

# **360 Culture Feedback Survey Report**

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

**March 2025**

**MANOHAR V M**

*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	6
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	4

## 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.

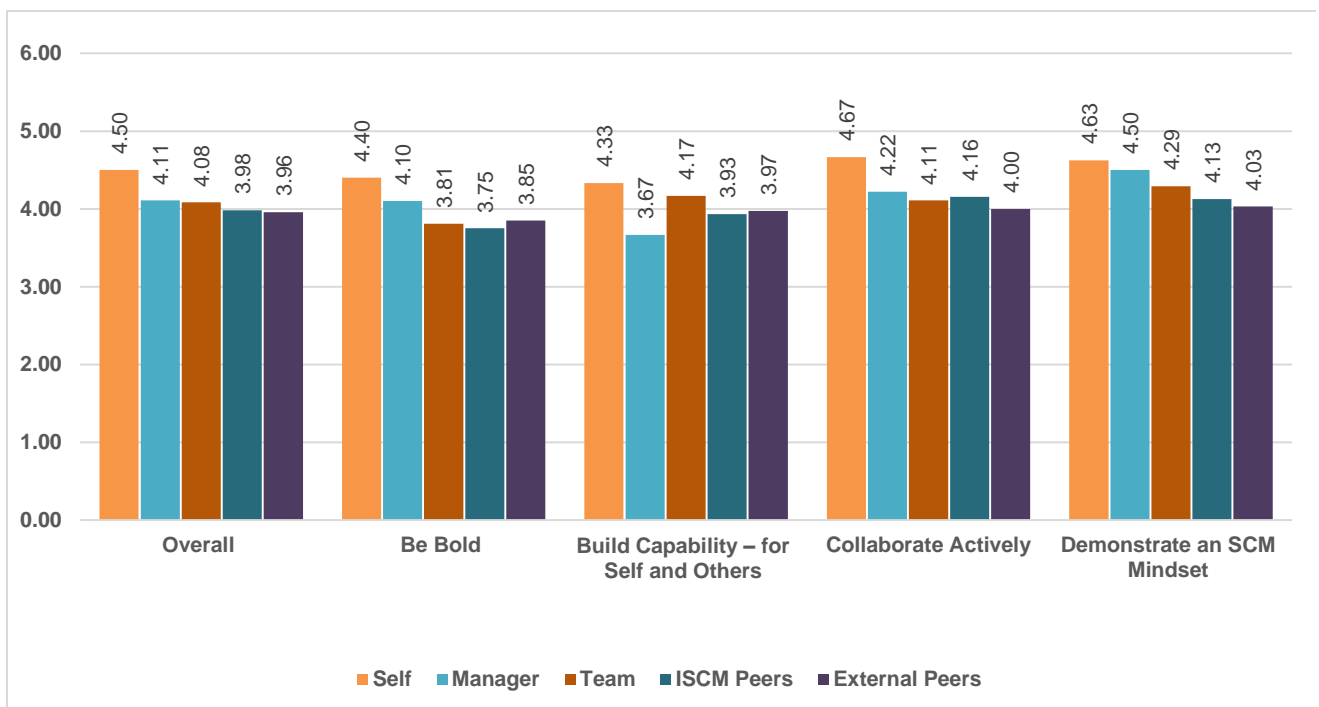
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.50	4.02								3.99	
Be Bold	4.40	3.82								3.83	
Build Capability – for Self and Others	4.33	4.01								3.94	
Collaborate Actively	4.67	4.10								4.06	
Demonstrate an SCM Mindset	4.63	4.19								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>4.50</b>	<b>4.11</b>	<b>4.08</b>	<b>3.98</b>	<b>3.96</b>
Be Bold	4.40	4.10	3.81	3.75	3.85
Build Capability – for Self and Others	4.33	3.67	4.17	3.93	3.97
Collaborate Actively	4.67	4.22	4.11	4.16	4.00
Demonstrate an SCM Mindset	4.63	4.50	4.29	4.13	4.03

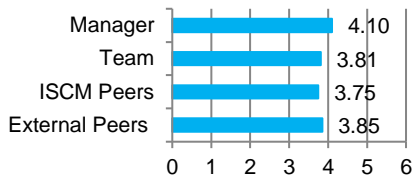
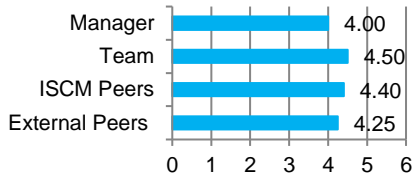
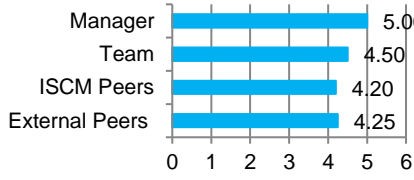
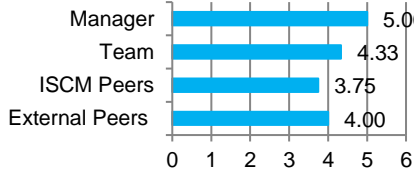
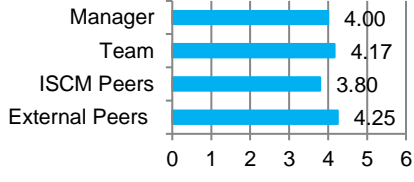
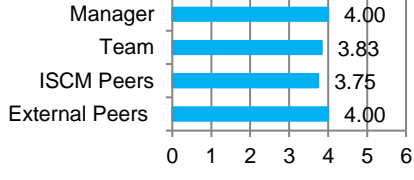
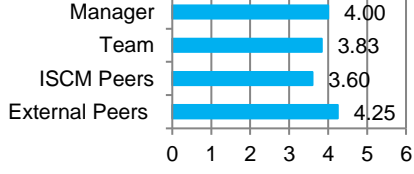
*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*

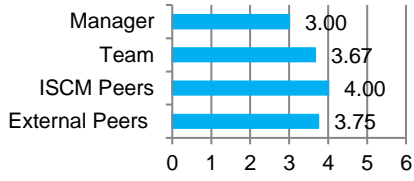
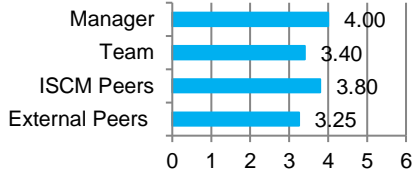
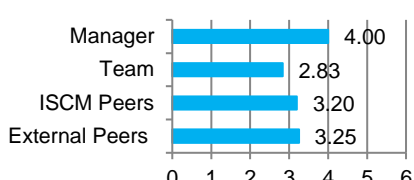
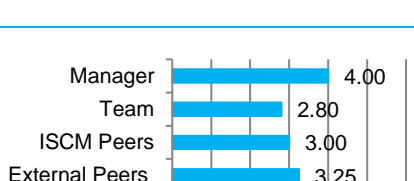


## Section 3: Statement Wise Report

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.

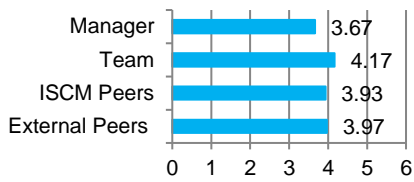
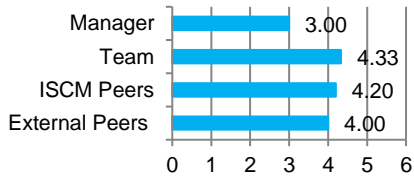
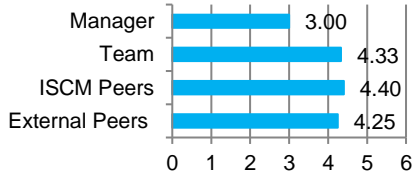
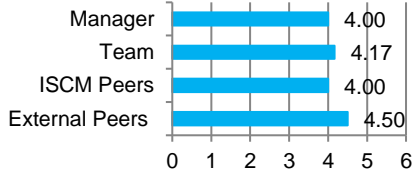
### Focus Area: Be Bold

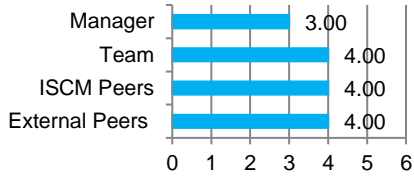
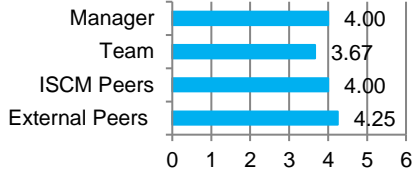
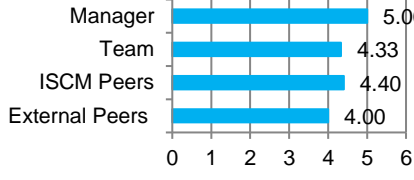
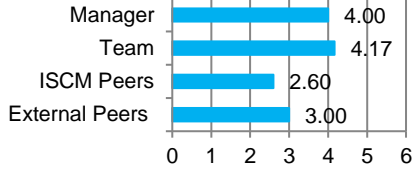
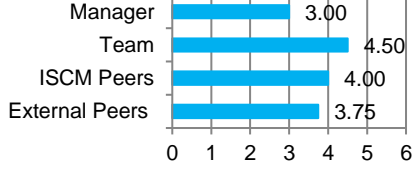
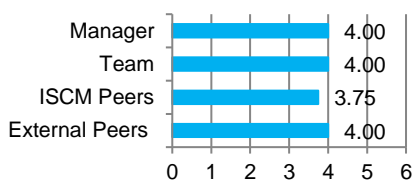
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>4.40</b>	<b>3.82</b>	
1.	Speaks up and boldly shares opinions	4.00	4.38	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.38	
3.	Tracks and monitors performance of the team regularly	4.00	4.13	
4.	Ensures team members meet their goals and commitments	5.00	4.06	
5.	Takes quick action when people underperform	4.00	3.87	
6.	Makes decisions without delays	5.00	3.88	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.75	
8.	Admits mistakes and learns from failure	5.00	3.53	
9.	<i>Waits for seniors to take decisions *</i>	5.00	3.13	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	3.07	

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

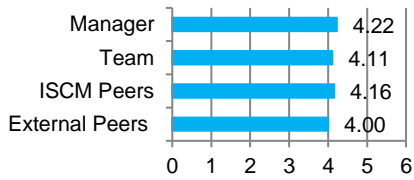
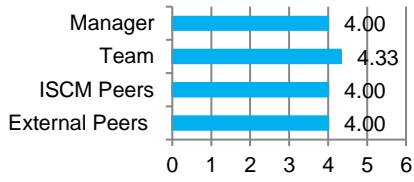
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.33</b>	<b>4.01</b>	
1.	Learns new skills and knowledge to transform ISCM	4.00	4.13	
2.	Accepts change and adapts quickly	5.00	4.25	
3.	Delegates authority to team members to decentralize decision making	4.00	4.19	


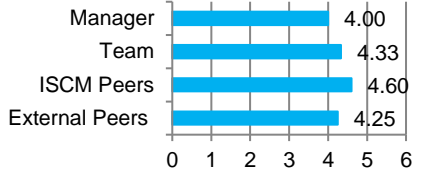
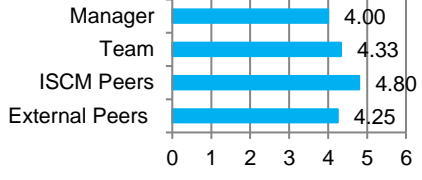
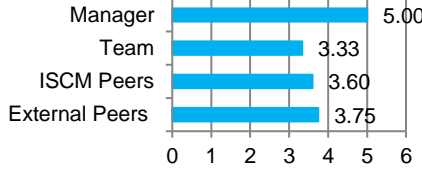
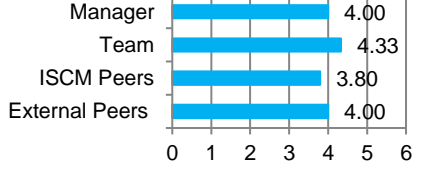
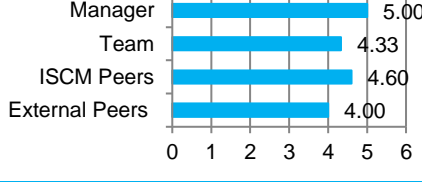
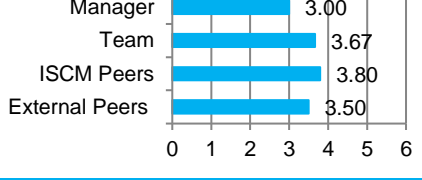
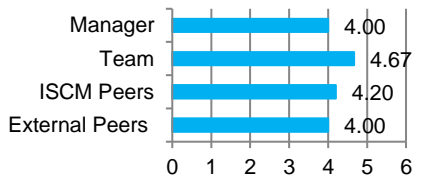
4.	Builds new and diverse capabilities needed in the team	4.00	3.94	
5.	Coaches team members to improve their performance and abilities	4.00	3.94	
6.	Drives a data driven decision making approach within ISCM	5.00	4.31	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	3.38	
8.	<i>Is reluctant to explore modern technology *</i>	4.00	4.06	
9.	<i>Does not empower or give authority to team members *</i>	5.00	3.93	

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

### Focus Area: Collaborate Actively

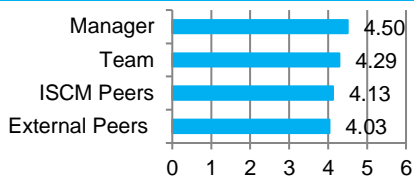
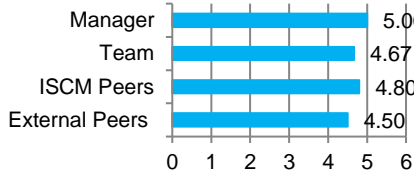
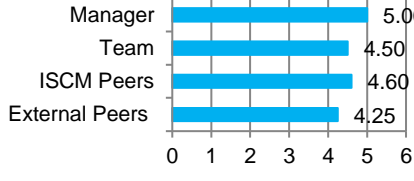
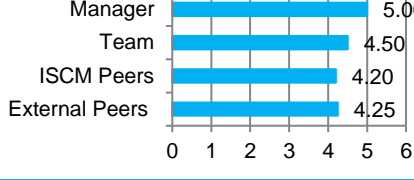
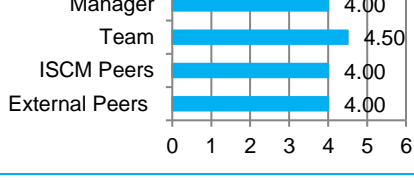

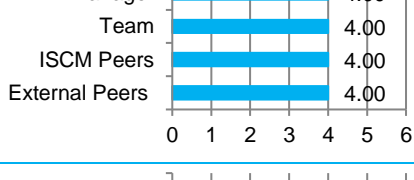
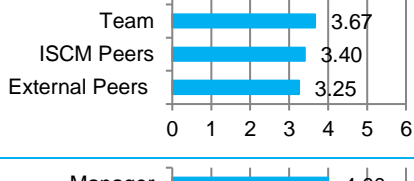
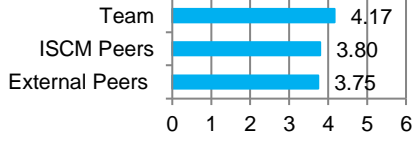
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.67</b>	<b>4.10</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.13	



2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.00	
3.	Interacts and builds relationships with people across ISCM	5.00	4.38	
4.	Builds relationships with stakeholders in the business	5.00	4.44	
5.	Communicates and shares information transparently and promptly	5.00	3.63	
6.	Is trustworthy – delivers on commitments	4.00	4.06	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.38	
8.	Limits their interaction and communication with the same set of people *	4.00	3.63	
9.	Speaks negatively about others behind their backs *	5.00	4.31	

\*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>4.63</b>	<b>4.19</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.69	
2.	Stays updated on Supply Chain Management practices in the industry	5.00	4.50	
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.38	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.19	
5.	Monitors and controls costs in own department / function	4.00	4.31	
6.	Improves productivity by leveraging tools and technology	5.00	4.00	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	3.50	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.94	

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

## Section 4: Top 5 & Bottom 5 Statements

### Top 5 Statements

This section highlights the top 5 Statements as per the respondents

Top 5 Statements		
Focus Area	Statement	Respondent Average
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.69
Demonstrate an SCM Mindset	Stays updated on Supply Chain Management practices in the industry	4.50
Collaborate Actively	Builds relationships with stakeholders in the business	4.44
Be Bold	Speaks up and boldly shares opinions	4.38
Be Bold	Challenges and questions others to improve decisions and outcomes	4.38

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

### Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	Statement	Respondent Average
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	3.07
Be Bold	<i>Waits for seniors to take decisions *</i>	3.13
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	3.38
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	3.50
Be Bold	Admits mistakes and learns from failure	3.53

*\*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
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.00
Build Capability – for Self and Others	Builds new and diverse capabilities needed in the team	4.00	3.94
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	4.00	3.94
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	4.00	4.06
Collaborate Actively	Is trustworthy – delivers on commitments	4.00	4.06

*\*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
Be Bold	<i>Waits for seniors to take decisions *</i>	5.00	3.13
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	3.50
Be Bold	Admits mistakes and learns from failure	5.00	3.53
Collaborate Actively	Communicates and shares information transparently and promptly	5.00	3.63
Be Bold	Makes decisions without delays	5.00	3.88

*\*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)

#### Summary of "Significant Strengths of This Leader"

1. **Comprehensive Value Chain Understanding** – Strong grasp of the entire value chain and its translation into ISCM focus areas.
2. **Strategic Organizational Structuring** – Effectively organizes people and roles to align with emerging business needs, placing the right talent and fostering development.
3. **SCM & Planning Expertise** – Deep knowledge of supply chain processes, planning, inventory, and capacity management.
4. **Analytical & Data-Driven Approach** – Strong in analysis, systematic thinking, and process orientation.
5. **Articulation & Communication Skills** – Clear, effective communicator capable of shaping discussions and influencing stakeholders.
6. **Resilient & Composed Leadership** – Thoughtful, well-structured approach with a calm and composed demeanor.
7. **Collaboration & Stakeholder Management** – Builds strong rapport, fosters teamwork, and effectively engages with stakeholders.
8. **Commitment & Dedication** – Sincere, dedicated, and forward-thinking with a visionary mindset.
9. **Detail-Oriented & Problem-Solving** – Goes deep into issues, ensuring thorough analysis and structured execution.

This leader's strengths lie in strategic vision, process excellence, collaboration, and strong articulation, making them highly effective in ISCM transformation.

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

#### Summary of "What Should This Person Start Doing to Transform ISCM?"

1. **Policy & Strategy Implementation** – Frame and implement policies/guidelines to drive transformation.
2. **Champion SCM Mindset** – Promote a strong supply chain mindset across teams and peers.
3. **Stakeholder Engagement** – Strengthen collaboration with stakeholders, peers, and central planning teams.
4. **Active Listening & Open-Mindedness** – Consider diverse perspectives, avoid rigid preconceptions, and engage in transparent communication.
5. **Long-Term Manufacturing Strategies** – Develop strategies for the INH ecosystem and position Assembly as a horology center with engineering and technology focus.

6. **Ownership & Hands-On Leadership** – Take direct responsibility for challenges and actively support teams on the ground.
7. **People & Process Development** – Focus on automation in production, skill-building, and structured planning for new products.
8. **Big-Picture Thinking** – Align transformation efforts with business contexts and future growth.
9. **Digitalization & AI Integration** – Leverage technology to create a data-driven, AI-enhanced ecosystem.
10. **Trust & Transparency** – Build trust through clear communication and inclusivity.
11. **Expand Responsibilities** – Engage in industrial relations (IR) issues, product quality improvements, and leadership development.

**Key Focus:** Strategic transformation through structured policies, stronger collaboration, digital integration, and leadership development.

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

#### Summary of "What Should This Person Stop Doing to Be More Effective?"

1. **Reduce Operational Focus** – Step away from routine production management and planning activities.
2. **Take Full Ownership** – Stop avoiding accountability and embrace responsibility for tasks.
3. **Step Out of Comfort Zone** – Push beyond familiar roles to take on new challenges.
4. **Be More Vocal** – Stop being silent in discussions; leverage experience to provide insights.
5. **Improve Decision-Making** – Avoid indecision due to hierarchy influence and consider all constraints in planning.
6. **Take Calculated Risks** – Move beyond limitations and proactively improve deliverables.
7. **Balance Workload** – Avoid overloading resources to ensure efficiency and employee growth.
8. **Be Fully Present** – Avoid being preoccupied when others are presenting.
9. **Enhance Communication** – Shift from reactive to responsive communication, ensuring transparency with the team.
10. **Avoid Defensiveness** – Refrain from making excuses or judging situations too quickly.

**Key Focus:** Shift from operational tasks to strategic leadership, take ownership, communicate openly, and make proactive decisions.

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

#### Summary of "Any Other Feedback/Comments"

1. **Key Role in Culture Change** – Can strongly influence and drive cultural transformation.

2. **Solution-Oriented Approach** – Should focus on providing solutions instead of postponing issues.
3. **Higher Focus & Fearless Execution** – Needs to prioritize tasks, take ownership, and act decisively.
4. **Transparency & Data-Driven Decisions** – Enhance clarity in processes, particularly in SAP systems and production alignment.
5. **Strategic Focus** – Should continue prioritizing critical requirements and long-term planning.
6. **Strong Leadership & Knowledge** – Recognized for deep process knowledge, sincerity, and dedication.
7. **Approachable & Cost-Conscious** – Valued for flexibility, accessibility, and cost optimization mindset.
8. **Encouraged to Act on Feedback** – Should actively implement constructive feedback for growth.

**Key Takeaway:** Strengthen leadership by driving change, making solution-oriented decisions, and leveraging data-driven strategies.

# END