

Titan Company Ltd.

**360 Feedback Interim Report
– Online Survey**

**Leader to Legend
One Jewellery**

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Private and Confidential

Overview

This report provides you a summary of the 360 online survey that was conducted by our Technology partner, Ascendus. Responses from your manager, team (indirect reportees) and stakeholders/peers have been collated confidentially & is being presented to you. Please read this as Part-A of your 360-feedback exercise.

Part-B of 360-feedback includes the qualitative feedback based on interviews by Cocoon Facilitators with 3-4 key stakeholders.

Respondents

Based on your nominations the following respondents have completed the survey:

Respondent Category	Respondent Definition	Number of Respondents who completed the survey*
Self	Yourself	1
Manager	Your manager	1
Team	Your direct and indirect reportees	4
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	8

COMPETENCIES

The online responses are evaluated are based on a success profile developed for the Jewellery Division

1. Think Ahead

Key Themes - Longer Term and Differentiating | Outside -In

2. Simplify How We Work

Key Themes - The Critical Few | Execution Excellence | Empowering

3. Works Seamlessly

Key Themes - Alignment | Managing Interfaces and Interdependencies

4. Be Bold and Courageous.

Key Themes - Bold Decisions | Candour | Risk and Resilience

5. Nurture Relationships and Talent

Key Themes - Deep Engagement | Nurturing and Developing

Report Structure

The report consists of five sections:

Section 1: Overall Summary Report

- This section provides a comparison between Self score, the score given by all respondents, and overall survey average for each competency

Section 2: Competency Score by Respondent Category

- This section provides a comparison between Self score and the score given by each respondent category (Manager, Team and Stakeholders) for each competency

Section 3: Statement Wise Report

- This section provides a statement level score as given by Self, Managers, Team and Stakeholders
- Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. 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

Section 4: Areas of Strengths & Development

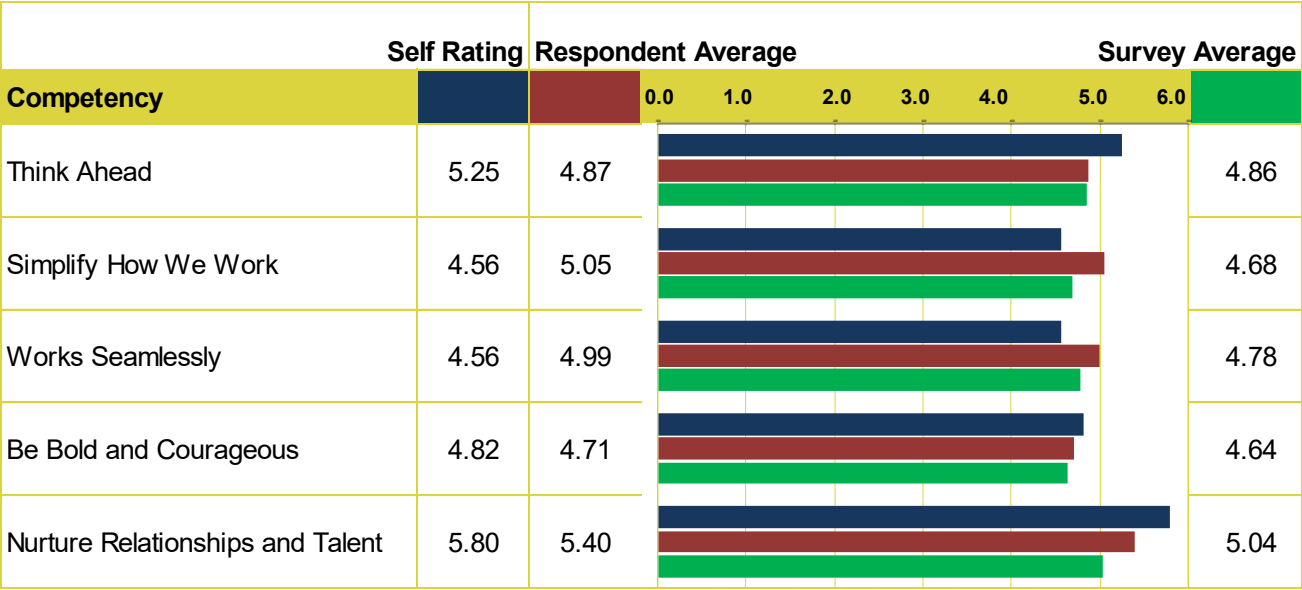
- This section provides the strengths and areas of development as rated by the respondents

Section 5: Verbatim Comments

- This section provides the verbatim comments written by self and respondents

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 (Supervisors, Team and Stakeholders) for each competency

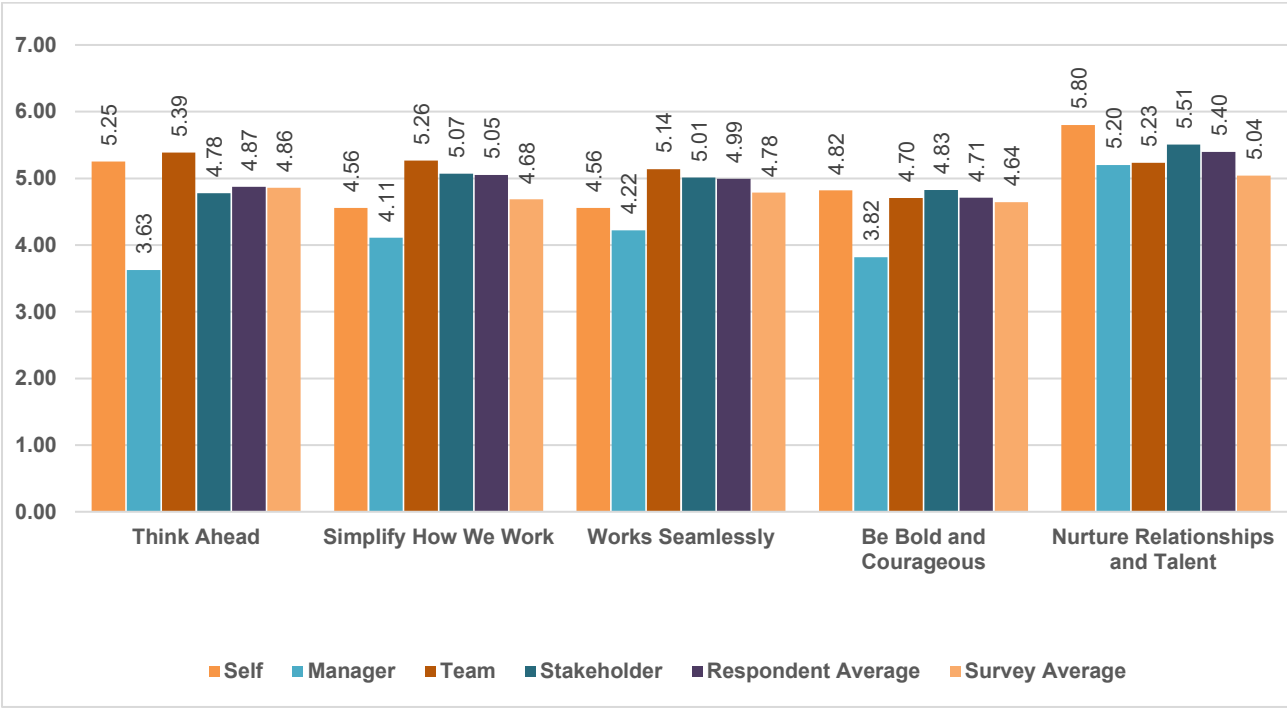


Section 2: Competency Score by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Managers, Team and Stakeholders) for each competency

Competency	Self	Manager	Team	Stakeholder	Respondent Average	Survey Average
Think Ahead	5.25	3.63	5.39	4.78	4.87	4.86
Simplify How We Work	4.56	4.11	5.26	5.07	5.05	4.68
Works Seamlessly	4.56	4.22	5.14	5.01	4.99	4.78
Be Bold and Courageous	4.82	3.82	4.70	4.83	4.71	4.64
Nurture Relationships and Talent	5.80	5.20	5.23	5.51	5.40	5.04

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 instance equates respect and care with not sharing tough messages. 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

Competency: Think Ahead

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Develops and implements strategies in own domain that will drive growth (revenue, profitability, etc.) for the year or beyond the quarter	5.00	5.00	<p>Manager: 4.00 Team: 5.75 Stakeholders: 4.75</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	4.00	5.23	<p>Manager: 4.00 Team: 6.00 Stakeholders: 5.00</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	5.15	<p>Manager: 4.00 Team: 5.75 Stakeholders: 5.00</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	5.31	<p>Manager: 4.00 Team: 6.00 Stakeholders: 5.13</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.00	5.00	<p>Manager: 3.00 Team: 5.75 Stakeholders: 4.86</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	5.23	<p>Manager: 3.00 Team: 6.00 Stakeholders: 5.13</p>	4.99
7.	Challenges status quo and assumptions	6.00	4.75	<p>Manager: 4.00 Team: 5.67 Stakeholders: 4.50</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	4.00	3.31	<p>Manager: 3.00 Team: 2.25 Stakeholders: 3.88</p>	3.89
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Competency: Simplify How We Work

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Identifies and highlights trade-offs to enable focus on the critical (few) priorities	5.00	5.00	<p>Manager: 3.00 Team: 5.75 Stakeholders: 4.88</p>	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	5.15	<p>Manager: 5.00 Team: 5.50 Stakeholders: 5.00</p>	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	5.00	5.08	<p>Manager: 5.00 Team: 5.67 Stakeholders: 4.88</p>	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	6.00	5.54	<p>Manager: 5.00 Team: 5.75 Stakeholders: 5.50</p>	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	5.00	4.92	<p>Manager: 3.00 Team: 5.25 Stakeholders: 5.00</p>	4.69
6.	Acts to simplify work at the front-end based on their feedback, and not just own assumptions	5.00	5.38	<p>Manager: 4.00 Team: 5.50 Stakeholders: 5.50</p>	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.00	5.17	<p>Manager: 4.00 Team: 5.67 Stakeholders: 5.13</p>	4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	3.00	4.31	<p>Manager: 3.00 Team: 4.00 Stakeho...: 4.63</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	1.00	4.92	<p>Manager: 5.00 Team: 4.50 Stakeho...: 5.13</p>	4.11

Competency: Works Seamlessly

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Puts overall business goals and priorities above own and own team, to make the Division succeed	5.00	5.38	<p>Manager: 4.00 Team: 6.00 Stakeho...: 5.25</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	5.00	5.15	<p>Manager: 5.00 Team: 6.00 Stakeho...: 4.75</p>	4.84
3.	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	4.00	4.85	<p>Manager: 4.00 Team: 5.25 Stakeho...: 4.75</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	6.00	5.46	<p>Manager: 5.00 Team: 5.75 Stakeho...: 5.38</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	5.00	5.31	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.00</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	1.00	4.31	<p>Manager: 4.00 Team: 4.25 Stakeho...: 4.38</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	4.00	4.62	<p>Manager: 4.00 Team: 4.00 Stakeho...: 5.00</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	5.00	4.92	<p>Manager: 4.00 Team: 4.50 Stakeho...: 5.25</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	6.00	4.92	<p>Manager: 3.00 Team: 4.50 Stakeho...: 5.38</p>	4.91

Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	5.00	4.77	<p>Manager: 3.00 Team: 5.50 Stakeho...: 4.63</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	4.00	4.92	<p>Manager: 5.00 Team: 5.50 Stakeho...: 4.57</p>	4.63
3.	Differentiates great performance and gives it the due recognition	6.00	5.17	<p>Manager: 4.00 Team: 5.50 Stakeho...: 5.14</p>	5.01
4.	Shares tough messages transparently and promptly	5.00	4.92	<p>Manager: 4.00 Team: 4.50 Stakeho...: 5.25</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	5.00	4.92	<p>Manager: 3.00 Team: 5.00 Stakeho...: 5.13</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	5.15	<p>Manager: 3.00 Team: 5.75 Stakeho...: 5.13</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	5.00	5.23	<p>Manager: 5.00 Team: 5.50 Stakeho...: 5.13</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	3.00	3.54	<p>Manager: 4.00 Team: 2.50 Stakeho...: 4.00</p>	3.41
9.	<i>Downplays bad news</i>	5.00	3.54	<p>Manager: 3.00 Team: 3.00 Stakeho...: 3.88</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	5.00	5.08	<p>Manager: 5.00 Team: 4.50 Stakeho...: 5.38</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	4.00	4.62	<p>Manager: 3.00 Team: 4.50 Stakeho...: 4.88</p>	4.48

Competency: Nurture Relationships and Talent

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Builds relationships and connects with others across the organisation matrix	6.00	5.85	<p>Manager: 6.00 Team: 6.00 Stakeho...: 5.75</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	5.00	5.46	<p>Manager: 5.00 Team: 5.75 Stakeho...: 5.38</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	5.00	5.85	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.88</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	6.00	5.67	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.63</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.92	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.86</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	5.50	<p>Manager: 6.00 Team: 5.75 Stakeholders: 5.29</p>	5.09
7.	Invests in building capabilities of team members	6.00	5.33	<p>Manager: 5.00 Team: 5.75 Stakeholders: 5.14</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	4.62	<p>Manager: 4.00 Team: 3.00 Stakeholders: 5.50</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	4.77	<p>Manager: 5.00 Team: 4.00 Stakeholders: 5.13</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	6.00	5.08	<p>Manager: 5.00 Team: 4.25 Stakeholders: 5.50</p>	4.94

Section 4: Areas of Strengths & Development

Top 5 Strengths

This section highlights the top 5 strengths (Highest rated competencies) as per the respondents

Top 5 Strengths		
Competency	Statement	Respondent Average
Nurture Relationships and Talent	Cares about the well being of the team and individuals	5.92
Nurture Relationships and Talent	Builds relationships and connects with others across the organisation matrix	5.85
Nurture Relationships and Talent	Actively travels to regions, units and stores to meet the frontline and internal customers	5.85
Nurture Relationships and Talent	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	5.67
Simplify How We Work	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	5.54

Top 5 Areas of Development

This section highlights the top 5 Areas of Development (Lowest rated competencies) as per the respondents

Top 5 Areas of Development		
Competency	Statement	Respondent Average
Think Ahead	Over-reactive to changes and threats in the market	3.31
Be Bold and Courageous	Equates 'respect' and 'care' with not sharing tough messages	3.54
Be Bold and Courageous	Downplays bad news	3.54
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	4.31
Works Seamlessly	Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding	4.31

Section 5: Verbatim Comments

What are your top 3 strengths (what do you excel at or do most effectively)?

- Stakeholder management Agility Drive for results
- Munish always demonstrates a high level of 'People orientation'. People tend to trust and back him fully 2. He always demonstrates a high level of willingness to shoulder additional responsibility 3. Munish is well networked throughout the organisation and has the ability to leverage these relationships effectively for driving outcomes
- Calm in the face of storm 2. Is able to bounce back despite setbacks 3. Is able to share constructive dissent in spite of pushback
- Networking - builds longer bridges across the organization 2. Collaboration - able to collaborate beyond immediate closer work groups too
- Interpersonal skills People management skills
- Munish is a good blend of empathy and driving performance - he endeavors to get the best of the team while understanding frontline challenges 2. Munish is a good listener and is open to different views from the team
- Top 3 Strengths 1. Effective Communication - ability to speak with clarity, empathy, and influence allows him to inspire trust, drive alignment, and navigate difficult dialogues with ease. 2. People-Centric Leadership - create a positive, high-performance culture where people feel heard, valued, and empowered. 3. Composure in Crisis - calm presence and strategic mindset help turn challenges into opportunities- leading with clarity when it matters most.
- Great PR Skills 2- His people management is very amazing 3- Punctual
- Proactive, Team empowerment, Passionate
- Effective communication team building positive energy
- People skills - takes people along, actively engages with people Deep business understanding He is able to communicate perspective to frontline and leadership Connected with frontline and leadership
- People's person, provide a friendly environment Always supports people to overcome challenges Understands business deeply and provide solutions, hand holds
- 1, Team building - Building strong, inclusive & cooperative teams 2. Very good at decision making 3. Emotional intelligence
- 1. Inter-personality skills & Rapport with entire value chain from Stores to Associates to Senior Management Team 2. Ability to get any tough work done and inspire people to excel 3. A wonderful human being, mentor & a master strategist who shows the way & suggests course correction

What are the 3 things you must do differently or stop doing to be more effective?

- Prioritization Cause effect analysis Data driven approach
- Munish will need to drive and demand accountability from key stakeholder functions on specific outcomes to support frontline objectives 2. He will need to drive a strong performance-orientation among his team members 3. He will need to create a robust planning framework for driving a predictability for key business outcomes
- Should start monitoring what team is doing to drive further effectiveness 2. Higher alignment in CFTs
- Turn around - had a little evidence of turning around the low performing stores/markets. Ex Haryana & Delhi's not to so great performance of the post pandemic period 2. Resilience - fighting back with the competition Ex: succumbing to the pressure of Kalyan/Malabar in a well established Delhi/North region 3. Nurturing the talent - yet to produce star performers from the team though good people leader Ex: Delhi had produced more than half a dozen RBM leaders thru the previous regime
- Go to details Tech Skills
- Munish can assign different people in his team to drive the agenda of multiple CFTs to drive more retail ownership
- 3 Things that this leader must do differently or stop doing to be more effective:- 1. long-term planning, preventive strategies, and capability building 2. resist the urge to solve everything personally 3. Foster Innovation and Risk-Taking
- he should not be polite always 2- He should take follow-ups aggressively
- I've known Munish boss for a while now and have always seen him work with great passion and dedication. If there's one thing he could do differently, it would be to take a stronger stand at times instead of being diplomatic.
- Nothing as such
- Emotional connect with people may come in the way of business decision making

- Sometimes it's good to pull up people so that they don't get carried away. Enhance Focus & Prioritization Streamline Task Management & Communication Enhance Focus & Prioritisation
- Sharpening strategic vision 2. Seeking honest input from all levels, encouraging and making space for critical feedback. 3. Conduct regular reviews with the team to understand the current status and provide inputs for future developments
- 1. Regular monthly reviews & team-level huddle to share SMT's views on the months went by and expectations for coming months - Common goal to work 2. Direct involvement in clearing off long-pending hiccups which contributes largely to inconvenience to store teams 3. Take a tough stand on Associates & Stores with perennial bottom performance

Purposeful collaboration is about focused, goal-driven teamwork where individuals and teams align priorities, efforts and resources to achieve a specific, shared outcome(s). What does you do effectively in this area?

- Gets to connect with individual without bias Reachable and approachable
- Munish has the ability to not only contribute effectively in CFTs but also has the acumen and gravitas to lead them effectively 2. He will however need to become more structured in his business approach and more demanding of stakeholder functions
- Able to articulate challenges / Problem statements with clarity 2. Is able to adapt quickly if things are not going as per plan
- Collaboration - can fit across in any part of the organization to win the One Jewellery collective purpose Retail prowess - long standing retail experience and front end connect can see him as a sounding board of the retail environment
- KRAs should align to organizational goals Timeliness of Goal achievement to align with others
- Munish brings in his retail expertise in CFT conversations to highlight possibilities and challenges of execution
- This leader do effectively as below:- 1. Clearly Articulates Shared Objectives and Success Metrics 2. Brings the Right People Together at the Right Time 3. Balances Listening and Direction to Keep Teams Focused
- .
- He ensures that we have clarity on which building blocks need to be prioritized. If the team starts to go off track, he quickly identifies it and takes prompt action to realign us. He ensure that the whole team is working towards one common objective with no diversion.
- makes us understand the business better is a team player
- Able to convince people (not just team members) to align to business goals, Ensures collaboration across functions and locations Mentors people across organisation and develop talent
- Taking his team together always there for them
- When Munish was heading the Mega Channel, the kind of collaborative environment which was created amongst the regional teams, retail ops, customer experience, VM teams etc helped him in aligning the priorities of the Mega Channel and thereby received required support from all the stakeholders. He always believes in team work rather than managing things individually. This helps in receiving collective feedback from the team members and implement required enhancements to the process.
- 1. He ensures the communication/articulation is direct, clear and with a goal taking everyone in the value chain along. He also travels with the team during the tasks to give inputs for course correction & improvements. He gives free-hand & open-channel communication to experiment & come up with innovative + scalable highly impactful solutions that makes Store teams lives easier 2. He puts to use his wonderful rapport building skills to smoothen any standoff with other teams in Corporate/Business Partners with effortless ease. The number of times store teams & regions warmly remembers his name is an example for the impact created in transforming their lives for better.

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