

# **360 Culture Feedback Survey Report**

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

**March 2025**

**Dr Sathish 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	1
Team	Direct reportees + Indirect Reportees	0
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	1

## 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.

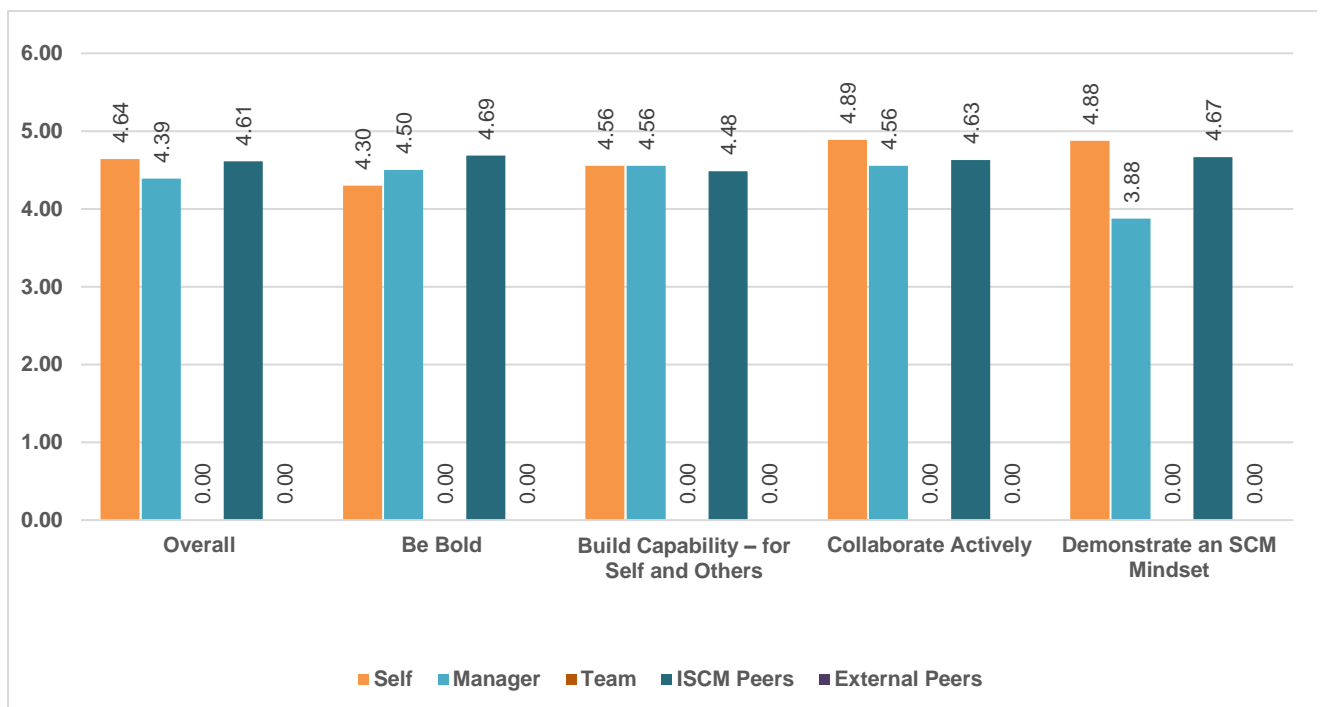
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.64	4.55								3.99	
Be Bold	4.30	4.54								3.83	
Build Capability – for Self and Others	4.56	4.51								3.94	
Collaborate Actively	4.89	4.64								4.06	
Demonstrate an SCM Mindset	4.88	4.47								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>4.64</b>	<b>4.39</b>	-	<b>4.61</b>	-
Be Bold	4.30	4.50	-	4.69	-
Build Capability – for Self and Others	4.56	4.56	-	4.48	-
Collaborate Actively	4.89	4.56	-	4.63	-
Demonstrate an SCM Mindset	4.88	3.88	-	4.67	-

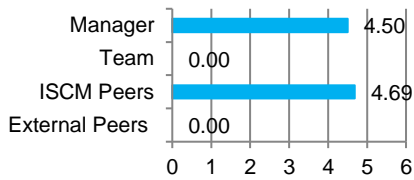
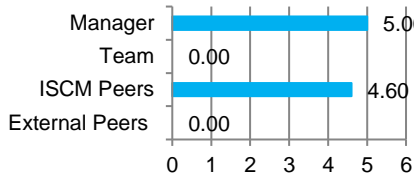
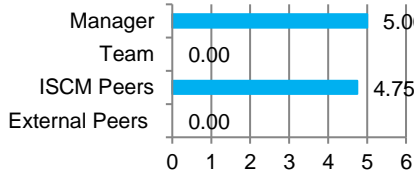
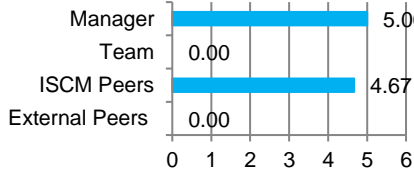

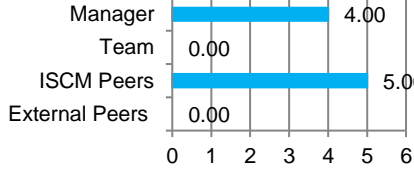

*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*



### 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.

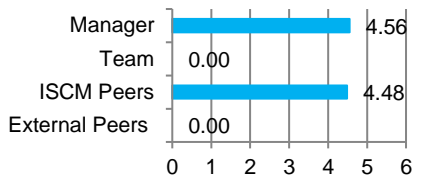
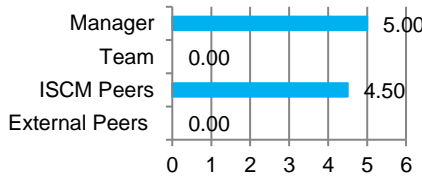
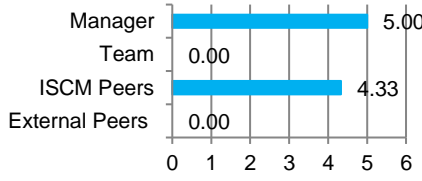
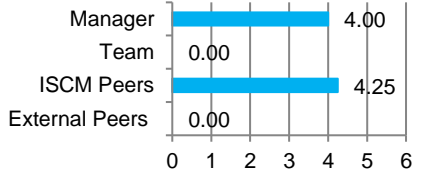
#### Focus Area: Be Bold

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>4.30</b>	<b>4.54</b>	 <p>Manager 4.50 Team 0.00 ISCM Peers 4.69 External Peers 0.00</p>
1.	Speaks up and boldly shares opinions	5.00	4.71	 <p>Manager 5.00 Team 0.00 ISCM Peers 4.60 External Peers 0.00</p>
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.67	 <p>Manager 5.00 Team 0.00 ISCM Peers 4.75 External Peers 0.00</p>
3.	Tracks and monitors performance of the team regularly	5.00	4.80	 <p>Manager 5.00 Team 0.00 ISCM Peers 4.67 External Peers 0.00</p>
4.	Ensures team members meet their goals and commitments	4.00	4.80	 <p>Manager 5.00 Team 0.00 ISCM Peers 4.67 External Peers 0.00</p>
5.	Takes quick action when people underperform	5.00	4.75	 <p>Manager 4.00 Team 0.00 ISCM Peers 5.00 External Peers 0.00</p>
6.	Makes decisions without delays	4.00	4.67	 <p>Manager 4.00 Team 0.00 ISCM Peers 4.75 External Peers 0.00</p>

7.	Takes risks – challenges status quo to experiment and do new things	5.00	4.83	
8.	Admits mistakes and learns from failure	5.00	4.40	
9.	<i>Waits for seniors to take decisions *</i>	3.00	3.50	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	3.00	3.75	

\*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>4.56</b>	<b>4.51</b>	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.67	
2.	Accepts change and adapts quickly	4.00	4.60	
3.	Delegates authority to team members to decentralize decision making	4.00	4.33	

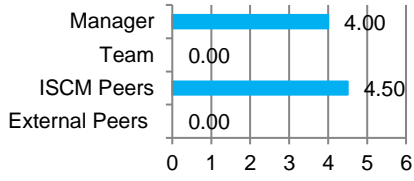
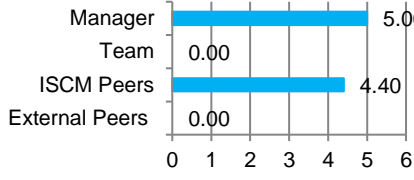
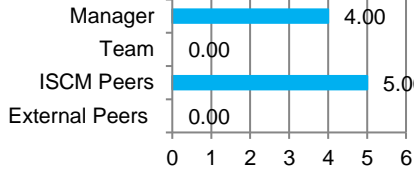
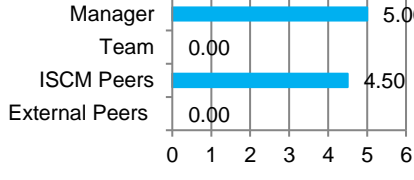
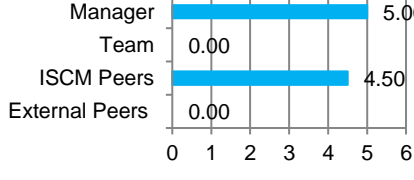
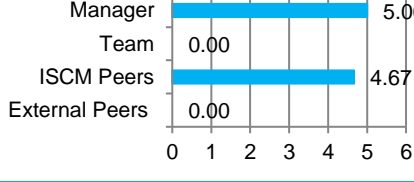
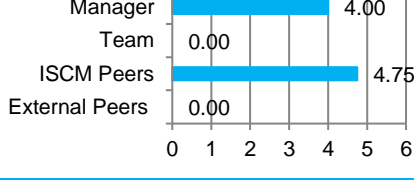
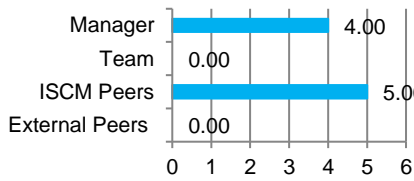
4.	Builds new and diverse capabilities needed in the team	5.00	4.50	Manager 5.00 Team 0.00 ISCM Peers 4.25 External Peers 0.00
5.	Coaches team members to improve their performance and abilities	5.00	4.60	Manager 5.00 Team 0.00 ISCM Peers 4.33 External Peers 0.00
6.	Drives a data driven decision making approach within ISCM	5.00	5.00	Manager 5.00 Team 0.00 ISCM Peers 5.00 External Peers 0.00
7.	<i>Gets too involved in unnecessary details *</i>	4.00	4.00	Manager 4.00 Team 0.00 ISCM Peers 5.00 External Peers 0.00
8.	<i>Is reluctant to explore modern technology *</i>	5.00	4.33	Manager 4.00 Team 0.00 ISCM Peers 4.25 External Peers 0.00
9.	<i>Does not empower or give authority to team members *</i>	5.00	4.50	Manager 4.00 Team 0.00 ISCM Peers 4.50 External Peers 0.00

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

### Focus Area: Collaborate Actively

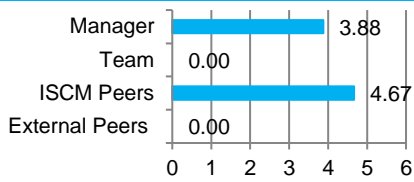
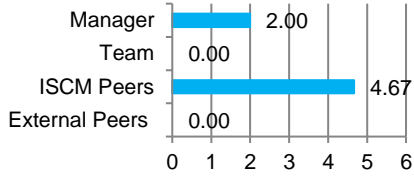
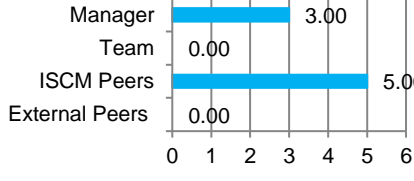
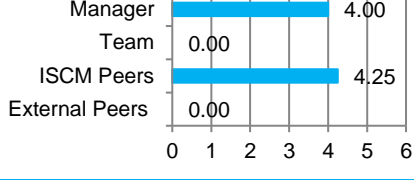
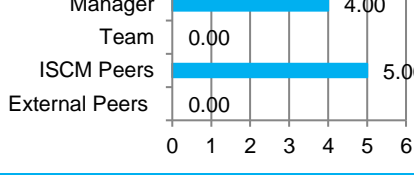
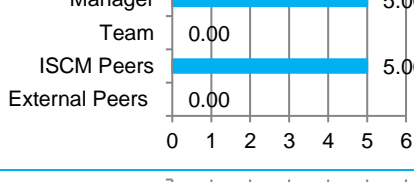
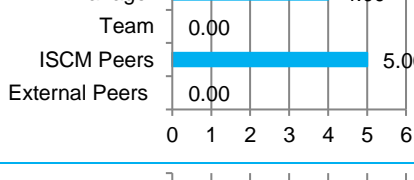
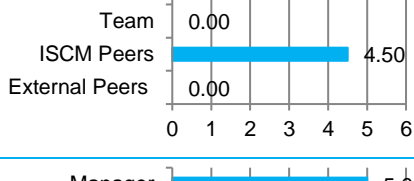
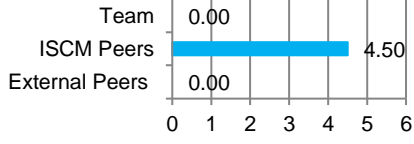
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.89</b>	<b>4.64</b>	Manager 4.56 Team 0.00 ISCM Peers 4.63 External Peers 0.00
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.67	Manager 5.00 Team 0.00 ISCM Peers 4.50 External Peers 0.00



2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.50	
3.	Interacts and builds relationships with people across ISCM	5.00	4.57	
4.	Builds relationships with stakeholders in the business	5.00	4.80	
5.	Communicates and shares information transparently and promptly	5.00	4.67	
6.	Is trustworthy – delivers on commitments	5.00	4.67	
7.	Welcomes new people into ISCM and helps them settle down	4.00	4.80	
8.	Limits their interaction and communication with the same set of people *	5.00	4.33	
9.	Speaks negatively about others behind their backs *	5.00	4.83	

\*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>4.47</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.00	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	4.00	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.20	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.67	
5.	Monitors and controls costs in own department / function	5.00	5.00	
6.	Improves productivity by leveraging tools and technology	5.00	4.75	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	4.33	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.60	

\*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
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	5.00
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	5.00
Be Bold	Takes risks – challenges status quo to experiment and do new things	4.83
<i>Collaborate Actively</i>	<i>Speaks negatively about others behind their backs *</i>	4.83
Be Bold	Tracks and monitors performance of the team regularly	4.80

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

### Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	Statement	Respondent Average
<i>Be Bold</i>	<i>Waits for seniors to take decisions *</i>	3.50
<i>Be Bold</i>	<i>Shares good news and achievements but not failures and mistakes *</i>	3.75
<i>Build Capability – for Self and Others</i>	<i>Gets too involved in unnecessary details *</i>	4.00
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.00
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.00

*\*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
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	5.00	5.00
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	4.00	4.00
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.00	4.00
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	5.00	5.00
Be Bold	Takes risks – challenges status quo to experiment and do new things	5.00	4.83

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

### Top 5 Diverging Statements

Statements with more variance between self & other's ratings.

Top 5 Diverging Statements			
Focus Area	Statement	Self-Rating	Respondent Average
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.00
Be Bold	Ensures team members meet their goals and commitments	4.00	4.80
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.00	4.80
Demonstrate an SCM Mindset	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.20
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	3.00	3.75

*\*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)

Key strengths of this leader:

1. **Innovation and Tech-Savvy:** Demonstrates a strong focus on innovation and leveraging technology to drive initiatives and enhance efficiency.
2. **People Management and Emotional Intelligence:** Known for effective people management, emotional intelligence, and fostering a strong connection with team members.
3. **Proactive and Visionary:** Has a proactive mindset and a visionary approach, always thinking outside the box and planning effectively for execution.
4. **Business Partnering and Stakeholder Management:** Excels at stakeholder management, building strong business partnerships.
5. **Approachability and Communication:** Easy to approach, communicates effectively, and provides valuable suggestions.
6. **Commitment and Perseverance:** Known for his commitment, perseverance, and understanding of the needs of the hour.
7. **Human Connection:** Highly valued for his human approach and the positive energy he brings, particularly in interactions with senior leadership and team members.

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

To transform ISCM, this leader should:

1. **Increase Exposure to Multiple Stakeholders:** Engage with various stakeholders within ISCM to gain broader perspectives and insights.
2. **Connect with Functional Heads:** Collaborate with functional heads to identify long-term concerns and address them proactively.
3. **Empower the Team:** Focus on enabling and empowering the team, while being open to listening to alternate viewpoints and ideas.
4. **Focus on Employee Well-being:** Leverage strengths to improve the physical and mental well-being of Titan's people community.
5. **Broaden Organizational Relationships:** Expand relationships beyond just stakeholders, building stronger connections across the organization to gain support for initiatives.
6. **Understand Overall Processes:** Deepen understanding of overall function processes to improve and drive better outcomes.

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

To be more effective, this person should:

1. **Stop Taking on Multiple Tasks:** Avoid juggling too many tasks simultaneously to maintain focus and effectiveness.
2. **Avoid Overloading with Activities:** Refrain from taking on many activities at once to engage employees, which can lead to spreading resources thin.
3. **Be Open to Different Views:** Avoid being rigid about his views and be more flexible to other perspectives.
4. **Reduce Overemphasis on Data:** Strike a balance between data and other factors to avoid being too data-oriented.

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

The feedback highlights the following:

1. **Continue Current Practices:** Maintain the existing communication practices as they are effective.
2. **Leverage Role for Culture Transformation:** Dr. Sathish can use his position and influence to contribute to the culture transformation journey.
3. **Strong Alignment with Titan's Values:** Dr. Sathish has quickly aligned with Titan's values, demonstrating his fit within the organization.
4. **Potential for Long-term Success:** If he continues on his current path, he is set for a long and successful future at Titan, strengthening relationships and driving growth.

# END