

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	3
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.

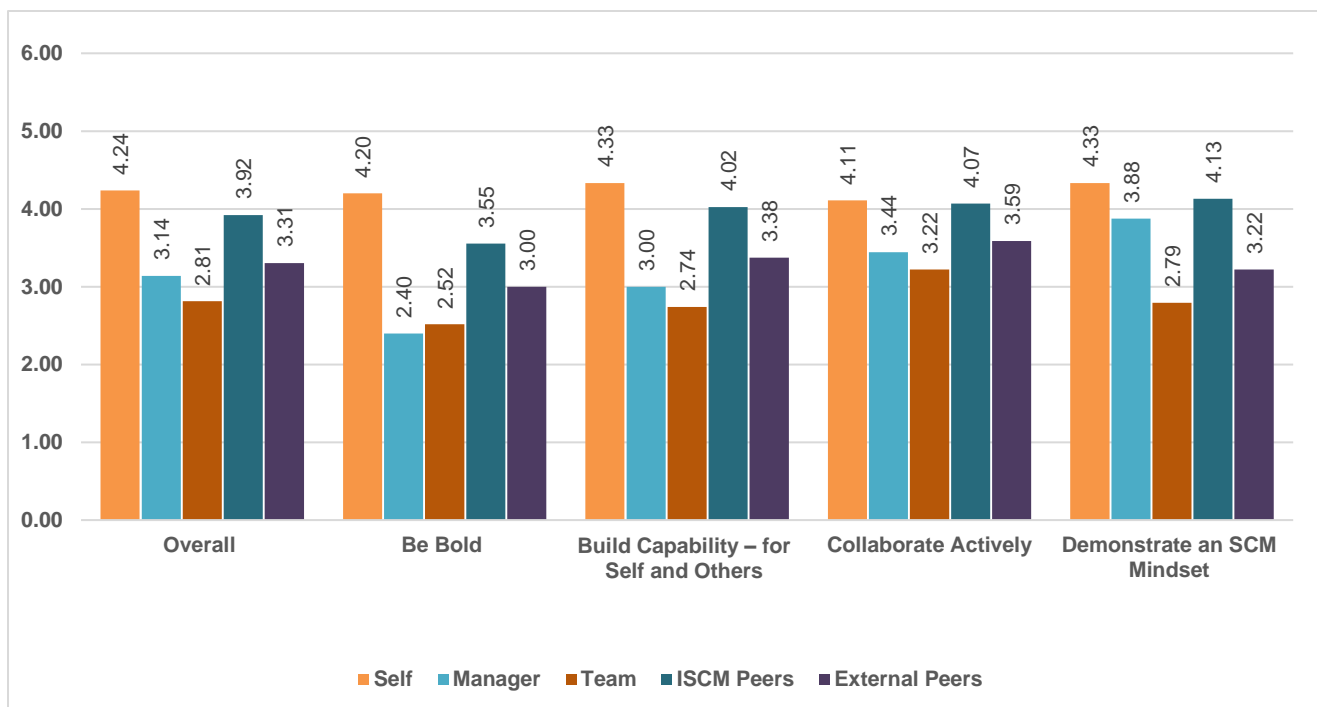
Self Rating		Respondent Average							Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0	
Overall Score	4.24	3.42								3.99
Be Bold	4.20	3.06								3.83
Build Capability – for Self and Others	4.33	3.45								3.94
Collaborate Actively	4.11	3.69								4.06
Demonstrate an SCM Mindset	4.33	3.54								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	4.24	3.14	2.81	3.92	3.31
Be Bold	4.20	2.40	2.52	3.55	3.00
Build Capability – for Self and Others	4.33	3.00	2.74	4.02	3.38
Collaborate Actively	4.11	3.44	3.22	4.07	3.59
Demonstrate an SCM Mindset	4.33	3.88	2.79	4.13	3.22

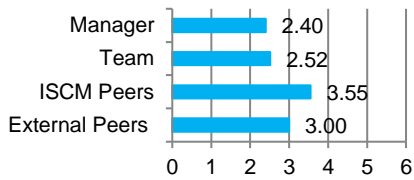
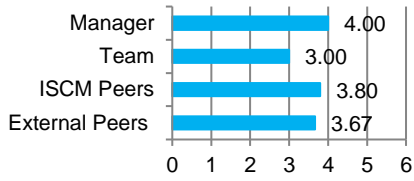
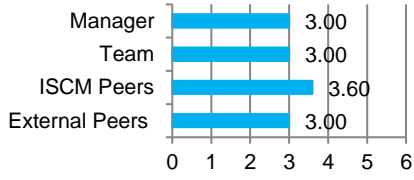
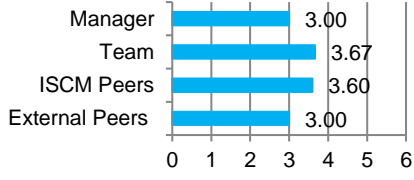
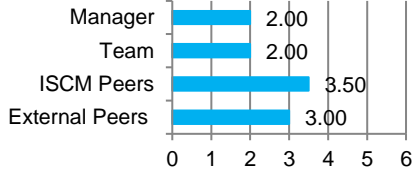
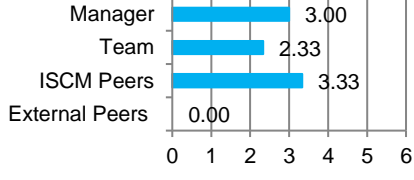
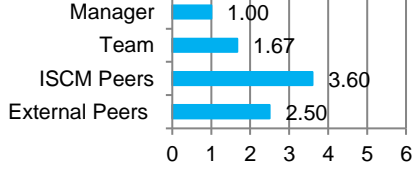
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

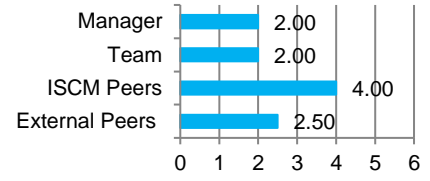
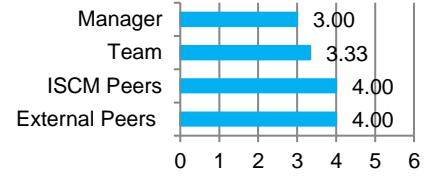
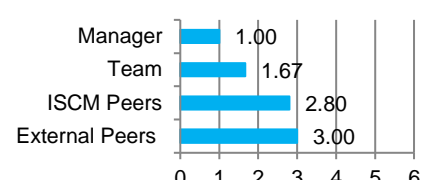
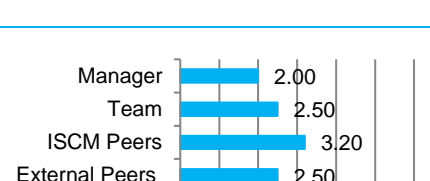


Section 3: Statement Wise Report

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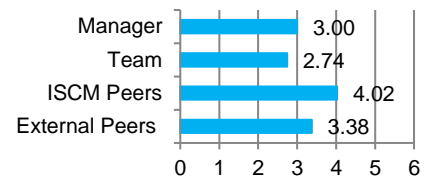
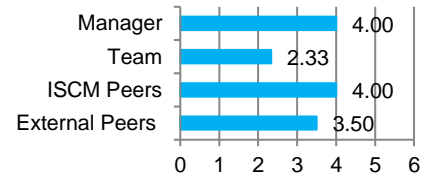
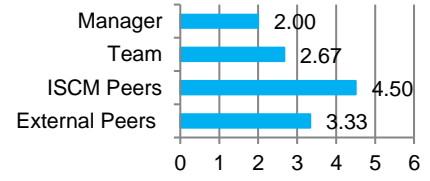
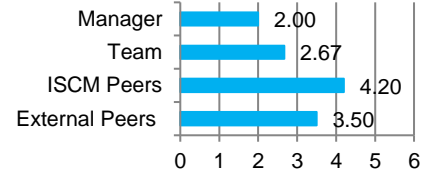
Focus Area: Be Bold

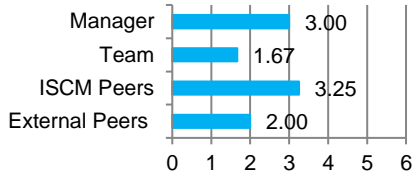
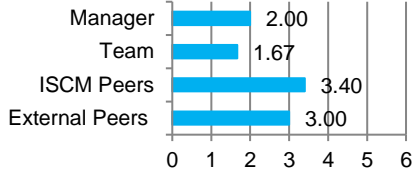
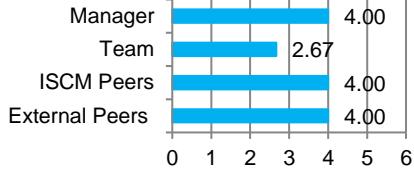
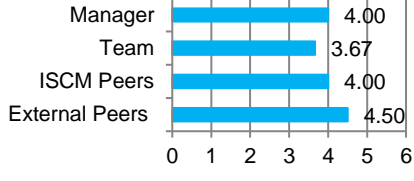
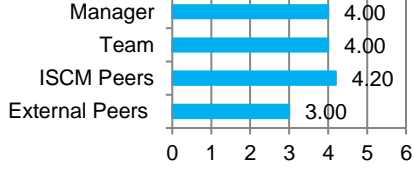
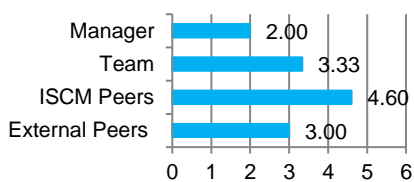
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	4.20	3.06	
1.	Speaks up and boldly shares opinions	5.00	3.58	
2.	Challenges and questions others to improve decisions and outcomes	4.00	3.25	
3.	Tracks and monitors performance of the team regularly	4.00	3.50	
4.	Ensures team members meet their goals and commitments	4.00	2.78	
5.	Takes quick action when people underperform	4.00	2.86	
6.	Makes decisions without delays	5.00	2.64	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.00	
8.	Admits mistakes and learns from failure	5.00	3.70	
9.	<i>Waits for seniors to take decisions *</i>	2.00	2.36	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	5.00	2.80	

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

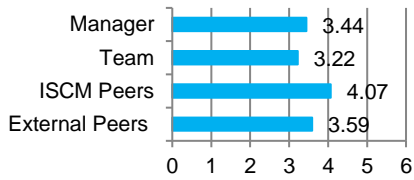
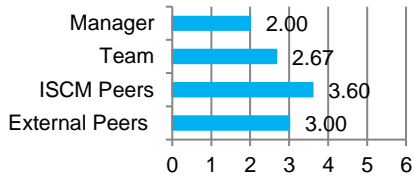
Focus Area: Build Capability – for Self and Others

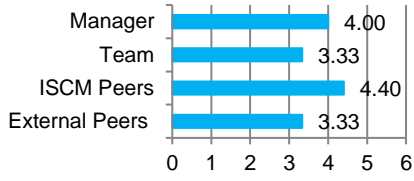
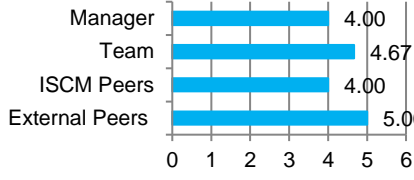
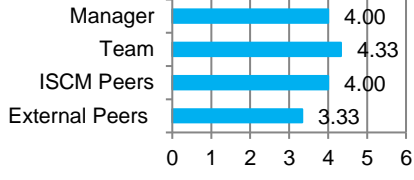
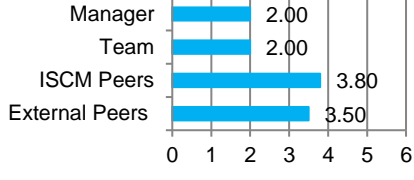
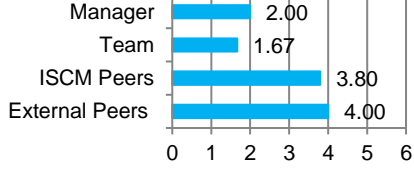
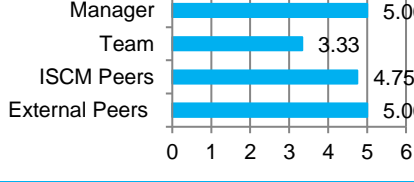
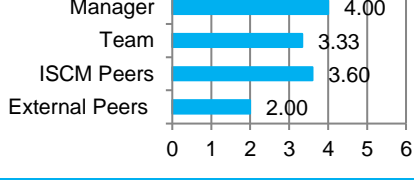
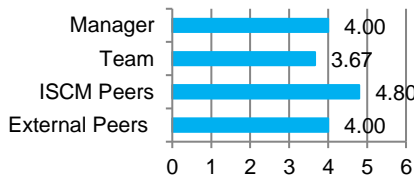
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.33	3.45	
1.	Learns new skills and knowledge to transform ISCM	4.00	3.45	
2.	Accepts change and adapts quickly	4.00	3.45	
3.	Delegates authority to team members to decentralize decision making	5.00	3.45	

4.	Builds new and diverse capabilities needed in the team	4.00	2.56	
5.	Coaches team members to improve their performance and abilities	5.00	2.70	
6.	Drives a data driven decision making approach within ISCM	5.00	3.60	
7.	<i>Gets too involved in unnecessary details *</i>	3.00	4.00	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.91	
9.	<i>Does not empower or give authority to team members *</i>	4.00	3.73	

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

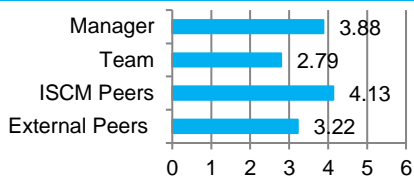
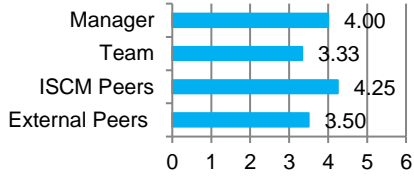
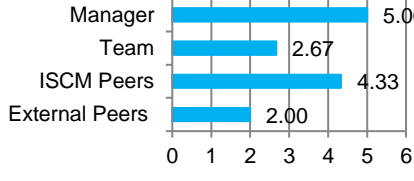
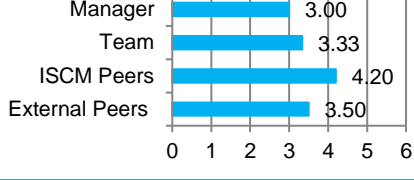
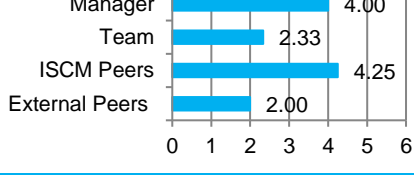
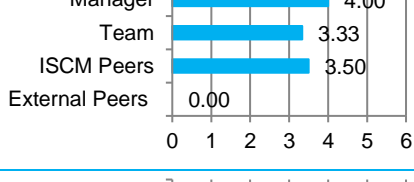
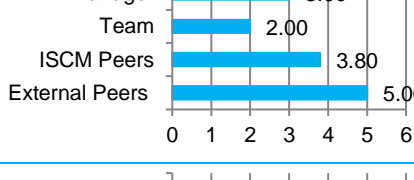
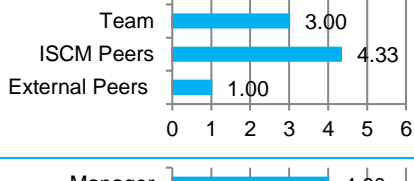
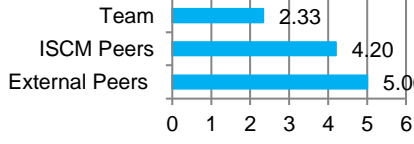
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.11	3.69	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	3.00	3.09	

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.83	
3.	Interacts and builds relationships with people across ISCM	4.00	4.30	
4.	Builds relationships with stakeholders in the business	4.00	3.91	
5.	Communicates and shares information transparently and promptly	4.00	3.09	
6.	Is trustworthy – delivers on commitments	4.00	3.17	
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 *	4.00	3.40	
9.	Speaks negatively about others behind their backs *	4.00	4.30	

*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		4.33	3.54	
1.	Understands the business priorities and the ISCM goals for 10-16-26	4.00	3.80	
2.	Stays updated on Supply Chain Management practices in the industry	3.00	3.50	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	3.73	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	NA	3.33	
5.	Monitors and controls costs in own department / function	5.00	3.50	
6.	Improves productivity by leveraging tools and technology	4.00	3.30	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	NA	3.38	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.70	

*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
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.33
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.30
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	4.30
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	4.00
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	3.91

**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>	2.36
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	2.56
Be Bold	Makes decisions without delays	2.64
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	2.70
Be Bold	Ensures team members meet their goals and commitments	2.78

**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	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	3.00	3.09
Collaborate Actively	Builds relationships with stakeholders in the business	4.00	3.91
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.00	3.80
Build Capability – for Self and Others	<i>Does not empower or give authority to team members *</i>	4.00	3.73
Collaborate Actively	Interacts and builds relationships with people across ISCM	4.00	4.30

**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
Be Bold	Makes decisions without delays	5.00	2.64
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	5.00	2.70
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	5.00	2.80
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	5.00	3.45
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	5.00	3.50

**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)

The feedback highlights the following significant strengths of the leader:

1. **Resilience and Work Commitment:** The leader demonstrates strong resilience, a solid work ethic, and a focus on the bigger picture.
2. **Boldness and Risk-taking:** The leader is bold, unafraid to challenge others, and encourages team members to take risks and try new things without fear of failure.
3. **Stakeholder Management and Networking:** The leader excels in managing stakeholders and building strong networks, both internally and externally.
4. **Business Acumen:** The leader has a strong understanding of business and is focused on key assignments, driving them effectively.
5. **Adaptability and Professionalism:** The leader quickly adapts to new environments (e.g., Titan), and demonstrates a high level of professionalism and openness to learning.
6. **Empathy and Relationship Building:** The leader is mild-mannered, approachable, and respects others' opinions, helping foster good working relationships with colleagues.
7. **Training and Development:** The leader encourages continuous learning and development, both for themselves and their team members, and creates opportunities for others to be bold and try new approaches.

In summary, the leader is noted for their bold, adaptable, and resilient nature, excellent stakeholder management, strong business acumen, and commitment to continuous improvement and relationship building.

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

The feedback suggests the following actions for the leader to start doing to transform ISCM:

1. **Be a Solution Provider:** Take a proactive role in providing solutions, leveraging experience from other industries, and pushing for better performance across the team.
2. **Engage More with Business Teams:** Increase engagement with business teams, focus on decision-making through data-driven insights, and establish clear performance measures.
3. **Build Trust and Adhere to Commitments:** Focus on building trust within the team by consistently adhering to commitments and fostering strong relationships.
4. **Focus on Talent Management:** Prioritize talent development, refresh talent across plants, and enhance hiring methods to focus on quality and efficiency.
5. **Cultural Transformation and Bold Leadership:** Be more assertive in cultural transformation initiatives, advocating for efficiency and challenging the status quo to push people out of their comfort zones. Encourage leadership with a courageous mindset to manage change.

6. **Improve Functional Skills and Visibility:** Build better functional expertise, become more visible within and outside ISCM, and develop a stronger comfort with data to support decision-making.
7. **Take Initiative and Understand Processes:** Take greater initiative, understand the nuances of systems, and approach challenges with empathy, especially when dealing with HR-related decisions.
8. **Strategic Thinking and Long-term Focus:** Shift focus from just execution to strategic thinking for both the leader and the team, ensuring alignment with long-term goals rather than just transactional tasks.

In summary, the leader should focus on enhancing engagement, developing talent, driving cultural change, improving strategic thinking, and being bold and proactive in their leadership approach.

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

The feedback suggests the following actions for the leader to stop doing to be more effective:

1. **Avoid Delayed Deliveries:** Stop allowing delays in project timelines and ensure timely completion.
2. **Stop Over-Delegating:** Stop delegating too much and focus on understanding where to draw the line in task distribution. Get into details when necessary and make informed judgment calls.
3. **Avoid Micromanaging:** Refrain from micromanaging the team and allow them more autonomy in decision-making.
4. **Stop Relying Solely on Annual Appraisals:** Do not solely rely on annual appraisals for performance feedback. Engage with team members more frequently and address performance issues proactively.
5. **Stop Last-Minute Communications:** Avoid last-minute communications and ensure timely and clear communication in advance.
6. **Avoid Working from the Backstage:** Get more involved in the frontline decision-making and management rather than working behind the scenes.
7. **Be More Assertive and Involved:** Stop going with the flow or being tentative. Present clear, evolved viewpoints, and engage in discussions actively instead of being passive.
8. **Stop Focusing Only on Personal Credibility:** Focus more on team performance and transparency rather than just maintaining personal credibility.
9. **Be More Transparent:** Avoid withholding information and be more open with details and discussions.
10. **Stop Being Neutral:** Stop being overly neutral or sarcastic in expressing opinions; be more decisive and clear.
11. **Avoid Working in Isolation:** Work more collaboratively with the team rather than individually, to ensure better coordination and completion of tasks.

In summary, the leader should focus on better communication, transparency, assertiveness, and active involvement in team efforts, rather than working in isolation or micromanaging.

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

The feedback includes the following points:

1. **Culture and Goal Focus:** The culture study should align with the primary goal, with clear timelines and visible/perceptual results.
2. **Equality and Technology Skills:** There is a need for more equal opportunities for all, with an emphasis on eliminating bias. Additionally, upgrading technology skills is important.
3. **Agility and Quick Wins:** Focus on agility and meeting commitments. Quick wins are essential, especially for new team members.
4. **Accountability in Data Management:** The team should take more responsibility in data management and planning, fostering greater accountability.
5. **Broader Interaction:** Interact with more people across functions to increase understanding and knowledge of the broader business.
6. **Leadership and Communication:** Kishore is recognized for his deep HR knowledge, ability to manage complexity, and result-oriented focus. However, he should adapt his communication style to suit different situations. He is proactive and quickly adapted to his role, making significant contributions.
7. **Team Collaboration:** The team should be brought closer, avoiding silos. Kishore should drive more efficient collaboration through knowledge sharing and brainstorming.
8. **Sharing Knowledge:** Kishore has a wealth of experience that could benefit the organization, and there's an encouragement to share this knowledge more.

In summary, feedback highlights areas for improving communication, team collaboration, technology skills, and agility. There is a call for Kishore to step up in his leadership role and share his knowledge more actively to drive better outcomes.

END