

360 Culture Feedback Survey Report

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

March 2025

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Private and Confidential

Overview

W&W ISCM has embarked on an ambitious transformation journey guided by the bold objective of 10-16-26. This transformation encompasses reimagining manufacturing, seamless leadership transitions, and fostering a culture that drives impactful change. As a key enabler of this journey, ISCM has launched the Culture Transformation initiative and identified Champions of Culture to lead, inspire, and sustain the shift. As a Culture Champion, you have been entrusted with a pivotal role in shaping this transformation. To support your journey, a 360-degree feedback assessment has been conducted on four critical behaviours essential for cultural transformation: Be Bold, Build Capability, Collaborate Actively, and Demonstrate an SCM Mindset.

This report provides you a summary of the 360 Culture Feedback survey conducted in collaboration with Ascendus, our Technology Partner. Responses from your manager, team (direct & indirect reportees) and stakeholders/peers within & outside ISCM have been collated maintaining confidentiality.

Respondents

Based on your nominations, the following respondents have completed the survey. For the purpose of this survey & report, respondents have been categorized into the following cohorts.

Respondent Category	Respondent Definition	Number of Respondents who completed the survey*
Self	Yourself	1
Manager	Your Reporting Manager	1
Team	Direct reportees + Indirect Reportees	8
ISCM Peers	Peers within ISCM	3
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

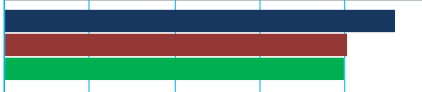




This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

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.

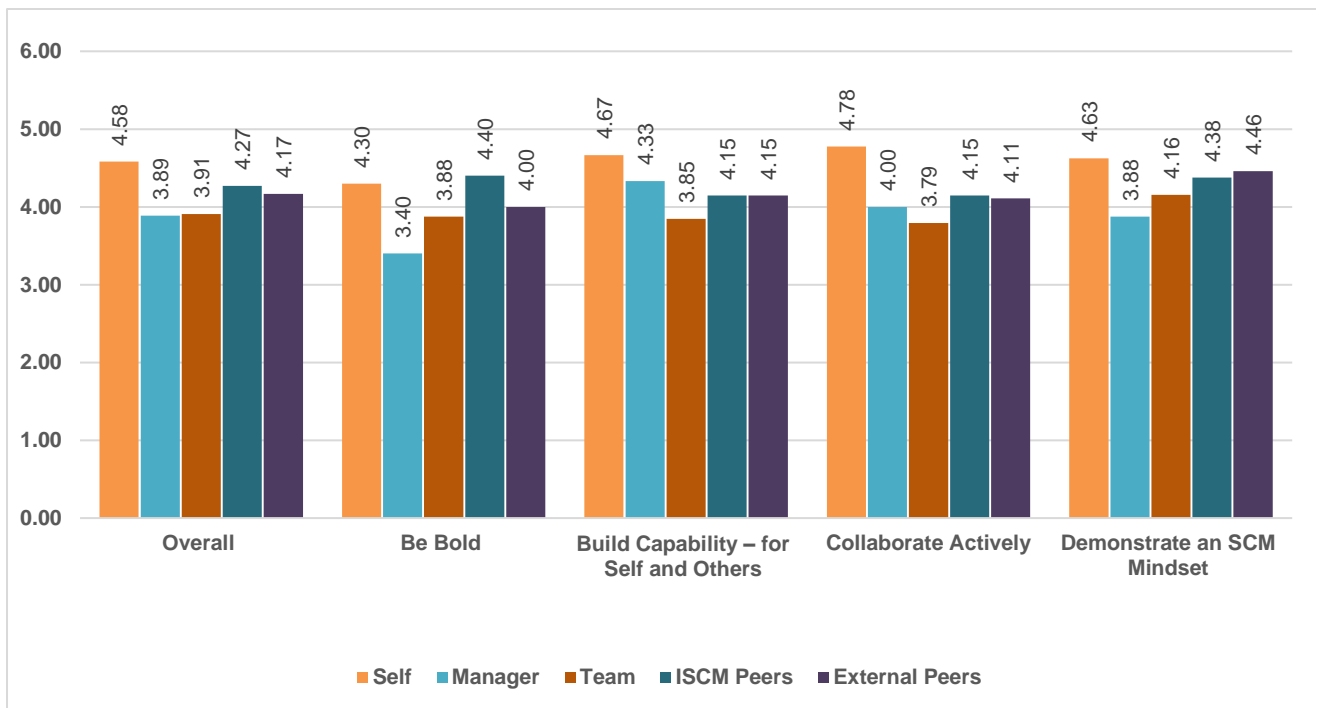
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.58	4.03								3.99	
Be Bold	4.30	3.97								3.83	
Build Capability – for Self and Others	4.67	4.00								3.94	
Collaborate Actively	4.78	3.94								4.06	
Demonstrate an SCM Mindset	4.63	4.24								4.15	

Section 2: Score by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Manager, Team, ISCM Peers, External Peers) for each focus area

Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	4.58	3.89	3.91	4.27	4.17
Be Bold	4.30	3.40	3.88	4.40	4.00
Build Capability – for Self and Others	4.67	4.33	3.85	4.15	4.15
Collaborate Actively	4.78	4.00	3.79	4.15	4.11
Demonstrate an SCM Mindset	4.63	3.88	4.16	4.38	4.46

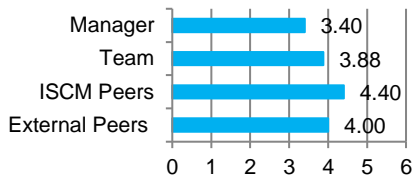
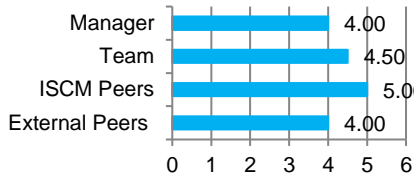
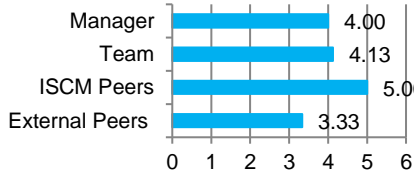
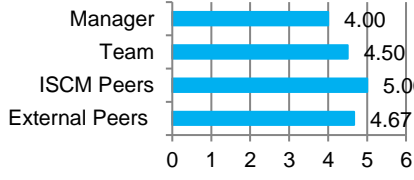
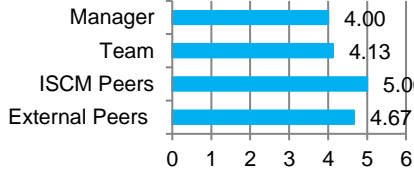
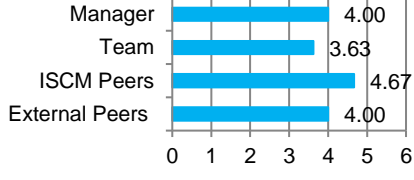
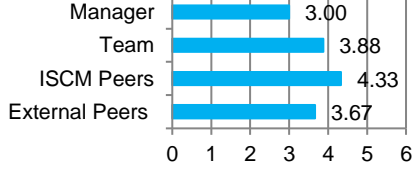
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

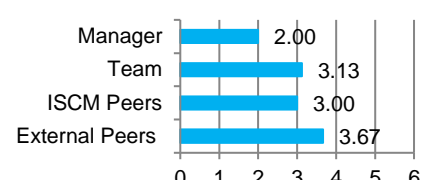
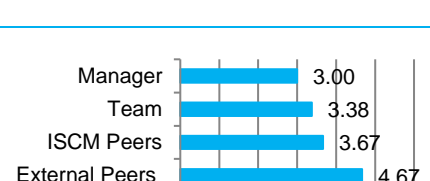


Section 3: Statement Wise Report

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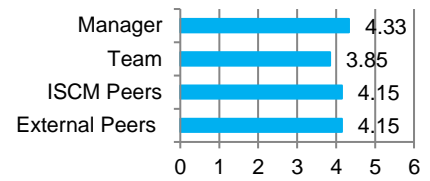
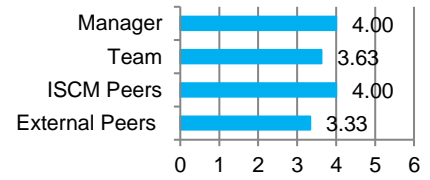
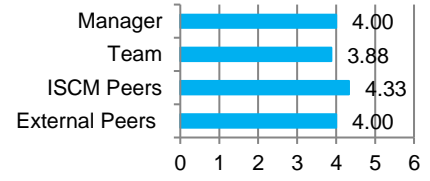
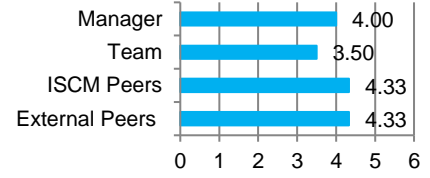
Focus Area: Be Bold

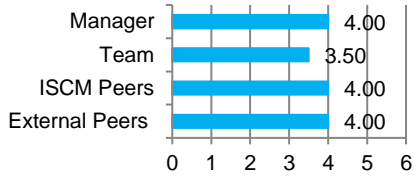
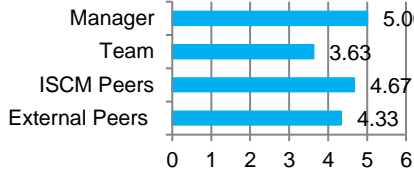
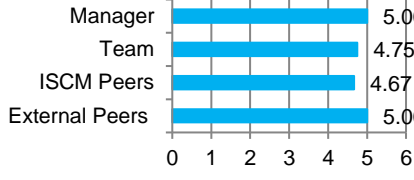
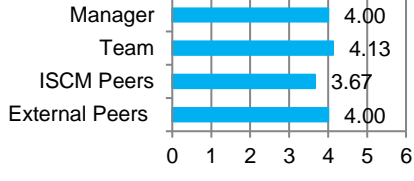
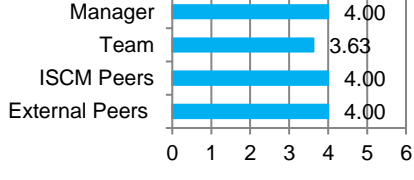
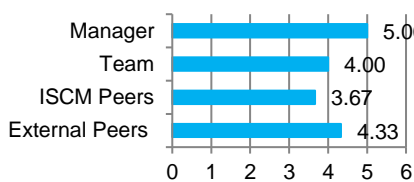
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.30	3.97	
1.	Speaks up and boldly shares opinions	4.00	4.47	
2.	Challenges and questions others to improve decisions and outcomes	5.00	4.13	
3.	Tracks and monitors performance of the team regularly	5.00	4.60	
4.	Ensures team members meet their goals and commitments	5.00	4.40	
5.	Takes quick action when people underperform	4.00	3.93	
6.	Makes decisions without delays	4.00	3.87	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.80	
8.	Admits mistakes and learns from failure	4.00	3.73	
9.	<i>Waits for seniors to take decisions *</i>	3.00	3.13	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	5.00	3.67	

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

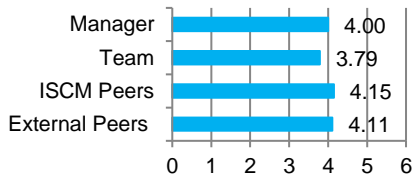
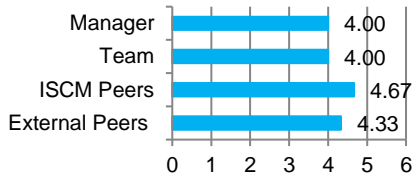
Focus Area: Build Capability – for Self and Others

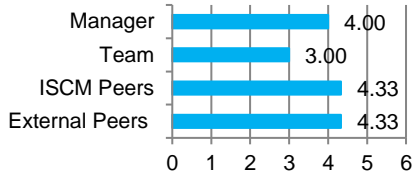
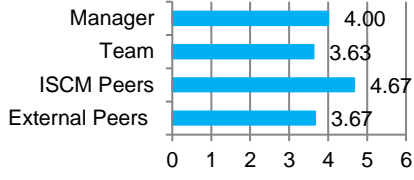
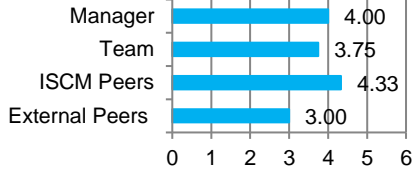
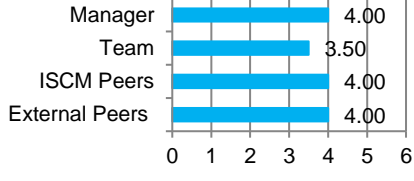
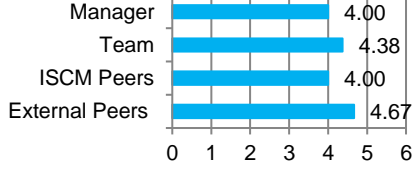
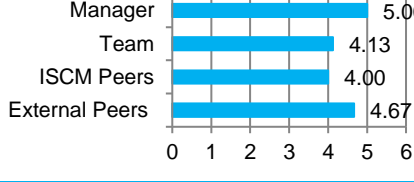
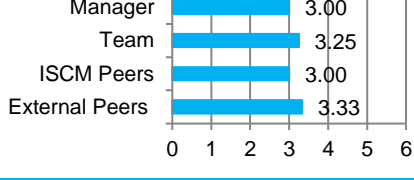
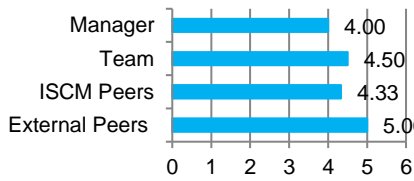
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.67	4.00	
1.	Learns new skills and knowledge to transform ISCM	4.00	3.67	
2.	Accepts change and adapts quickly	5.00	4.00	
3.	Delegates authority to team members to decentralize decision making	5.00	3.87	

4.	Builds new and diverse capabilities needed in the team	4.00	3.73	
5.	Coaches team members to improve their performance and abilities	5.00	4.07	
6.	Drives a data driven decision making approach within ISCM	5.00	4.80	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	4.00	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.80	
9.	<i>Does not empower or give authority to team members *</i>	5.00	4.07	

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

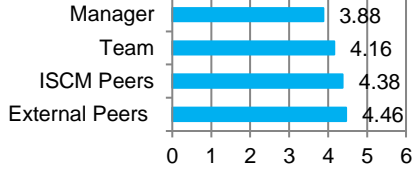
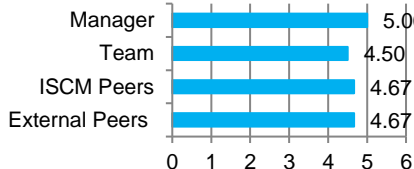
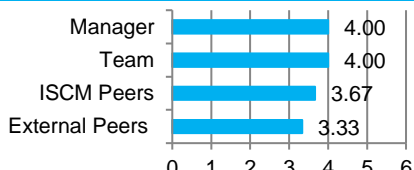
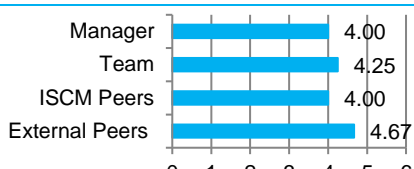
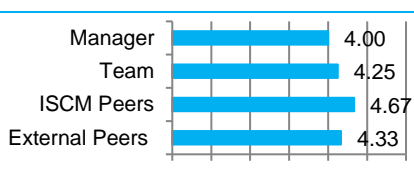
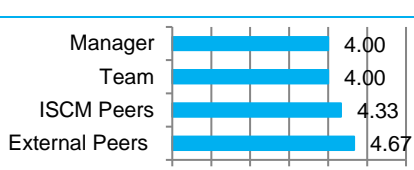
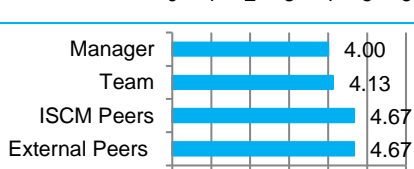
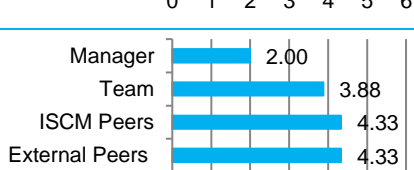
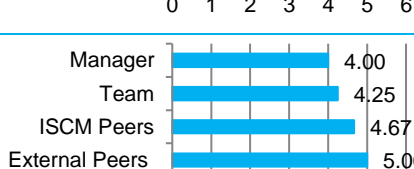
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.78	3.94	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.20	

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.60	
3.	Interacts and builds relationships with people across ISCM	4.00	3.87	
4.	Builds relationships with stakeholders in the business	4.00	3.73	
5.	Communicates and shares information transparently and promptly	5.00	3.73	
6.	Is trustworthy – delivers on commitments	5.00	4.33	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.27	
8.	Limits their interaction and communication with the same set of people *	5.00	3.20	
9.	Speaks negatively about others behind their backs *	5.00	4.53	

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

Focus Area: Demonstrate an SCM Mindset

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.63	4.24	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.60	
2.	Stays updated on Supply Chain Management practices in the industry	5.00	3.80	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	4.27	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.33	
5.	Monitors and controls costs in own department / function	4.00	4.20	
6.	Improves productivity by leveraging tools and technology	4.00	4.33	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.93	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.47	

*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	4.80
Be Bold	Tracks and monitors performance of the team regularly	4.60
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.60
Collaborate Actively	<i>Speaks negatively about others behind their backs *</i>	4.53
Be Bold	Speaks up and boldly shares opinions	4.47

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

Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	Statement	Respondent Average
Be Bold	<i>Waits for seniors to take decisions *</i>	3.13
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	3.20
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	3.60
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	3.67
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	3.67

**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
<i>Demonstrate an SCM Mindset</i>	<i>Achieves results but with low focus on costs and efficiencies *</i>	4.00	3.93
Be Bold	Takes quick action when people underperform	4.00	3.93
Be Bold	Makes decisions without delays	4.00	3.87
<i>Be Bold</i>	<i>Waits for seniors to take decisions *</i>	3.00	3.13

**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>Collaborate Actively</i>	<i>Limits their interaction and communication with the same set of people *</i>	5.00	3.20
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	5.00	3.60
<i>Be Bold</i>	<i>Shares good news and achievements but not failures and mistakes *</i>	5.00	3.67
Collaborate Actively	Communicates and shares information transparently and promptly	5.00	3.73
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	5.00	3.80

**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 include:

1. **Data-Driven Decision Making:** The leader consistently uses data to drive decisions, ensuring informed and strategic actions that are aligned with organizational priorities.
2. **Systematic and Result-Oriented:** Known for being a systematic thinker, the leader focuses on large goals and maintains a structured approach. They are calm under pressure and deliver high-quality results even with complex tasks.
3. **Emotional Intelligence and Accountability:** The leader displays strong emotional intelligence, providing clear, candid communication and transparent feedback to improve team performance. They are committed to accountability, ensuring systems like PPP & GMP are implemented effectively.
4. **Adaptability and Decision-Making:** The leader is adaptable to changing circumstances, maintaining a positive outlook, and making tough, informed decisions under pressure, such as resource redeployment and process improvements.
5. **Cultural Transformation and Improvement:** Recognized for driving cultural transformation, the leader identifies areas for improvement and provides thoughtful feedback, positioning themselves as a key driver of growth and positive change within the organization.
6. **Focus on Lean Operations and Cost Reduction:** The leader integrates technology to enhance productivity and is committed to continuous improvement, reducing waste, and optimizing processes to lower costs while maintaining quality.

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

To transform ISCM, the leader should focus on the following actions:

1. **Enhance Relationships and Communication:** Continue building strong relationships across ISCM, working more closely with the DATE team for manufacturing transformation, and communicating effectively about the significance of cost reduction and alignment across all levels.
2. **Mentorship and Coaching:** Start mentoring and coaching junior team members while focusing on their career development and recognizing good work to boost morale.
3. **Broaden Business Understanding:** Gain a deeper understanding of PPC, SAP, and other functions' challenges, while focusing on the bigger picture rather than micromanaging.
4. **Leverage Technology and Innovation:** Drive the use of digital tools and automation in production processes, and benchmark against industry leaders for best practices. Implement solutions like IIoT, MES, and automation across various production stages to improve efficiency, productivity, and cost competitiveness.
5. **Foster Team Development:** Facilitate rotational programs within ISCM to help team members gain exposure to different functions, and focus on creating a customer-centric approach.

6. **Recognize and Appreciate Team Achievements:** Appreciate the team's milestones as motivational factors, while driving efforts toward continuous improvement and innovation.

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 stop:

1. **Micromanaging:** Stop overseeing lower-level projects and micromanaging tasks. Instead, empower team members to take ownership and allow them to grow by delegating more responsibility.
2. **Over-Feedbacking:** Refrain from giving blunt feedback or using unprofessional language, especially in group settings. Be mindful of the tone to ensure constructive criticism is given with empathy.
3. **Excessive Follow-Ups:** Reduce the frequency of follow-ups, as too much oversight can create inefficiency and hinder the team's autonomy.
4. **Waiting for Decisions from Seniors:** Stop waiting for seniors to take decisions and take more initiative in making decisions when necessary.
5. **Bias and Bureaucratic Approaches:** Avoid biased decision-making and bureaucratic behavior. Be impartial and fair in all situations.
6. **Focusing on Personal Straits:** Stop focusing on personal issues and instead prioritize improving team efficiency and effectiveness.
7. **Overusing Historical Data:** While historical data is important, balance it with future trends and market dynamics to stay ahead of the competition.

By adopting these changes, the person can create a more empowering, transparent, and efficient work environment.

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

Additional feedback includes:

1. **Preparedness and Responsiveness:** Always ready to take on new responsibilities and projects.
2. **Communication:** Needs to improve communication skills to be more effective.
3. **Systematic and Calm:** Well-organized and composed under pressure.
4. **Performance Metrics:** Establishes clear performance metrics and makes data-driven adjustments.
5. **Technology Integration:** Focus on integrating technologies that align with specific goals.
6. **Knowledge Sharing:** Needs to provide more knowledge transfer and timely feedback to the team, helping them improve professionally.
7. **Leadership in Production:** A strong leader who takes ownership and accountability for deliverables, but should focus more on guiding people to develop their skills.
8. **Transparency:** Shares successes but should be more transparent about failures and mistakes.

Overall, the person is seen as capable, but there are areas for growth in communication and leadership development.

END