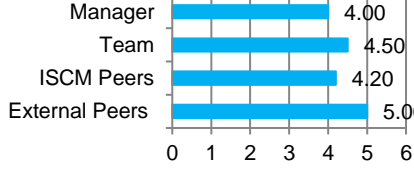
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.38**	**4.01**	Manager 3.13, Team 3.90, ISCM Peers 3.97, External Peers 4.74
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.50	Manager 2.00, Team 4.67, ISCM Peers 4.60, External Peers 5.00
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.00	Manager 2.00, Team 4.00, ISCM Peers 4.00, External Peers 4.67
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.36	Manager 3.00, Team 4.33, ISCM Peers 4.40, External Peers 5.00
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.29	Manager 3.00, Team 4.33, ISCM Peers 4.25, External Peers 4.67
5.	Monitors and controls costs in own department / function	3.00	4.31	Manager 5.00, Team 4.00, ISCM Peers 4.25, External Peers 5.00
6.	Improves productivity by leveraging tools and technology	5.00	4.20	Manager 3.00, Team 4.17, ISCM Peers 4.00, External Peers 5.00
7.	*Achieves results but with low focus on costs and efficiencies* *	*5.00*	*2.92*	Manager 3.00, Team 2.67, ISCM Peers 2.75, External Peers 4.00
8.	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals* *	*5.00*	*3.43*	Manager 4.00, Team 3.00, ISCM Peers 3.40, External Peers 4.50

The scores have been reversed and high score means favorable response

Section 4: Top 5 & Bottom 5 Statements
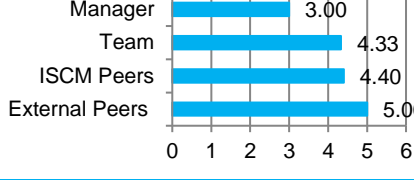
Top 5 Statements

This section highlights the top 5 Statements as per the respondents

Top 5 Statements		
Focus Area	**Statement**	**Respondent Average**
Be Bold	Speaks up and boldly shares opinions	4.73
Collaborate Actively	*Speaks negatively about others behind their backs **	*4.54*
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.50
Be Bold	Challenges and questions others to improve decisions and outcomes	4.47
Collaborate Actively	Is trustworthy – delivers on commitments	4.43

*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 **	*2.57*
Be Bold	*Waits for seniors to take decisions **	*2.79*
Demonstrate an SCM Mindset	*Achieves results but with low focus on costs and efficiencies **	*2.92*
Build Capability – for Self and Others	*Gets too involved in unnecessary details **	*3.29*
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	3.36

*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**
Build Capability – for Self and Others	Accepts change and adapts quickly	4.00	4.00
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.00	4.00
Collaborate Actively	Builds relationships with stakeholders in the business	4.00	3.93
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	3.87
Be Bold	Makes decisions without delays	4.00	3.86

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**
Demonstrate an SCM Mindset	*Achieves results but with low focus on costs and efficiencies* *	*5.00*	*2.92*
Build Capability – for Self and Others	*Gets too involved in unnecessary details* *	*5.00*	*3.29*
Demonstrate an SCM Mindset	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals* *	*5.00*	*3.43*
Build Capability – for Self and Others	*Does not empower or give authority to team members* *	*5.00*	*3.50*
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.53

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)

Summary: Significant Strengths of This Leader

1. **Strong Technical & Process Knowledge**
   - **Deep domain expertise**, technical knowledge, and continuous **upgradation of skills**.
   - **Process-oriented**, ensures **quality** and **data management**.

2. **Effective Leadership & People Management**
   - **Great listener, good learner**, and **self-motivated**.
   - **Encourages team growth**, trusts and supports team members.
   - **Bold and confident**, speaks up and shares opinions openly.
   - **Emotionally intelligent**, maintains a **good work-life balance**.

3. **Commitment & Dedication**
   - Highly **passionate, dedicated, and transparent** in work.
   - **Keeps delivering despite challenges**, maintains **focus on business goals**.
   - Actively **reviews department goals** and monitors **team performance**.

4. **Time Management & Accountability**
   - **Punctual**, respects time—both personal and others'.
   - **Takes responsibility and follows through** on commitments.
   - **"Walks the talk"**, leading by example.

5. **Adaptability & Learning Mindset**
   - Always **eager to learn and adapt quickly** to new challenges.
   - Possesses an **entrepreneurial spirit**, proactively drives improvement.

6. **Team Engagement & Motivation**
   - Actively participates in **ISCM meetings** and engages with teams.
   - Provides **on-the-spot appreciation and motivation**.

Key Takeaway:

The leader is **technically strong, highly dedicated, a great learner, and an effective communicator**. She **trusts her team, adapts quickly, and balances process orientation with people leadership**, making her a **well-rounded and impactful leader**.

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

Summary: What Should This Person Start Doing to Transform ISCM?

1. **Enhance Stakeholder Engagement & Strategic Collaboration**
   - Increase **interaction with stakeholders** to understand and address customer needs.
   - Develop a **solution-oriented** and **strategic mindset** to drive long-term initiatives.

o Strengthen **stakeholder management and collaboration** to improve decision-making.

2. **Drive Productivity & Operational Efficiency**

   o Focus on **automation** and **productivity improvement** to reduce costs.

   o Build **flexibility in operations** to meet changing requirements.

   o Work closely with **supply functions** for better planning and execution.

3. **Strengthen Leadership & Ownership**

   o Develop **thought leadership** without being overly influenced by team opinions.

   o **Own responsibilities** and actively **solve challenges** instead of deferring them.

   o Empower the **team with an engineering and technology mindset** instead of a fault-finding approach.

4. **Foster a Growth & Learning Culture**

   o Stay updated with the **latest industry techniques and best practices**.

   o Share **decades of experience across functions** to drive **cross-functional learning**.

   o Strengthen **Horology expertise** and benchmark industry standards.

5. **Improve Communication & Team Building**

   o Ensure **comprehensive and strategic communication** for better alignment.

   o Build **team camaraderie** and encourage **outside interactions** for stronger collaboration.

   o Promote **team-building initiatives** between Watch Assembly & Movement Assembly.

6. **Long-Term Vision & Cost Optimization**

   o Focus on the **cost of operations** while ensuring efficiency.

   o Develop **long-term thinking and goal setting** for sustainable ISCM transformation.

Key Takeaway:

The leader should **increase stakeholder engagement, drive automation and productivity, take ownership of challenges, strengthen team collaboration, and implement strategic long-term initiatives** to effectively transform ISCM.

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

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

1. **Reduce Micromanagement**

   o Avoid **micromanaging daily operations** such as production and delivery.

   o Trust the team to handle **day-to-day activities** and focus on long-term goals.

   o Streamline **monitoring through online systems** rather than excessive supervision.

2. **Limit Unnecessary Meetings & Improve Communication**

   o Reduce **non-productive meetings** and avoid excessive discussions.

   o Be more **concise and clear** in communication instead of repeating points.

   o Respond to **emails and operational concerns** more promptly.

3. **Adopt a Broader, System-Focused Approach**

CULTURE
TRANSFORMATION

- o Stop focusing on **individual mistakes** and instead work on improving systems.
  - o Shift time allocation: **70% long-term, 20% mid-term, 10% short-term goals**.
  - o Avoid being **self-centric** and **prioritizing external stakeholders over peers**.
4. **Encourage Team Empowerment & Delegation**
  - o Provide **more autonomy** to supervisors and team members.
  - o Support the team openly instead of excessively monitoring performance.
  - o Create a culture of **trust and empowerment** instead of rigid control.

Key Takeaway:

To be more effective, the leader should **reduce micromanagement, streamline meetings, focus on long-term strategies, empower the team, and improve communication efficiency**.

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

Summary: Any Other Feedback/Comments

1. **Strong Leadership & Adaptability**
  - o Handles **high-pressure situations** with calmness and patience.
  - o Welcoming of **new ideas** and a **valuable stakeholder** in ISCM.
  - o Demonstrates **energy, dedication, and result-oriented focus**.
2. **Areas for Development**
  - o **Enhance delegation** to develop people and build leadership within the team.
  - o Improve **movement quality through co-working** and collaboration.
  - o Prioritize **long-term, mid-term, and short-term goals** in a structured manner.
  - o **Consider perspectives** before giving feedback to teammates.
3. **Opportunities & Business Model Improvements**
  - o **ISCM should provide more opportunities and responsibilities**, which can be effectively managed.
  - o Workforce **reduction of 25%** through **innovation, automation, multi-skilling, and flexibility**.
  - o Focus on **competitive goals** within the ISCM value chain to enhance departmental impact.

Key Takeaway:

Rajeswari is recognized as a **strong, adaptable leader** who effectively manages pressure and fosters collaboration. To further enhance her impact, she should **focus on delegation, structured goal-setting, and improving ISCM's competitive value** while continuing her **positive approach to leadership and feedback**.

END