

# **360 Culture Feedback Survey Report**

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

**March 2025**

**John Smith**

*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	11
ISCM Peers	Peers within ISCM	6
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.

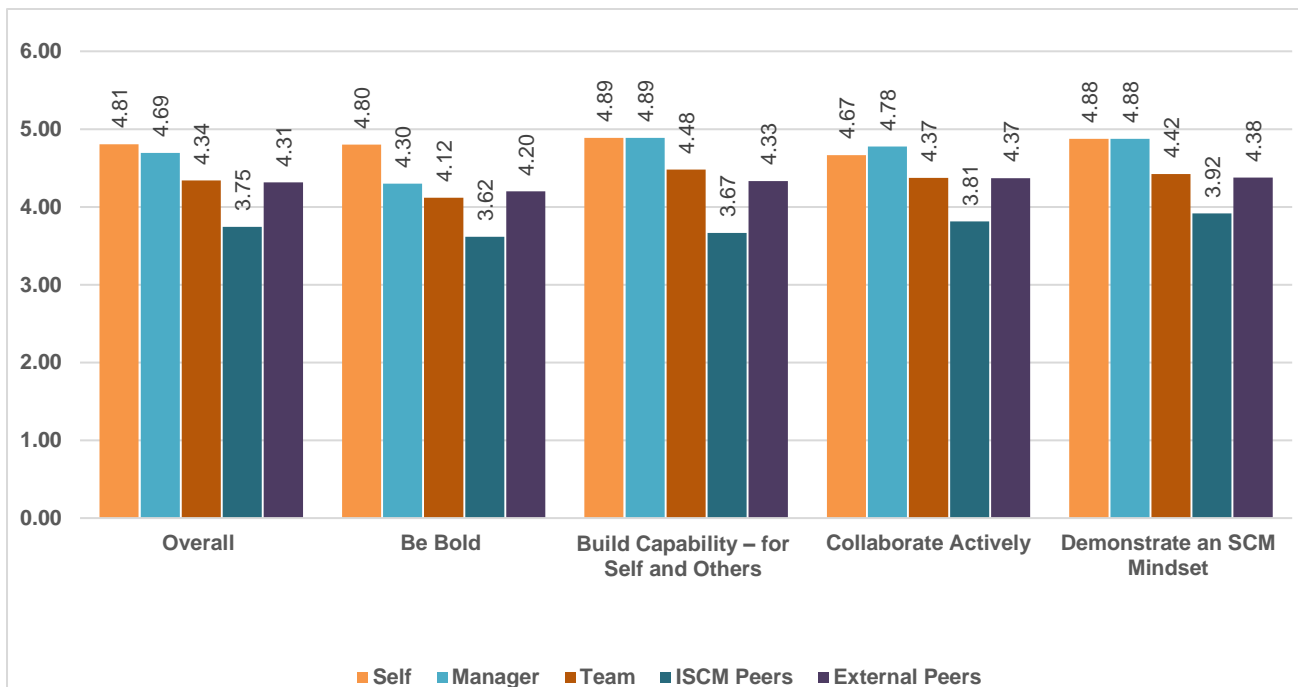
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.81	4.18								3.99	
Be Bold	4.80	4.00								3.83	
Build Capability – for Self and Others	4.89	4.24								3.94	
Collaborate Actively	4.67	4.23								4.06	
Demonstrate an SCM Mindset	4.88	4.29								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>4.81</b>	<b>4.69</b>	<b>4.34</b>	<b>3.75</b>	<b>4.31</b>
Be Bold	4.80	4.30	4.12	3.62	4.20
Build Capability – for Self and Others	4.89	4.89	4.48	3.67	4.33
Collaborate Actively	4.67	4.78	4.37	3.81	4.37
Demonstrate an SCM Mindset	4.88	4.88	4.42	3.92	4.38

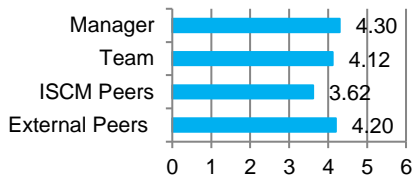
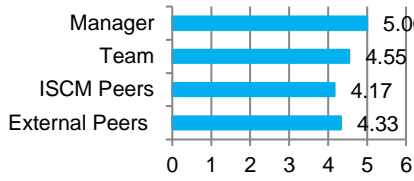
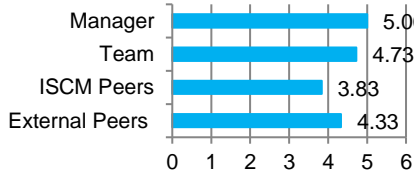
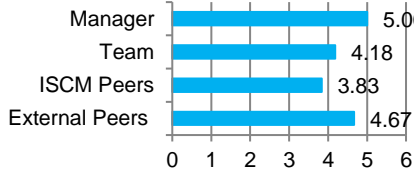
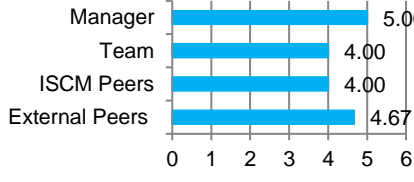
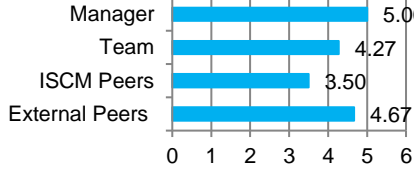
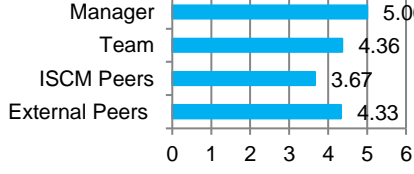
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*


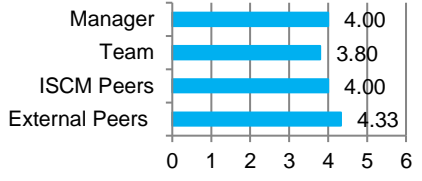
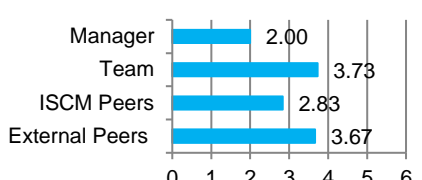
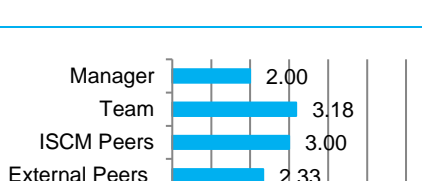


### Section 3: Statement Wise Report

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.

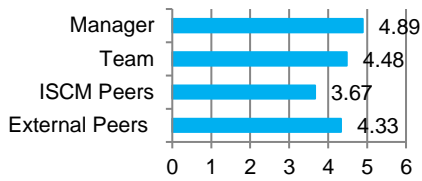
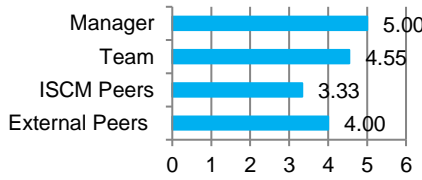
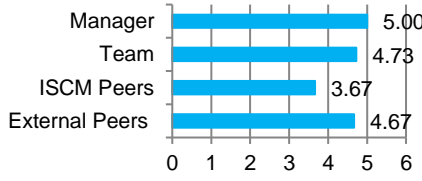
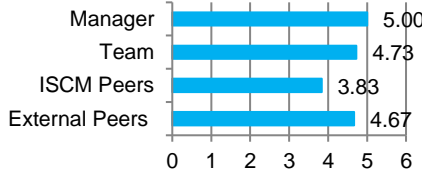
#### Focus Area: Be Bold

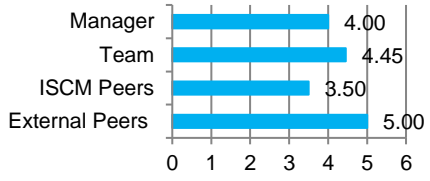
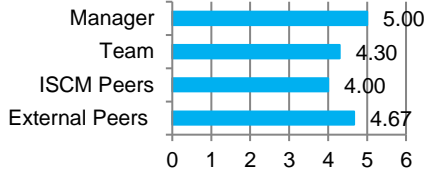
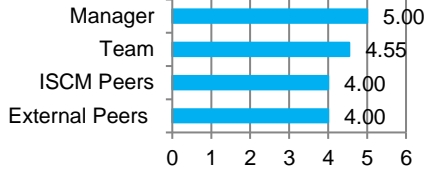
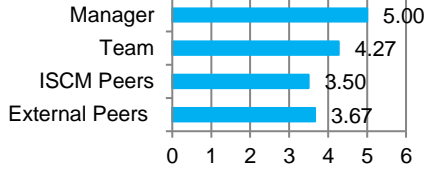
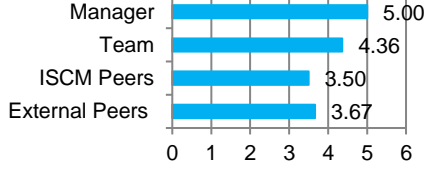
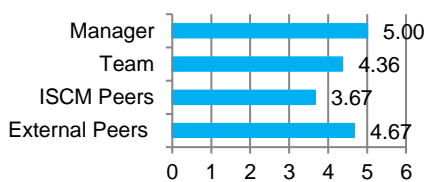
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>4.80</b>	<b>4.00</b>	
1.	Speaks up and boldly shares opinions	5.00	4.43	
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.43	
3.	Tracks and monitors performance of the team regularly	4.00	4.19	
4.	Ensures team members meet their goals and commitments	5.00	4.14	
5.	Takes quick action when people underperform	4.00	4.14	
6.	Makes decisions without delays	5.00	4.19	

7.	Takes risks – challenges status quo to experiment and do new things	5.00	4.14	
8.	Admits mistakes and learns from failure	5.00	3.95	
9.	<i>Waits for seniors to take decisions *</i>	5.00	3.38	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	5.00	2.95	

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

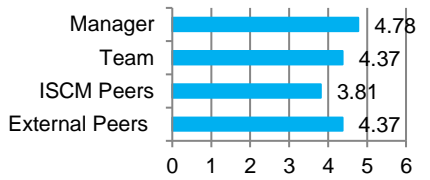
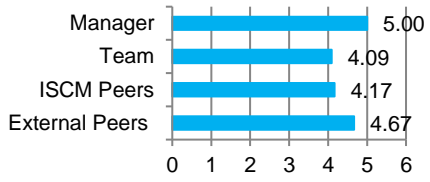
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.89</b>	<b>4.24</b>	
1.	Learns new skills and knowledge to transform ISCM	5.00	4.14	
2.	Accepts change and adapts quickly	5.00	4.43	
3.	Delegates authority to team members to decentralize decision making	5.00	4.48	


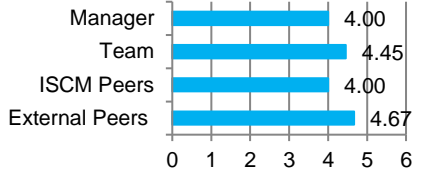
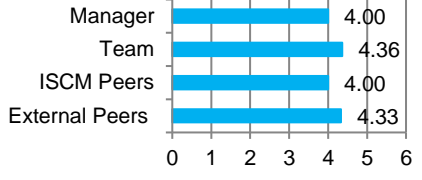
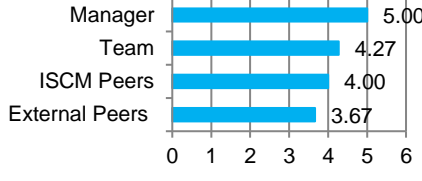
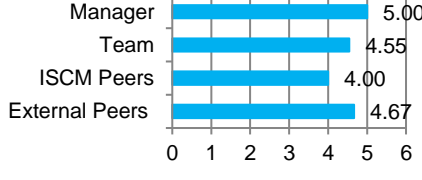
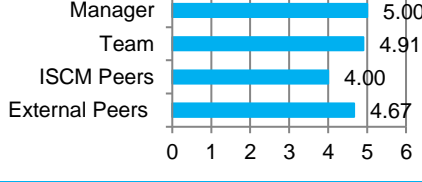
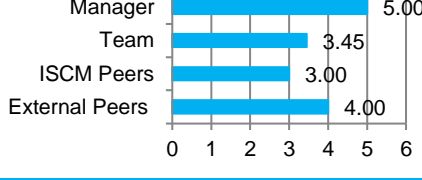
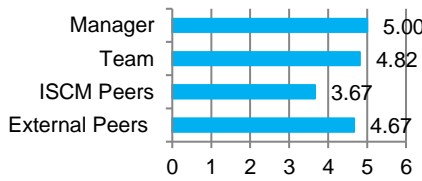
4.	Builds new and diverse capabilities needed in the team	5.00	4.24	
5.	Coaches team members to improve their performance and abilities	5.00	4.30	
6.	Drives a data driven decision making approach within ISCM	5.00	4.33	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	4.00	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	4.05	
9.	<i>Does not empower or give authority to team members *</i>	5.00	4.24	

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

### Focus Area: Collaborate Actively

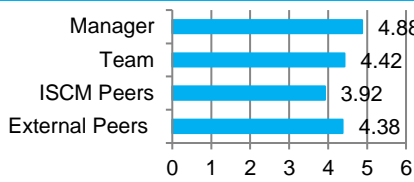
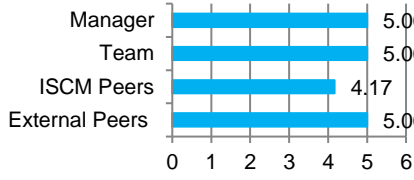
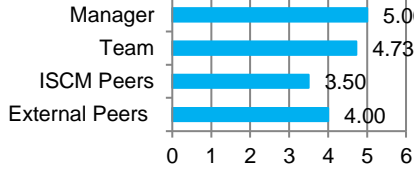
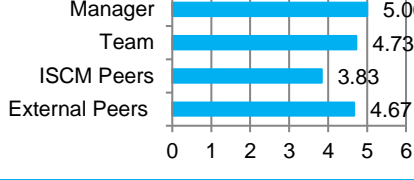
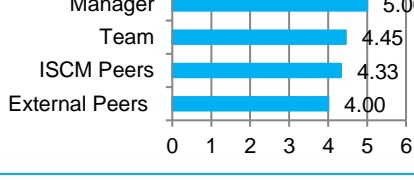

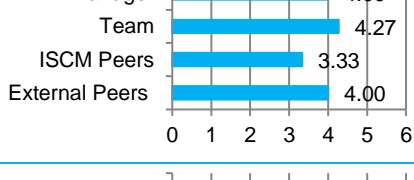
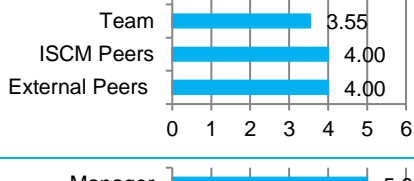
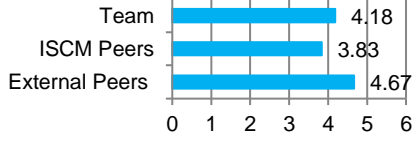
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.67</b>	<b>4.23</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.24	



2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.14	
3.	Interacts and builds relationships with people across ISCM	4.00	4.33	
4.	Builds relationships with stakeholders in the business	5.00	4.24	
5.	Communicates and shares information transparently and promptly	5.00	4.14	
6.	Is trustworthy – delivers on commitments	5.00	4.43	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.62	
8.	Limits their interaction and communication with the same set of people *	3.00	3.48	
9.	Speaks negatively about others behind their backs *	5.00	4.48	

\*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>4.88</b>	<b>4.29</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.76	
2.	Stays updated on Supply Chain Management practices in the industry	5.00	4.29	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.48	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.38	
5.	Monitors and controls costs in own department / function	5.00	4.48	
6.	Improves productivity by leveraging tools and technology	5.00	3.95	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.81	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.19	

\*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	4.76
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.62
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	4.48
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	4.48
Demonstrate an SCM Mindset	Links actions and plans to the larger goals and priorities of ISCM	4.48

*\*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>Shares good news and achievements but not failures and mistakes *</i>	2.95
Be Bold	<i>Waits for seniors to take decisions *</i>	3.38
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	3.48
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.81
Be Bold	Admits mistakes and learns from failure	3.95

*\*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
<i>Build Capability – for Self and Others</i>	<i>Gets too involved in unnecessary details *</i>	4.00	4.00
Be Bold	Takes quick action when people underperform	4.00	4.14
Be Bold	Tracks and monitors performance of the team regularly	4.00	4.19
<i>Demonstrate an SCM Mindset</i>	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.81
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.76

*\*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
<i>Be Bold</i>	<i>Shares good news and achievements but not failures and mistakes *</i>	5.00	2.95
<i>Be Bold</i>	<i>Waits for seniors to take decisions *</i>	5.00	3.38
Be Bold	Admits mistakes and learns from failure	5.00	3.95
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	5.00	3.95
<i>Build Capability – for Self and Others</i>	<i>Is reluctant to explore modern technology *</i>	5.00	4.05

*\*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 John's strengths in multiple areas:

1. **Leadership & Strategic Thinking** – Demonstrates mature leadership, takes ownership, and focuses on the big picture. Ensures team productivity and drives operational excellence.
2. **Communication & Networking** – Bold in sharing opinions, articulates well, and respects diverse perspectives. Actively builds relationships and engages with stakeholders.
3. **Technical & Process Expertise** – Passionate about technology, data-driven, and knowledgeable in automation and digital solutions. Ensures quality and process efficiency.
4. **Innovation & Continuous Learning** – Encourages innovation, explores new technologies, and fosters a learning culture within the team.
5. **Integrity & Work Ethic** – Trustworthy, honest, resilient, and committed to delivering results despite challenges.
6. **Teamwork & Stakeholder Management** – A team player who nurtures relationships, empowers the team, and effectively manages stakeholders.

Overall, John is seen as a composed, professional, and driven leader with a strong technical and strategic mindset.

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

The feedback suggests key areas of improvement and strengths for further development:

#### Strengths:

1. **Leadership & Strategic Thinking** – Already leading from the front, driving transformation, and reimagining manufacturing for the future. Encouraged to continue focusing on strategic aspects rather than just execution.
2. **Transparency & Trust** – Demonstrates openness, trust, and transparency. Encouraged to continue fostering a culture of open communication and trust among leaders.
3. **Coaching & Team Development** – Expected to mentor and build a strong leadership team while ensuring equal workload distribution and team empowerment.
4. **Stakeholder Engagement & Collaboration** – Actively participates in key discussions and should strengthen relationships with Sales, Marketing, and Supply functions for holistic business alignment.
5. **Proactiveness & Ownership** – Should take ownership of ISCM deliverables, work towards resolving challenges, and proactively engage with stakeholders to drive business priorities.

#### Areas for Development:

1. **Deeper Process & System Understanding** – Encouraged to understand operational nuances, system intricacies, and apply a more data-driven approach.
2. **Bold Decision-Making & Inclusivity** – Should be more empathetic, challenge decisions when needed, and ensure transparent communication.
3. **Cross-Functional Knowledge & Expressiveness** – Needs to engage more with different functions, express views on broader topics, and develop a stronger voice in discussions.
4. **Entrepreneurial & Innovation Mindset** – Expected to develop a culture of entrepreneurship, explore low-cost automation, and drive operational flexibility.
5. **End-to-End ISCM Focus** – Should take a comprehensive approach to ISCM requirements, deep dive into Horology aspects, and ensure engineering & technology-driven problem-solving.

#### Overall Summary:

The feedback highlights strong leadership qualities but emphasizes the need for deeper strategic involvement, proactive problem-solving, cross-functional engagement, and a more comprehensive ownership approach to drive ISCM to the next level.

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

##### Key Areas for Improvement:

1. **Transparency & Communication** – Needs to be more open in sharing information, engage in detailed discussions, and ensure clarity in communication rather than addressing issues at the last minute.
2. **Team Collaboration & Delegation** – Should avoid working in silos, distribute responsibilities effectively, empower team members, and not push them to extreme extents.
3. **Proactiveness & Planning** – Needs to plan ahead, avoid procrastination on critical initiatives, and reduce the time gap between point-of-contact (POC) and implementation.
4. **Balanced Leadership Approach** – Should ensure fair treatment of all team members, avoid biases, and respect diverse opinions. Encourage open discussions and support the team in tough situations.
5. **Meeting & Time Management** – Reduce non-productive meetings, respond to emails promptly, and focus on business-critical areas rather than history or excessive operational monitoring.
6. **Emotional Resilience & Work-Life Balance** – Needs to manage emotions better, maintain a balanced approach, and avoid work stress from affecting decision-making.
7. **Holistic Contribution** – Should leverage his broad skill set beyond just functional expertise and contribute strategically to business growth.

#### Overall Summary:

The feedback highlights the need for more transparency, improved delegation, proactive planning, fair team engagement, and better time management. Strengthening communication, reducing unnecessary stressors, and broadening strategic contributions will enhance effectiveness as a leader.

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

#### Key Strengths:

1. **Leadership & Ethical Values** – Seen as a trustworthy, ethical, and dedicated leader with a strong sense of fairness and integrity. Considered an asset to the organization.
2. **Knowledge & Mentorship** – Recognized for immense knowledge and capability to coach and mentor managers, fostering better collaboration and cultural transformation.
3. **Culture & Team Player** – Appreciated for being kind-hearted, humorous, and motivating. A key champion for cultural transformation and an advocate for open communication.
4. **Result-Oriented & Dedicated** – Highly committed to delivering results with a data-driven approach and a strong work ethic.
5. **Energetic & Sporty Spirit** – Acknowledged for enthusiasm and high energy levels, which contribute positively to the team environment.

#### Areas for Improvement:

1. **Team Integration & Knowledge Sharing** – Needs to bring the team closer, avoid silos, and share knowledge more effectively to enhance collaboration.
2. **Effective Delegation & Avoiding Micromanagement** – Should focus on transformational leadership by delegating responsibilities better rather than getting stressed or micromanaging.
3. **Workplace Culture & Accountability** – Needs to address favoritism concerns, establish clear expectations, and create an enabling environment to boost morale and accountability.
4. **Attrition & Employee Engagement** – Should reflect on high attrition in PF, Hosur, and work on strategies to improve retention and employee satisfaction.
5. **Clear Communication & Expectation Setting** – Open communication about deadlines, expectations, and cultural behaviors would help in better alignment within the team.

#### Overall Summary:

The feedback highlights strong leadership qualities, ethical values, and dedication. To further enhance effectiveness, a focus on team integration, knowledge sharing, delegation, cultural improvement, and accountability will be beneficial.

END