

**Titan Company Ltd.**

# **360 Feedback Interim Report – Online Survey**

**Leader to Legend  
One Jewellery**

**Hemant Pal**

*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	2
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	9

## 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

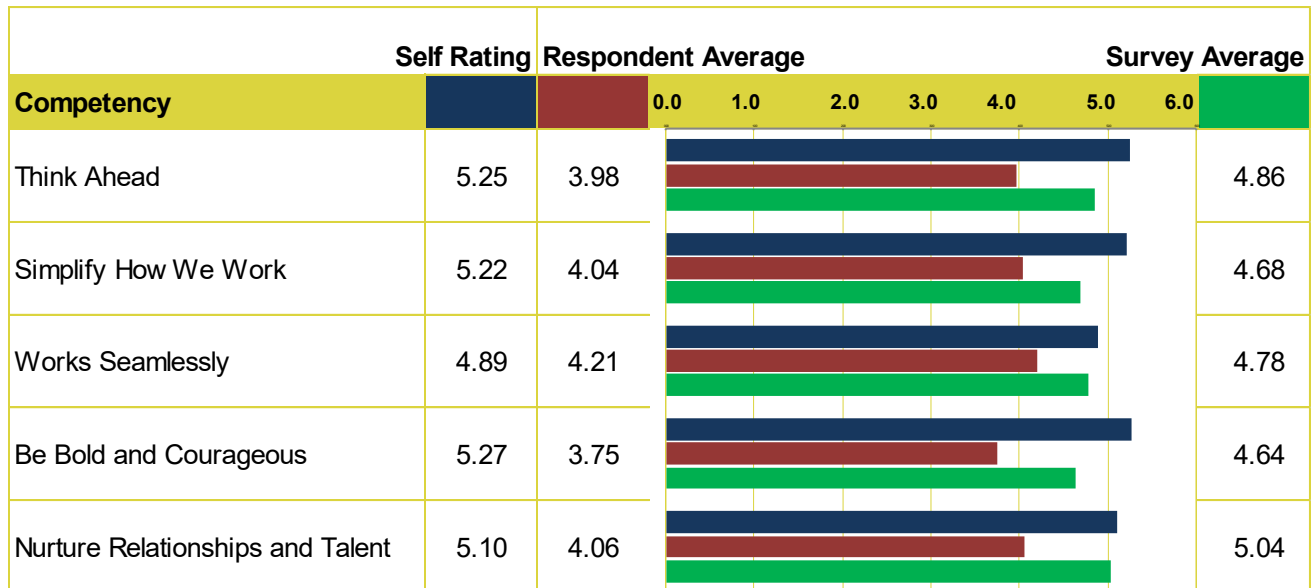
- This section provides the strengths and areas of development as rated by the respondents

### 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

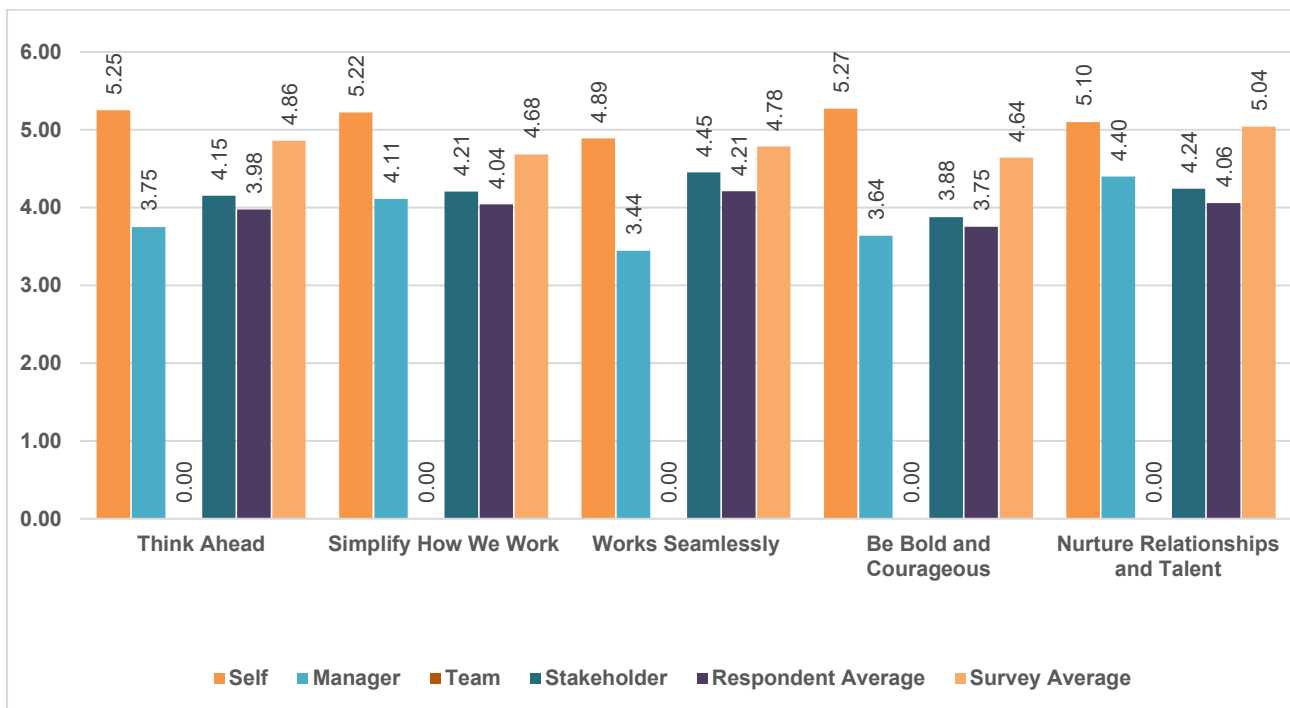


## Section 2: Competency Score by Respondent Category

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	3.75	-	4.15	3.98	4.86
Simplify How We Work	5.22	4.11	-	4.21	4.04	4.68
Works Seamlessly	4.89	3.44	-	4.45	4.21	4.78
Be Bold and Courageous	5.27	3.64	-	3.88	3.75	4.64
Nurture Relationships and Talent	5.10	4.40	-	4.24	4.06	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	4.00	3.90	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.00</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	6.00	4.09	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.25</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	3.80	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.00</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	5.00	4.00	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.14</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	6.00	4.36	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.50</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	3.89	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.17</p>	4.99
7.	Challenges status quo and assumptions	6.00	3.92	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.33</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	3.00	3.80	<p>Manager: 5.00 Team: 0.00 Stakeholders: 3.71</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	6.00	4.00	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.13</p>	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	4.18	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.50</p>	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	6.00	3.91	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.00</p>	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	6.00	4.10	<p>Manager: 2.00 Team: 0.00 Stakeholders: 4.43</p>	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	6.00	4.91	<p>Manager: 6.00 Team: 0.00 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	4.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.00</p>	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	6.00	3.64	<p>Manager: 3.00 Team: 0.00 Stakeholders: 3.75</p>	4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	1.00	3.30	<p>Manager: 4.00 Team: 0.00 Stakeholders: 3.57</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	5.00	4.30	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.43</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	6.00	3.90	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.00</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	5.00	4.18	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.13</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	4.60	<p>Manager: 2.00 Team: 0.00 Stakeholders: 5.00</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	5.00	4.70	<p>Manager: 3.00 Team: 0.00 Stakeholders: 5.00</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	5.00	4.50	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.71</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	6.00	4.20	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.57</p>	4.17



7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	5.00	3.50	<p>Manager: 3.00 Team: 0.00 Stakeholders: 3.71</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	6.00	4.00	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.57</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	2.00	4.30	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.43</p>	4.91

### Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	5.00	3.56	<p>Manager: 3.00 Team: 0.00 Stakeholders: 3.67</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	5.00	3.40	<p>Manager: 4.00 Team: 0.00 Stakeholders: 3.29</p>	4.63
3.	Differentiates great performance and gives it the due recognition	5.00	3.78	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.00</p>	5.01
4.	Shares tough messages transparently and promptly	5.00	4.00	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.17</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	6.00	4.00	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.29</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	3.90	<p>Manager: 4.00 Team: 0.00 Stakeho...: 3.86</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	3.80	<p>Manager: 5.00 Team: 0.00 Stakeho...: 3.43</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	5.00	3.78	<p>Manager: 3.00 Team: 0.00 Stakeho...: 4.00</p>	3.41
9.	<i>Downplays bad news</i>	5.00	4.20	<p>Manager: 4.00 Team: 0.00 Stakeho...: 4.29</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	5.00	3.50	<p>Manager: 4.00 Team: 0.00 Stakeho...: 4.14</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	5.00	3.33	<p>Manager: 3.00 Team: 0.00 Stakeho...: 3.50</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	4.00	4.00	<p>Manager: 5.00 Team: 0.00 Stakeho...: 4.13</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	5.00	4.25	<p>Manager: 4.00 Team: 0.00 Stakeho...: 4.44</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	3.00	3.33	<p>Manager: 4.00 Team: 0.00 Stakeholders: 3.33</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	3.00	4.10	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.29</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	4.40	<p>Manager: 3.00 Team: 0.00 Stakeholders: 4.71</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	3.89	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.17</p>	5.09
7.	Invests in building capabilities of team members	6.00	3.78	<p>Manager: 4.00 Team: 0.00 Stakeholders: 4.00</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	6.00	4.00	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.43</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	4.73	<p>Manager: 6.00 Team: 0.00 Stakeholders: 4.88</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	6.00	4.10	<p>Manager: 5.00 Team: 0.00 Stakeholders: 4.14</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
Simplify How We Work	Is digitally fluent; applies digital tools to simplify work and elevate experiences	4.91
Nurture Relationships and Talent	Encourages a boss / sir / ma'am culture	4.73
Works Seamlessly	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	4.70
Works Seamlessly	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	4.60
Works Seamlessly	Ensures that self and the team deliver on their commitments to other teams	4.50

### 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
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	3.30
Be Bold and Courageous	Externalises - attributes shortfalls and underperformance to other teams	3.33
Nurture Relationships and Talent	Actively travels to regions, units and stores to meet the frontline and internal customers	3.33
Be Bold and Courageous	Takes decisive action to deal with underperformance and inappropriate behaviour	3.40
Be Bold and Courageous	Unwilling to listen and learn from others	3.50

## Section 5: Verbatim Comments

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

- 1)-Strategic Thinking and Vision: I have a strong ability to think long-term and align my team's goals with the larger business objectives. I enjoy breaking down complex challenges into clear, actionable plans and guiding my team toward a common goal. 2)-People-Centric Leadership: I focus on building genuine relationships with my team and creating a supportive, inclusive environment. I make it a point to listen actively, encourage open dialogue, and invest in mentoring and developing those around me. 3)-Decisive Execution and Ownership: I take ownership of outcomes and lead by example when it comes to accountability. I'm comfortable making decisions under pressure and ensure that we keep moving forward with clarity, consistency, and a commitment to quality.
- Organised Digitally fluent
- Good project manager willing to listen
- connects with team effectively 2. Listens Well 3. Communication skills
- Very Disciplined 2) Very straightforward with his communication 3) Progressive approach to existing SOPs
- COOL HEADED EXPERIENCE IN TITAN LISTENER
- Attention to detail Willingness to listen and adapt to the requirements of the customers Collaborative Spirit
- Ready to face new challenges Strategies short term goals delegating everyday small tasks
- In house product
- Free hand to team 2. Trust on the team 3. Excellent technical knowledge
- To build a good team, who are stable and to get the work done from them with Superior quality . 2) Mentoring the team so that all perform their best . 3) Understanding the Issue during process and resolving it .
- Collaboration, team player, trusts team
- Delegation Seeking Clarity - whenever he does Rationale when uninfluenced

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

- 1)-Take Greater Ownership Instead of Externalising Challenges: I recognize that at times I may attribute shortfalls or setbacks to external teams or circumstances. To be more effective, I need to focus on what I or my team could have done differently, and take fuller ownership of outcomes—regardless of where the breakdown occurred. 2)-Delegate More Strategically: I sometimes tend to get involved in too many details, which can limit my ability to focus on higher-level priorities. I need to trust my team more, delegate with clarity, and create space for strategic thinking and coaching. 3)-Proactively Seek and Act on Feedback: While I value feedback, I can do more to actively seek it from peers, team members, and stakeholders on a regular basis. This will help me course-correct faster, understand blind spots, and grow more intentionally as a leader.
- Development of deep expertise in category and understanding of customer both internal and external to provide better solutions to business Enhance ability to work in ambiguity
- Gain expertise in studded jewellery design Become an effective Design Manager who can mentor and guide the team Work well with the reporting manager
- 1.Understanding of various segments well 2. Tune training to the customer than the fixed format 3. changing customer behavior
- Stubborn 2) Should do a deep dive to understand the technical aspects of jewellery better 3) Should interact and learn more from the team
- NEED TO UNDERSTAND TANISHQ DESIGN LANGUAGE IN DESIGN AND PRODUCTION CAN'T BE BLINDFOLD AND NEEDS TO UNDERSTAND AND IMPROVE ON TEAM QUALITY OF WORK NEEDS TO EVALUATE TEAM PERFORMANCE ,THE LEAST UNDERPERFORMED TEAM
- Be more confrontational with internal stakeholders to demand clarity / do what is right for the customers
- Needs to demonstrate more inclusive and unbiased behavior, ensuring equal treatment and respect for all team members, regardless of gender. Timelines set are often unrealistic, which affects team morale and delivery quality. It is important for him to adopt a more empathetic and practical leadership approach. Additionally, he should create a safe space for subordinates to express their views openly, without fear of being dismissed or judged harshly.
- Depend on vendor product
- 1.An excellent listener: however, it would be beneficial to be more willing to express thoughts verbally. 2.He does not communicate about his work and should strive to be more conversational.

- Leader should listen the problem from their Staff and give them the direction or suggestion to resolve the problems. 2) They should give each person the responsibility to do by themselves and guide them if need any help. 3) Leader should give targets or goals to Staff and ensure they achieve it , if not Achieving guide them .
- Gain subject knowledge, leverage capabilities and stand for sub ordinates
- Cross Collaborate Increase interactions & Regular connect session Market the team

**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?**

- 1)-Clearly articulate shared goals and success metrics: I make it a priority to ensure that everyone involved understands the 'why' behind what we're doing. By aligning on clear objectives and measurable outcomes upfront, I help minimize confusion and drive collective focus. 2)-Facilitate alignment across teams and functions: I try to proactively connect with cross-functional stakeholders to align priorities, timelines, and interdependencies. I believe collaboration works best when everyone feels heard and committed, so I invest time in building those shared commitments early on. 3)-Stay outcome-focused while being flexible in approach: I try to keep the team focused on the end goal, but I'm also open to adjusting the approach based on new inputs or challenges. This helps maintain momentum and ensures we're solving the right problems together.
- Creative ,Methodical , organised , digitally fluent and process efficient
- Collaboration in this case is required within the DEC team itself. His alignment with his reporting manager and his team members. Proactively coming up with a win win situation for both. Taking ownership and delivering results Becoming a part of mainstream Tanishq design Demonstrating results
- Modern outlook on content creation. 2. Verification on the adherence random audit in stores. 3. Strict compliance adherence.
- Is very clear on his objectives and delivery from his team 2) Is supportive of his team and pushes back when the workload would lead to burnout
- UNABLE TO MANAGE TEAM PERFORMANCE ,SO OTHER STAKEHOLDERS ARE OVERPOWERING IN STUDDERED SECTOR ,BEEN A HUB THERE. UNABLE TO FORM A STRONG TEAM WHEN THE ENTIRE STUDDERED SECTION UNIT AND FACTORY SITUATED AT HIS ZONE NEEDS TO COLLABORATE AND BUILD UP VALUABLE CAPABILITIES TO BRING UP DEC'S SHARE IN STUDDERED
- Clear communication with all stakeholders about the expectations and outcomes.
- The individual demonstrates a limited understanding of the current category he is responsible for. He does not exhibit genuine passion or enthusiasm for the category, which impacts engagement and momentum. Additionally, he appears to carry a strong bias from his past category experience, which constrains both his thinking and that of his team. This tendency limits innovation and hinders the team's ability to perform with agility and openness.
- Increase inhouse production
- 1.Diligently monitor project progress by showcasing exceptional technical expertise along with a timeline. 2. Ensuring that the team is fully engaged and granted autonomy & trust.
- Need to help team to understand their KRA and they are working according to that , If they not alligning to that provide training or support which is needed to Achieve their Targets and Goals.
- Assigns projects to competitive team members Closely monitors the progress Occassionally shares concerns and opinions
- I would not have a basis to highlight the instances

# END