

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	13
ISCM Peers	Peers within ISCM	2
External Peers	Peers Outside ISCM	0

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

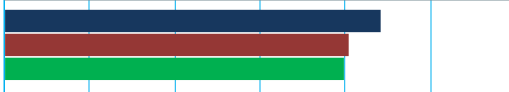




This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

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.

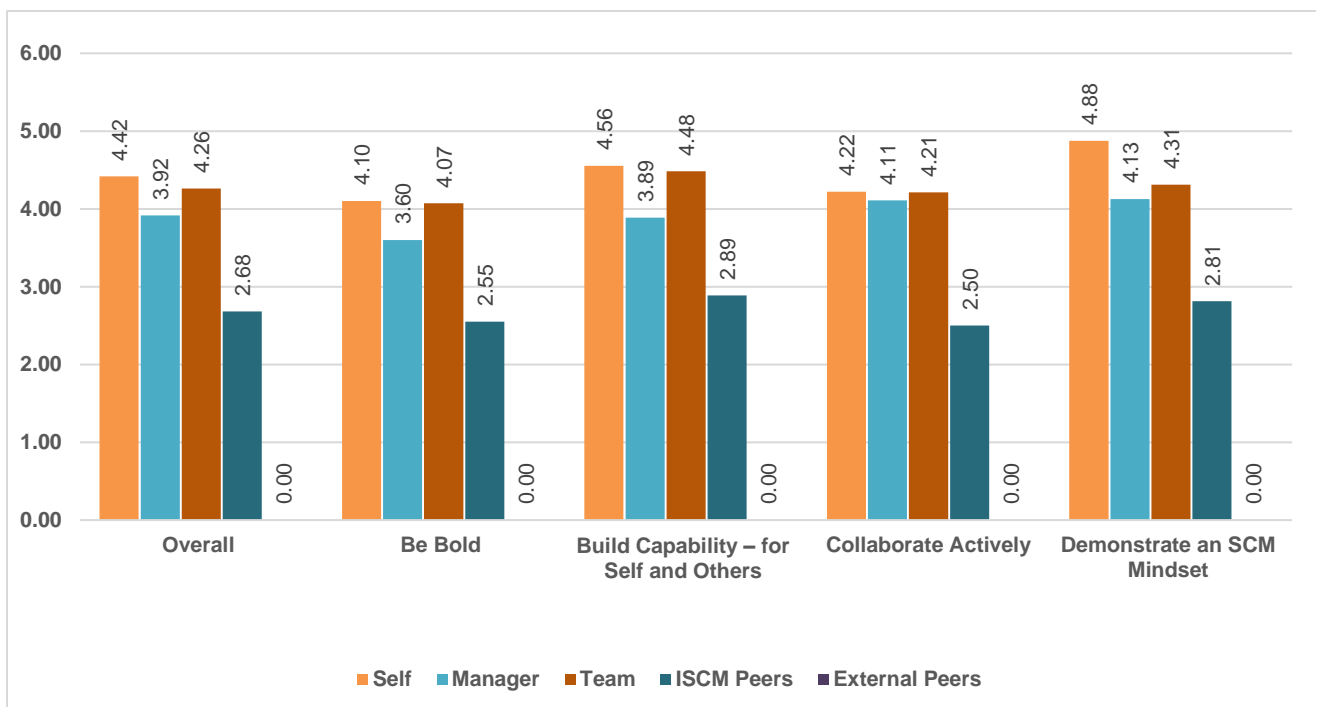
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.42	4.04								3.99	
Be Bold	4.10	3.85								3.83	
Build Capability – for Self and Others	4.56	4.24								3.94	
Collaborate Actively	4.22	3.99								4.06	
Demonstrate an SCM Mindset	4.88	4.11								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	4.42	3.92	4.26	2.68	-
Be Bold	4.10	3.60	4.07	2.55	-
Build Capability – for Self and Others	4.56	3.89	4.48	2.89	-
Collaborate Actively	4.22	4.11	4.21	2.50	-
Demonstrate an SCM Mindset	4.88	4.13	4.31	2.81	-

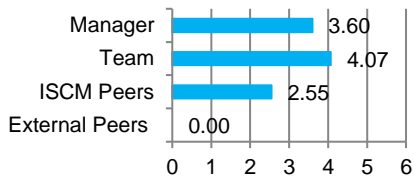
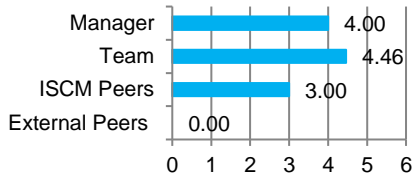
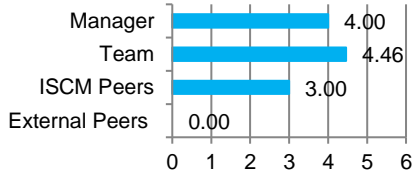
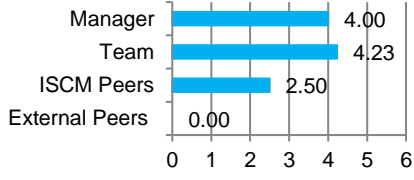



If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity


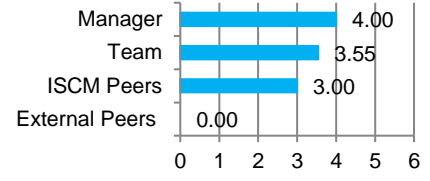
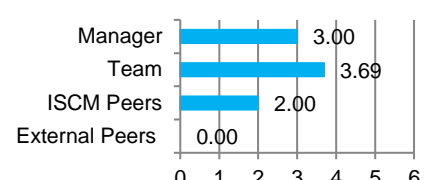
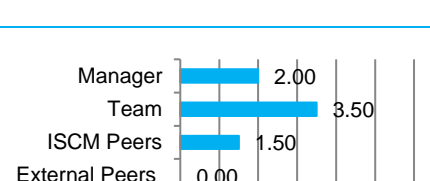


Section 3: Statement Wise Report

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.

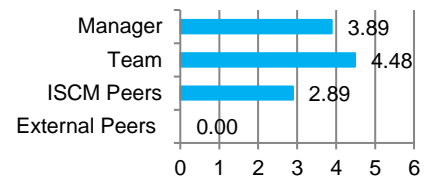
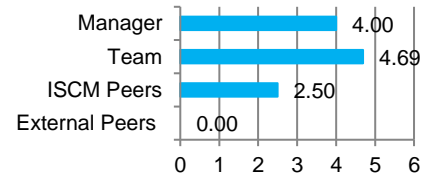
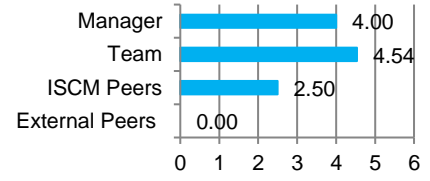
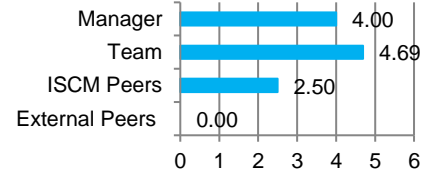
Focus Area: Be Bold


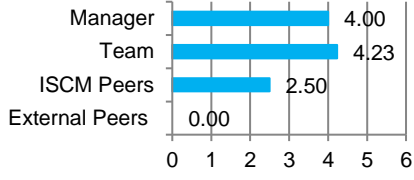
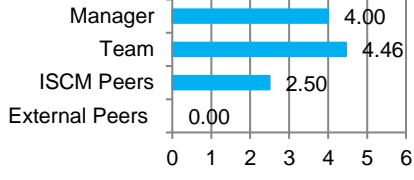

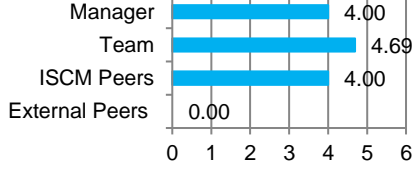
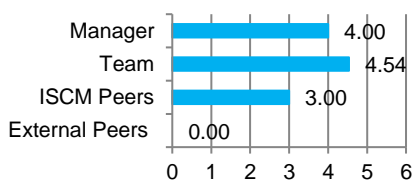
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	4.10	3.85	
1.	Speaks up and boldly shares opinions	4.00	4.25	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.25	
3.	Tracks and monitors performance of the team regularly	5.00	4.00	
4.	Ensures team members meet their goals and commitments	4.00	4.00	
5.	Takes quick action when people underperform	4.00	3.88	
6.	Makes decisions without delays	4.00	4.00	

7.	Takes risks – challenges status quo to experiment and do new things	5.00	3.94	
8.	Admits mistakes and learns from failure	4.00	3.50	
9.	<i>Waits for seniors to take decisions *</i>	3.00	3.44	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	3.13	

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

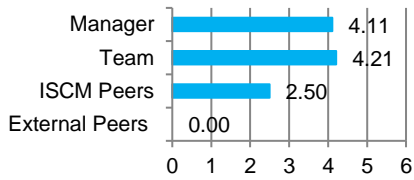
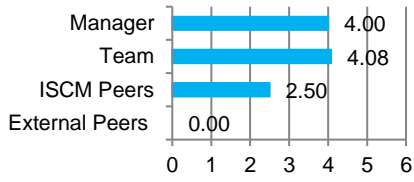
Focus Area: Build Capability – for Self and Others


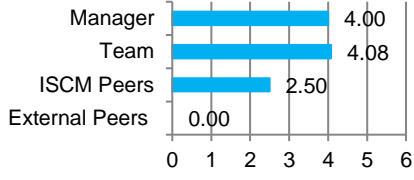
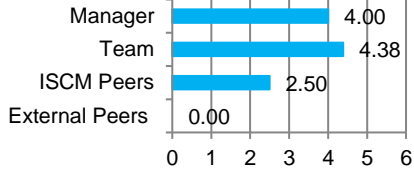
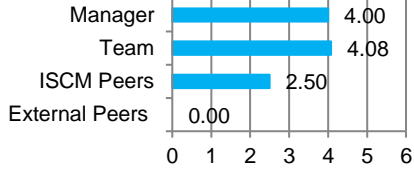
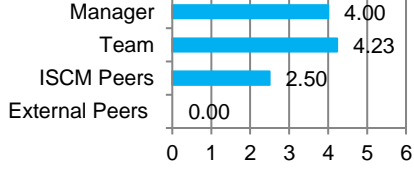
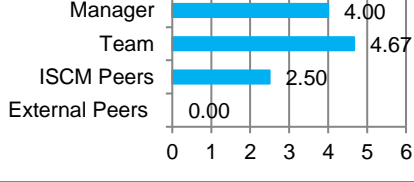
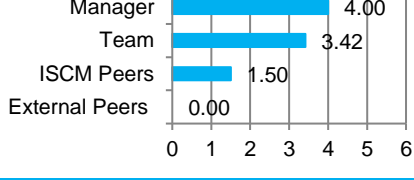
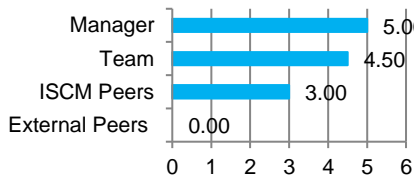
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.56	4.24	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.38	
2.	Accepts change and adapts quickly	5.00	4.25	
3.	Delegates authority to team members to decentralize decision making	5.00	4.38	

4.	Builds new and diverse capabilities needed in the team	5.00	4.19	
5.	Coaches team members to improve their performance and abilities	5.00	4.00	
6.	Drives a data driven decision making approach within ISCM	4.00	4.19	
7.	<i>Gets too involved in unnecessary details *</i>	3.00	3.93	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	4.56	
9.	<i>Does not empower or give authority to team members *</i>	5.00	4.31	

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

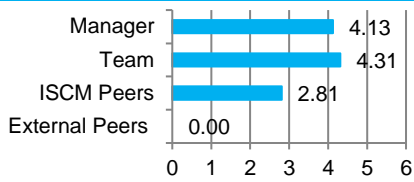
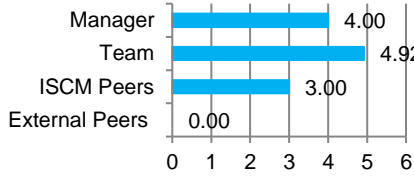
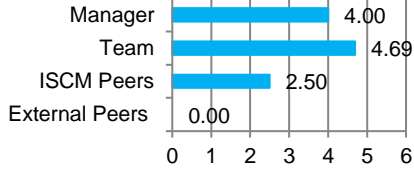

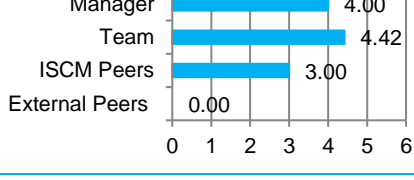
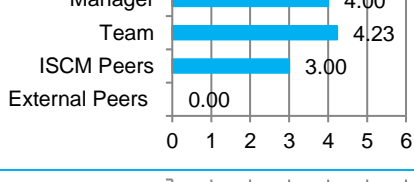
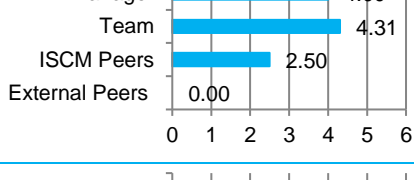
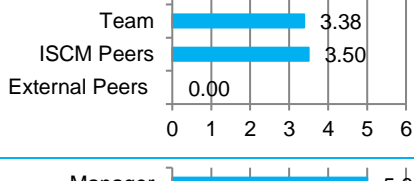
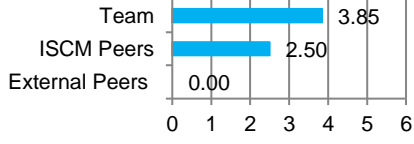
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.22	3.99	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	3.88	

2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.25	
3.	Interacts and builds relationships with people across ISCM	4.00	3.88	
4.	Builds relationships with stakeholders in the business	4.00	4.13	
5.	Communicates and shares information transparently and promptly	5.00	3.88	
6.	Is trustworthy – delivers on commitments	5.00	4.00	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.33	
8.	Limits their interaction and communication with the same set of people *	3.00	3.20	
9.	Speaks negatively about others behind their backs *	4.00	4.33	

*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	4.88	4.11	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.63	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.38	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.38	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.20	
5.	Monitors and controls costs in own department / function	5.00	4.06	
6.	Improves productivity by leveraging tools and technology	5.00	4.06	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	3.44	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.75	

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

Section 4: Top 5 & Bottom 5 Statements

Top 5 Statements

This section highlights the top 5 Statements as per the respondents

Top 5 Statements		
Focus Area	Statement	Respondent Average
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.63
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	4.56
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	4.38
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	4.38
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.38

**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
<i>Be Bold</i>	<i>Shares good news and achievements but not failures and mistakes *</i>	3.13
<i>Collaborate Actively</i>	<i>Limits their interaction and communication with the same set of people *</i>	3.20
<i>Be Bold</i>	<i>Waits for seniors to take decisions *</i>	3.44
<i>Demonstrate an SCM Mindset</i>	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.44
<i>Be Bold</i>	Admits mistakes and learns from failure	3.50

**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	Ensures team members meet their goals and commitments	4.00	4.00
Be Bold	Makes decisions without delays	4.00	4.00
Be Bold	Takes quick action when people underperform	4.00	3.88
Collaborate Actively	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	3.88
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.00	3.88

**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	3.44
Demonstrate an SCM Mindset	Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *	5.00	3.75
Collaborate Actively	Communicates and shares information transparently and promptly	5.00	3.88
Be Bold	Takes risks – challenges status quo to experiment and do new things	5.00	3.94
Collaborate Actively	Is trustworthy – delivers on commitments	5.00	4.00

**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 of Significant Strengths of the Leader

1. **Strategic Thinking** – Strong ability to focus on the big picture, think ahead, and create systems to drive positive responses.
2. **People Leadership** – Balances task orientation with a focus on people development, fostering growth and accountability within teams.
3. **Effective Communication** – Clear articulation skills, able to connect quickly and communicate ideas effectively with colleagues.
4. **Technical Expertise** – Passion for technology and a strong understanding of technical concepts that align with business strategies.
5. **Mature Leadership** – Demonstrates wisdom, resilience, adaptability, and emotional intelligence in leadership.
6. **Mentorship and Coaching** – Actively listens to team members, provides guidance, and strengthens their skills, helping them grow professionally.
7. **Visionary and Business-Driven** – Focuses on breakthrough improvements and technology transformations while ensuring business objectives are met.
8. **Trust in Team** – Provides freedom, coaching, and trust to team members to enhance their performance and decision-making.
9. **Clarity and Direction** – Ensures alignment on goals and priorities through clear communication and thoughtful guidance.
10. **Continuous Focus on Improvement** – Constantly drives innovation and breakthroughs to improve processes, technology, and overall performance.

This leader is recognized for their strategic mindset, excellent communication, people development skills, and focus on driving technological and business transformations.

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

Summary of "What Should This Person Start Doing to Transform ISCM?"

1. **Drive Diversity & Inclusion (DEI)** – Make diversity a top priority and foster an inclusive culture.
2. **Enhance Transparency & Trust** – Demonstrate openness, communicate vision clearly, and build trust among leaders and teams.
3. **Reimagine Manufacturing** – Continue leading transformation by investing in technology, manpower, and best manufacturing practices.
4. **Increase Engagement with Teams** – Regularly interact with ISCM teams at all levels, beyond public occasions, to align and motivate.

5. **Expand Influential Network** – Build relationships beyond direct leadership, increasing collaboration and influence.
6. **Push for Operational & Structural Changes** –
 - Introduce new product categories (e.g., luxury segment).
 - Establish **Quality as an independent vertical** to enforce high standards.
 - Strengthen DATE (Design, Automation, Tooling, Engineering) with Manufacturing & Industrial Engineering for efficiency.
 - Re-evaluate depreciated assets with a **long-term vision of 15 years**.
 - Make tolling (subcontracting) an **independent vertical** for better production flow.
 - Create an **Efficiency Improvement Cell** to drive quick turnarounds.
7. **Encourage Bold Leadership** – Push managers out of their comfort zones, making them fearless and courageous decision-makers.
8. **Improve Say-Do Ratio** – Ensure actions align with commitments and expectations.
9. **Strengthen Internal Manufacturing Capabilities** – Maximize INH manufacturing potential for long-term sustainability.
10. **Foster a Culture of Continuous Improvement** – Drive transformation through ongoing learning, innovation, and adaptability.

This leader is already driving transformation but can further accelerate change by enhancing engagement, restructuring key functions, and fostering a culture of bold, transparent, and inclusive leadership.

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

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

1. **Delaying Decision-Making** – Avoid taking excessive time to make decisions.
2. **Over-focusing Internally** – Broaden focus beyond ISCM to drive larger business impact.
3. **Avoiding Difficult Conversations** – Address issues directly instead of deferring or relying on others.
4. **Relying on Manager for Sensitive Communication** – Communicate tough messages personally rather than using the manager as a mediator.
5. **Not Providing Clear Feedback** – Stop keeping team members guessing; be direct and transparent.
6. **Overextending Meetings** – Ensure meetings stay on schedule and discussions remain efficient.
7. **Leaving Team Without Support in Tough Situations** – Provide necessary guidance and backing.
8. **Prioritizing Manager's Interests Over Broader Goals** – Work towards organizational success, not just immediate leadership priorities.
9. **"Name Dropping" & Deflecting Feedback** – Stop attributing feedback to others; give direct, authentic input.
10. **Engaging Too Deeply in One Discussion** – Maintain a balanced approach in meetings without over-focusing on one topic.

By being more decisive, transparent, and independent in communication and leadership, this person can further enhance effectiveness and impact.

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

Summary of "Any Other Feedback/Comments"

1. **Focus More on People & Team Development** – Invest more time in mentoring, coaching, and strengthening the next level of leadership.
2. **Be a Role Model for Culture** – Set an example in fostering a strong organizational culture.
3. **Continue Driving Change Effectively** – Leadership in transformation is well-recognized; maintain structured execution.
4. **Balance Freedom with Clear Structures** – Providing autonomy while setting direction is a strength.
5. **Increase Engagement Across Teams** – Monthly in-person connects with other business teams would be beneficial.
6. **Regular One-on-One Mentoring** – More direct coaching sessions can boost engagement and team performance.
7. **Track & Deliver on Investments** – Ensure accountability and results from previous initiatives.
8. **Gratitude & Appreciation** – Recognized for great leadership, support, and contributions.

By enhancing team development, deepening leadership coaching, and maintaining structured transformation efforts, this leader can further strengthen organizational impact.

END