

# **360 Culture Feedback Survey Report**

**Culture Transformation Journey  
@  
W&W ISCM**

**March 2025**

**Girendra Kumar**

*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	0
Team	Direct reportees + Indirect Reportees	7
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	2

## FOCUS AREAS

The online responses are evaluated based on the identified 4 focus areas as mentioned below

1. Be Bold
2. Build Capability – for Self and Others
3. Collaborate Actively
4. Demonstrate an SCM Mindset

## Report Structure

The report consists of five sections:

### **Section 1: Overall Summary Report**

This section provides a comparison between Self score, the average score given by all respondents and group average for all focus areas.

### **Section 2: Scores by Respondent Category**

This section provides a comparison between Self score and the score given by each respondent category (Manager, Team, ISCM Peers, External Peers) for each focus area.

### **Section 3: Statement Wise Report**

This section provides a statement wise score as given by Self, Manager, Team, ISCM Peers, External Peers. Some questions in this report are negatively framed - for example, waits for seniors to take decisions. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score indicates a favorable response and a lower score indicates an area for improvement.

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

This section provides the top 5 statements & bottom 5 statements as rated by the respondents.

### **Section 5: Convergence and Divergence Areas**






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

### **Section 6: Qualitative Comments**

This section provides the Qualitative Comments written by self and respondents. All the comments have been summarized using an AI tool.

## Section 1: Overall Summary Report

This section provides a comparison between Self score and the combined average of score given by all other respondents put together (Manager, Team, ISCM Peers, External Peers) for each focus area and the average survey score of all Culture Champions.

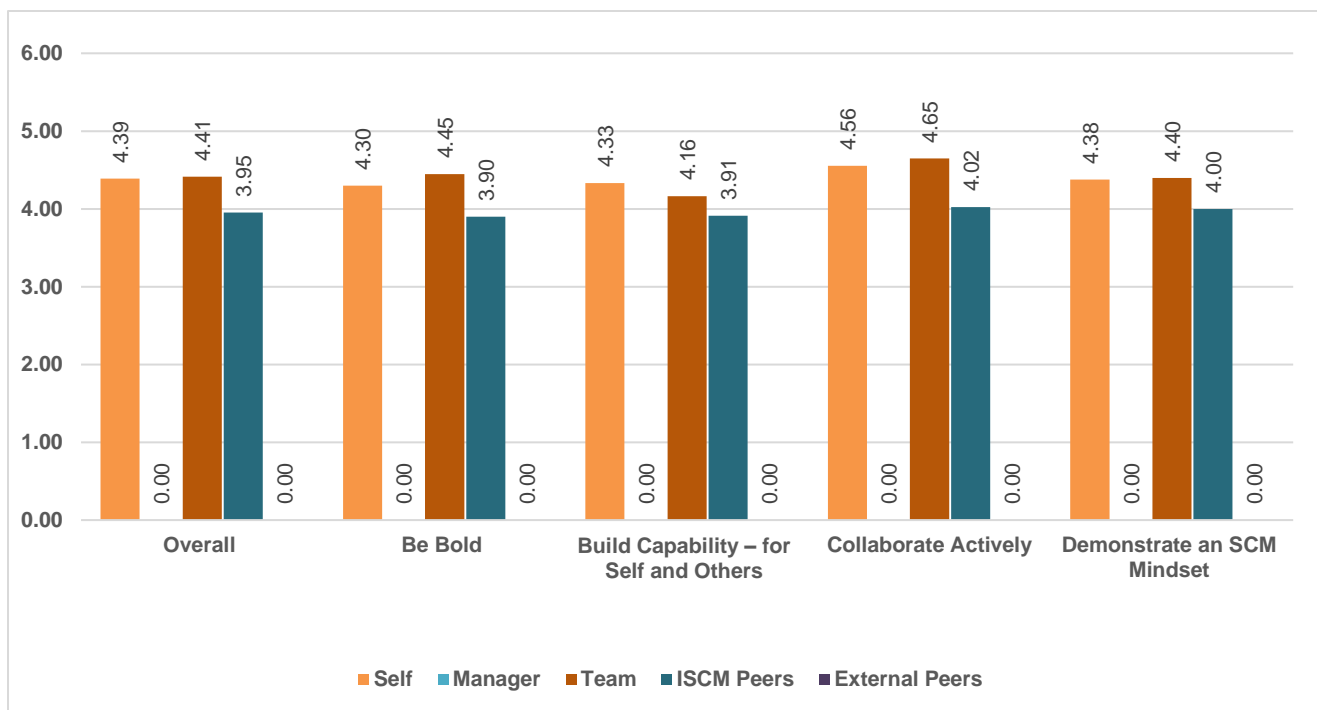
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.39	4.22									3.99
Be Bold	4.30	4.17									3.83
Build Capability – for Self and Others	4.33	4.09									3.94
Collaborate Actively	4.56	4.37									4.06
Demonstrate an SCM Mindset	4.38	4.26									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
<b>Overall</b>	<b>4.39</b>	-	<b>4.41</b>	<b>3.95</b>	-
Be Bold	4.30	-	4.45	3.90	-
Build Capability – for Self and Others	4.33	-	4.16	3.91	-
Collaborate Actively	4.56	-	4.65	4.02	-
Demonstrate an SCM Mindset	4.38	-	4.40	4.00	-

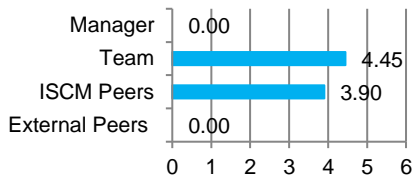
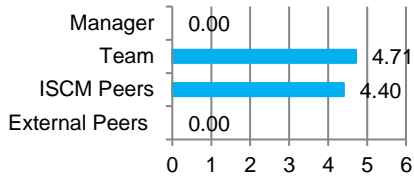
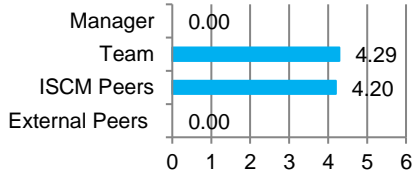
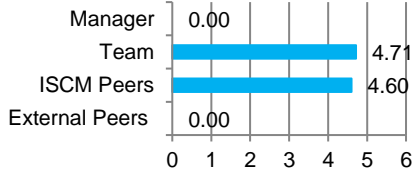

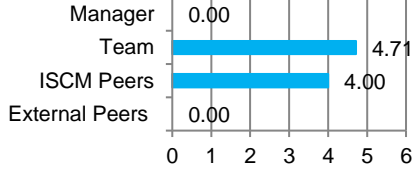

*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*

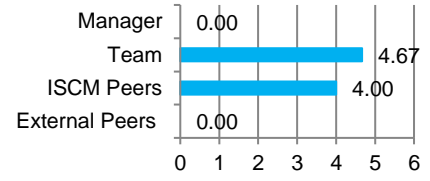
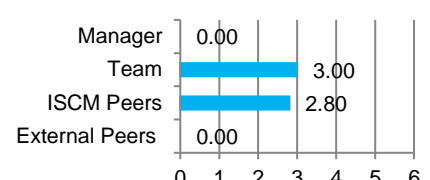
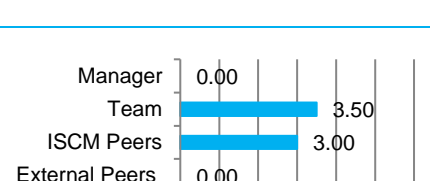


### Section 3: Statement Wise Report

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.

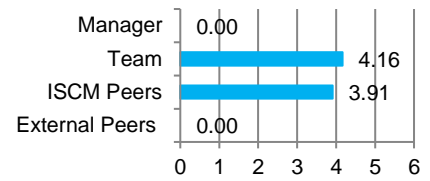
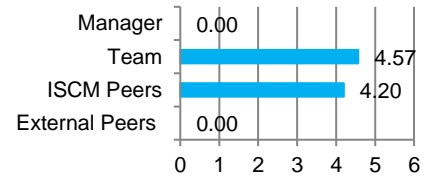
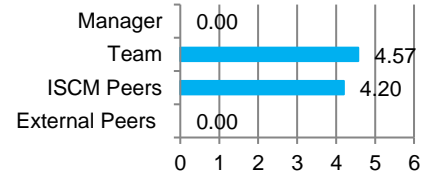
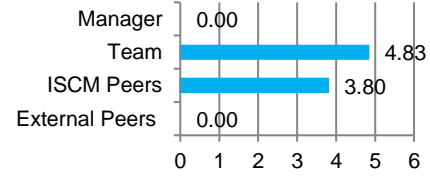
#### Focus Area: Be Bold

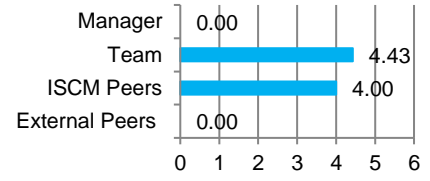
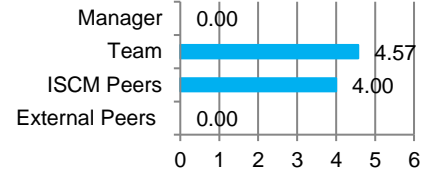

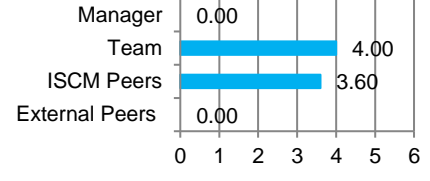
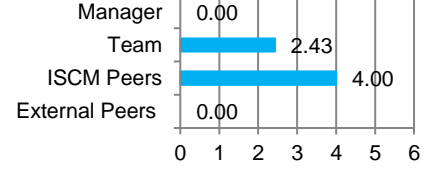
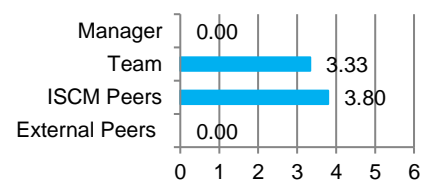
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.30</b>	<b>4.17</b>	
1.	Speaks up and boldly shares opinions	4.00	4.43	
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.14	
3.	Tracks and monitors performance of the team regularly	4.00	4.69	
4.	Ensures team members meet their goals and commitments	4.00	4.77	
5.	Takes quick action when people underperform	4.00	4.38	
6.	Makes decisions without delays	5.00	4.31	

7.	Takes risks – challenges status quo to experiment and do new things	5.00	4.31	
8.	Admits mistakes and learns from failure	5.00	4.17	
9.	<i>Waits for seniors to take decisions *</i>	3.00	2.91	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	3.33	

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

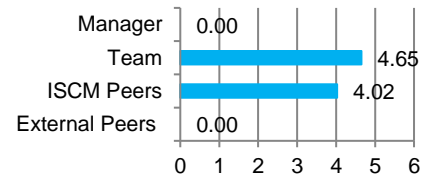
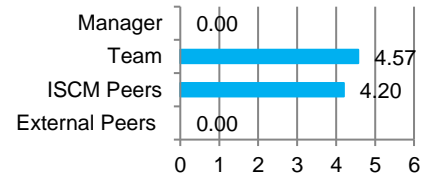
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.33</b>	<b>4.09</b>	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.43	
2.	Accepts change and adapts quickly	4.00	4.43	
3.	Delegates authority to team members to decentralize decision making	4.00	4.33	

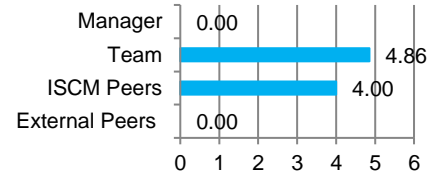
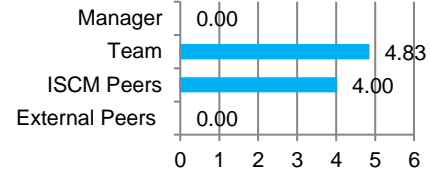



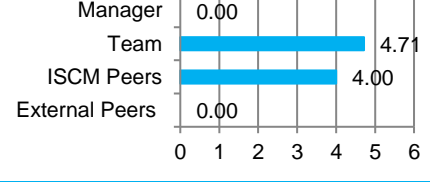
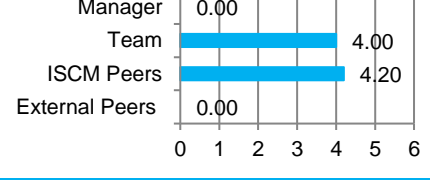
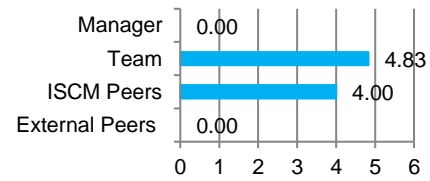
4.	Builds new and diverse capabilities needed in the team	4.00	4.23	
5.	Coaches team members to improve their performance and abilities	5.00	4.31	
6.	Drives a data driven decision making approach within ISCM	4.00	4.29	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	3.85	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.36	
9.	<i>Does not empower or give authority to team members *</i>	5.00	3.58	

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

### Focus Area: Collaborate Actively

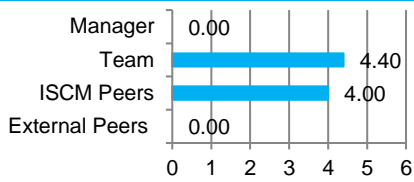
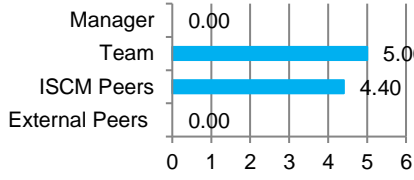
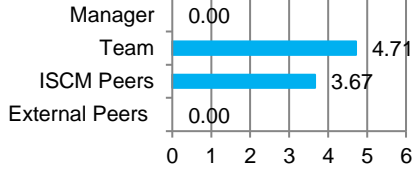
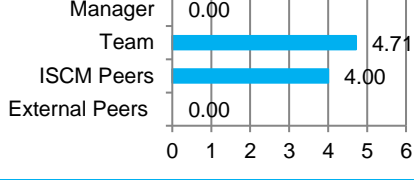
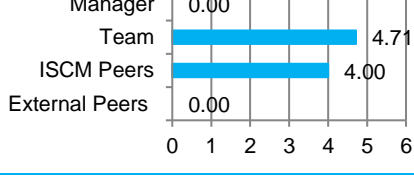
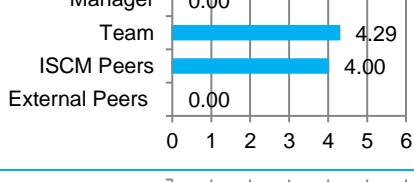
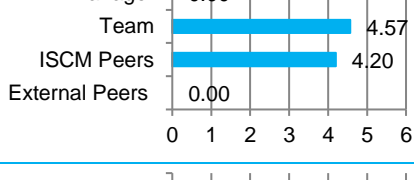
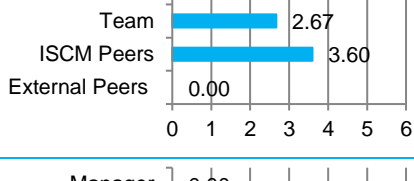
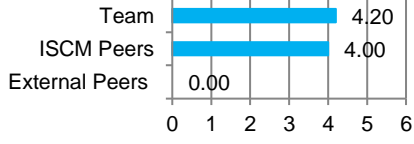
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.56</b>	<b>4.37</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.43	



2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.43	
3.	Interacts and builds relationships with people across ISCM	5.00	4.50	
4.	Builds relationships with stakeholders in the business	4.00	4.46	
5.	Communicates and shares information transparently and promptly	5.00	4.08	
6.	Is trustworthy – delivers on commitments	5.00	4.57	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.42	
8.	Limits their interaction and communication with the same set of people *	4.00	3.92	
9.	Speaks negatively about others behind their backs *	5.00	4.50	

\*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
	<b>Overall Score</b>	<b>4.38</b>	<b>4.26</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.77	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.45	
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.46	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.38	
5.	Monitors and controls costs in own department / function	4.00	4.23	
6.	Improves productivity by leveraging tools and technology	5.00	4.43	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.09	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.09	

\*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	Ensures team members meet their goals and commitments	4.77
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.77
Be Bold	Tracks and monitors performance of the team regularly	4.69
Collaborate Actively	Is trustworthy – delivers on commitments	4.57
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.50

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

### Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	Statement	Respondent Average
Be Bold	<i>Waits for seniors to take decisions *</i>	2.91
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.09
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	3.33
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	3.36
Build Capability – for Self and Others	<i>Does not empower or give authority to team members *</i>	3.58

*\*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
Collaborate Actively	Limits their interaction and communication with the same set of people *	4.00	3.92
Be Bold	Waits for seniors to take decisions *	3.00	2.91
Build Capability – for Self and Others	Gets too involved in unnecessary details *	4.00	3.85
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	4.23
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.77

\*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
Build Capability – for Self and Others	Is reluctant to explore modern technology *	5.00	3.36
Build Capability – for Self and Others	Does not empower or give authority to team members *	5.00	3.58
Collaborate Actively	Communicates and shares information transparently and promptly	5.00	4.08
Demonstrate an SCM Mindset	Achieves results but with low focus on costs and efficiencies *	4.00	3.09
Demonstrate an SCM Mindset	Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *	5.00	4.09

\*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)

Significant strengths of this leader include:

1. **Technical Skills and Innovation:** The leader is tech-savvy, constantly looking for new technologies and upgrading existing systems. They are innovative, adapting quickly to changes, and offering creative solutions to challenges.
2. **Stakeholder Management and Teamwork:** Strong in collaborating with stakeholders and building a teamwork culture. They emphasize effective communication and work well with diverse teams to achieve goals.
3. **Emotional Intelligence and Adaptability:** The leader demonstrates emotional intelligence, adaptability, and a boldness in speaking up. They are skilled in listening to others and providing guidance.
4. **Decision-Making and Problem-Solving:** They utilize a data-driven decision-making approach, focusing on bottlenecks and areas needing improvement. Their problem-solving nature is enhanced by innovation and adaptability.
5. **People Development:** The leader focuses on people development, empowering teams, and fostering a safety-first, continuous improvement culture. They excel in delegating tasks based on team strengths and ensure alignment with individuals' expertise.
6. **Communication Skills and Equity:** The leader's communication skills are clear and effective. They maintain an equity system, treating everyone fairly without bias, respecting different ideas and perspectives.

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

To transform ISCM, this leader should focus on:

1. **Long-term Transformation Initiatives:** Emphasize productivity, automation, and cost-effective operations with a long-term vision. This includes incorporating new technologies and fostering innovation in processes like watch assembly.
2. **Leadership Development:** Strengthen leadership skills, build trust within the team, and empower team members. Focus on delegation and providing training opportunities to enhance team capabilities.
3. **Collaboration and Learning:** Focus on collaboration with AI/ML to integrate advanced technologies and continuously learn new skills to drive productivity. Benchmarking and applying these new approaches will be crucial.
4. **Decision-Making in Conflict:** Improve decision-making abilities, especially during conflicts or issues within functions, to ensure smoother operations.

5. **Sustainability and Cost Reduction:** Integrate sustainability initiatives by partnering with eco-friendly suppliers, optimizing energy usage, and minimizing waste through lean operations. Also, focus on cost reduction strategies like demand-driven planning and energy-efficient equipment.
6. **Employee Engagement:** Hold one-on-one or small group interactions with employees regularly to address grievances, celebrate achievements, and maintain a healthy work environment.

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

To be more effective, this leader should stop:

1. **Expecting Perfection in Non-Critical Areas:** Stop seeking perfection in tasks that are less important or non-productive.
2. **Micromanaging:** Empower team leaders and trust them to handle day-to-day operations, rather than overseeing every detail.
3. **Focusing Only on Production:** Broaden focus beyond just the production unit and address challenges across all assembly units to meet global standards.
4. **Working in Silos:** Stop working in isolation and instead collaborate with all departments for support, guidance, and continuous improvement.
5. **Dominating People:** Avoid being overly dominant in interactions with the team and encourage a more collaborative environment.

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

The feedback highlights the following:

1. **Positive Attributes:** Girender is described as adaptable, easy to approach, and flexible. He works well as a team member, shares learnings, motivates his team, and promotes work-life balance.
2. **Leadership and Interpersonal Skills:** He is recognized for his strong leadership, interpersonal skills, and dedication. He is also seen as supportive, interactive, and welcoming of new ideas.
3. **Areas for Improvement:** While Girender has good potential, there is a suggestion to improve his knowledge base and leadership style with a focus on long-term vision.
4. **General Appreciation:** Many team members find working under him to be a great learning experience and feel honored to be part of his collaborative team. He is seen as an inspirational figure, especially for his support in project bottlenecks and resource allocation.

# END