360 Culture Feedback Survey Report

Culture Transformation Journey
@
W&W ISCM

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Narasimman G

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	10
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	2

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.

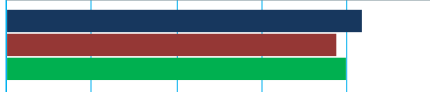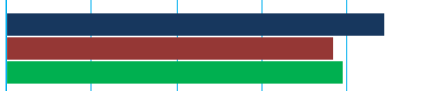### Section 5: Convergence and Divergence Areas

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.

Competency	Self Rating	Respondent Average		Survey Average
Overall Score	4.17	3.87		3.99
Be Bold	3.80	3.56		3.83
Build Capability – for Self and Others	4.44	3.83		3.94
Collaborate Actively	4.00	4.06		4.06
Demonstrate an SCM Mindset	4.50	4.07		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

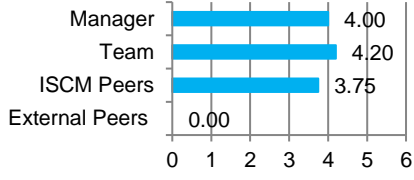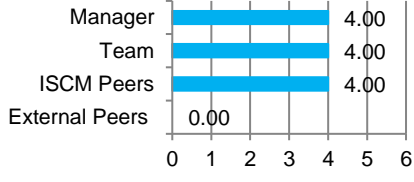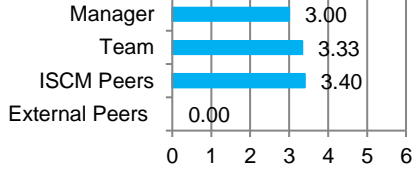| Competency	Self	Manager	Team	ISCM Peers	External Peers
Overall	**4.17**	**3.53**	**3.92**	**3.70**	**-**
Be Bold	3.80	3.40	3.60	3.47	-
Build Capability – for Self and Others	4.44	3.22	3.93	3.61	-
Collaborate Actively	4.00	3.78	4.10	3.79	-
Demonstrate an SCM Mindset	4.50	3.75	4.10	3.98	-
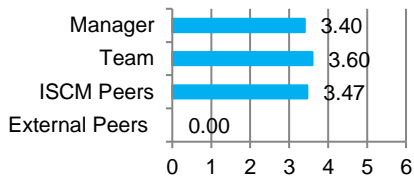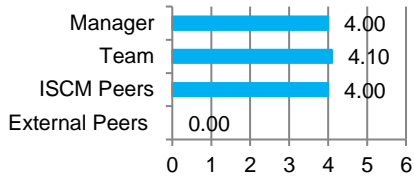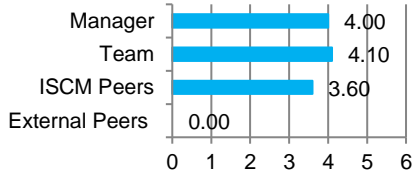
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity
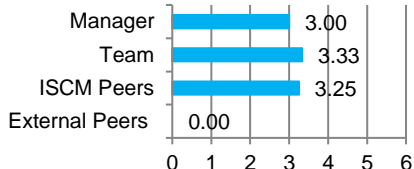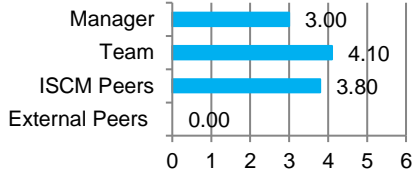
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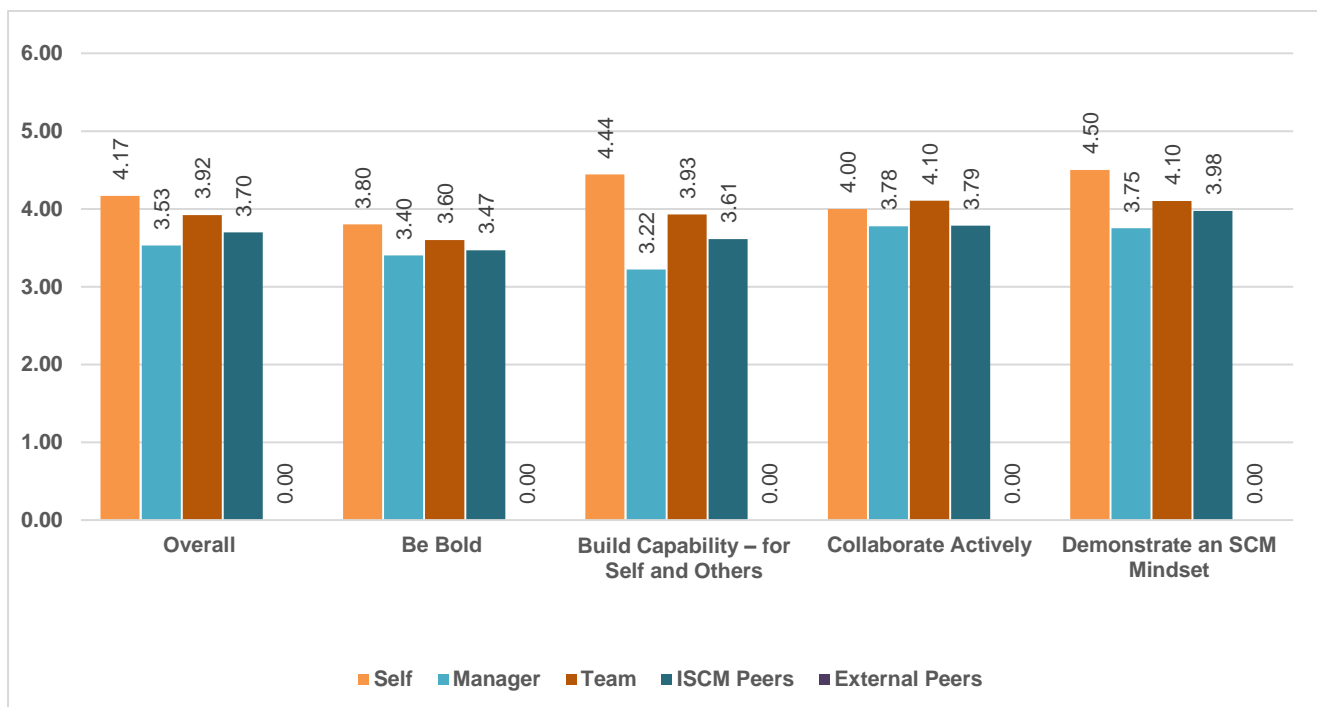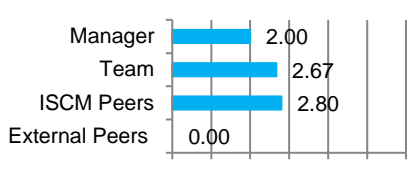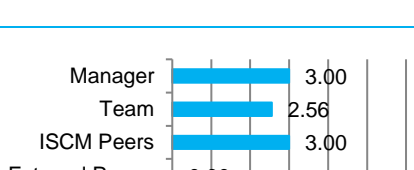
Section 3: Statement Wise Report

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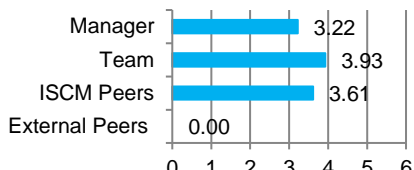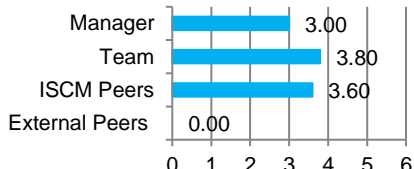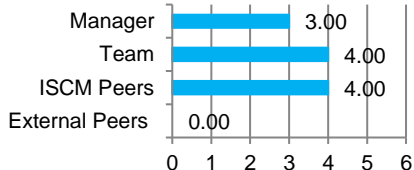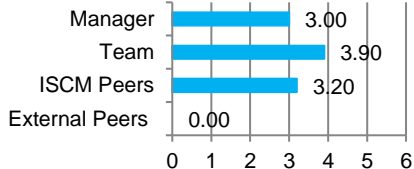
Focus Area: Be Bold
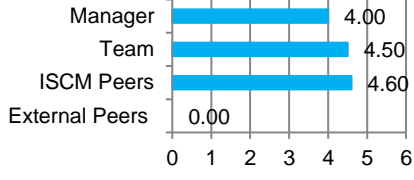
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**3.80**	**3.56**	Manager 3.40; Team 3.60; ISCM Peers 3.47; External Peers 0.00
1.	Speaks up and boldly shares opinions	4.00	4.11	Manager 4.00; Team 4.10; ISCM Peers 4.00; External Peers 0.00
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.00	Manager 4.00; Team 4.10; ISCM Peers 3.60; External Peers 0.00
3.	Tracks and monitors performance of the team regularly	4.00	4.00	Manager 4.00; Team 4.20; ISCM Peers 3.75; External Peers 0.00
4.	Ensures team members meet their goals and commitments	5.00	4.06	Manager 4.00; Team 4.00; ISCM Peers 4.00; External Peers 0.00
5.	Takes quick action when people underperform	4.00	3.41	Manager 3.00; Team 3.33; ISCM Peers 3.40; External Peers 0.00
6.	Makes decisions without delays	4.00	3.29	Manager 4.00; Team 3.33; ISCM Peers 3.00; External Peers 0.00

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.31	Manager 3.00, Team 3.33, ISCM Peers 3.25, External Peers 0.00
8.	Admits mistakes and learns from failure	5.00	4.00	Manager 3.00, Team 4.10, ISCM Peers 3.80, External Peers 0.00
9.	*Waits for seniors to take decisions **	*2.00*	*2.53*	Manager 2.00, Team 2.67, ISCM Peers 2.80, External Peers 0.00
10.	*Shares good news and achievements but not failures and mistakes **	*2.00*	*2.69*	Manager 3.00, Team 2.56, ISCM Peers 3.00, External Peers 0.00

The scores have been reversed and high score means favorable response
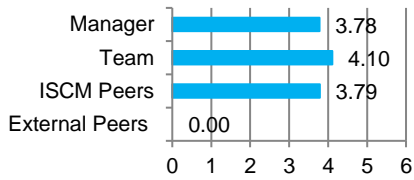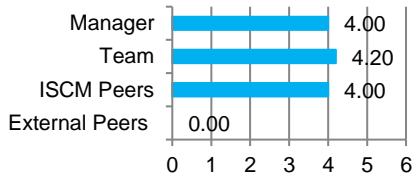
Focus Area: Build Capability – for Self and Others
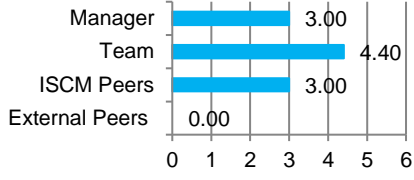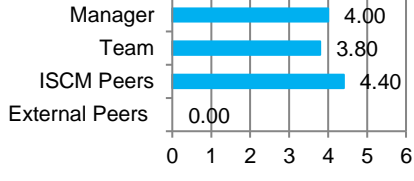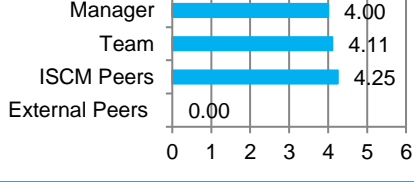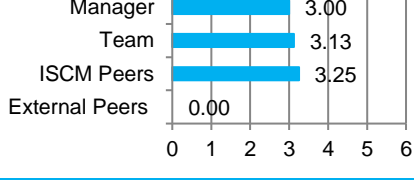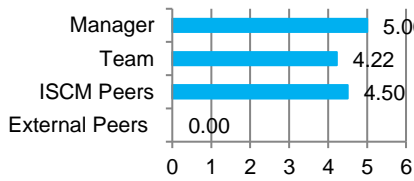
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.44**	**3.83**	Manager 3.22, Team 3.93, ISCM Peers 3.61, External Peers 0.00
1.	Learns new skills and knowledge to transform ISCM	4.00	3.71	Manager 3.00, Team 3.80, ISCM Peers 3.60, External Peers 0.00
2.	Accepts change and adapts quickly	5.00	4.00	Manager 3.00, Team 4.00, ISCM Peers 4.00, External Peers 0.00
3.	Delegates authority to team members to decentralize decision making	5.00	3.72	Manager 3.00, Team 3.90, ISCM Peers 3.20, External Peers 0.00

S. No.	Statement			Manager, Team, ISCM Peers, External Peers
4.	Builds new and diverse capabilities needed in the team	4.00	3.81	Manager 3.00 / Team 3.89 / ISCM Peers 3.80 / External Peers 0.00
5.	Coaches team members to improve their performance and abilities	5.00	4.31	Manager 4.00 / Team 4.22 / ISCM Peers 4.40 / External Peers 0.00
6.	Drives a data driven decision making approach within ISCM	5.00	4.56	Manager 4.00 / Team 4.50 / ISCM Peers 4.60 / External Peers 0.00
7.	*Gets too involved in unnecessary details *￼*	*3.00*	*3.38*	Manager 4.00 / Team 3.67 / ISCM Peers 2.50 / External Peers 0.00
8.	*Is reluctant to explore modern technology *￼*	*4.00*	*3.65*	Manager 2.00 / Team 3.78 / ISCM Peers 3.60 / External Peers 0.00
9.	*Does not empower or give authority to team members *￼*	*5.00*	*3.29*	Manager 3.00 / Team 3.56 / ISCM Peers 2.60 / External Peers 0.00

The scores have been reversed and high score means favorable response
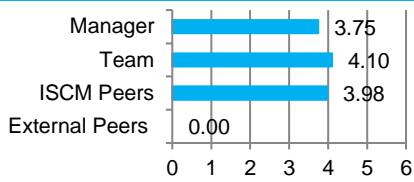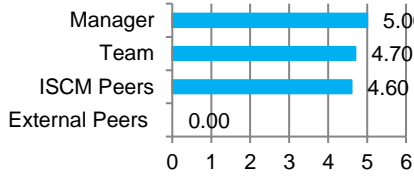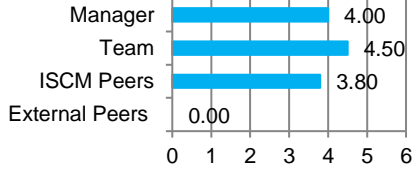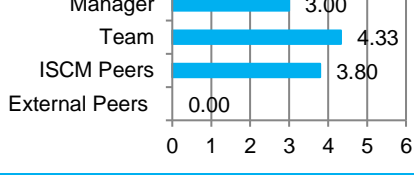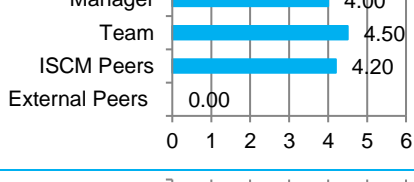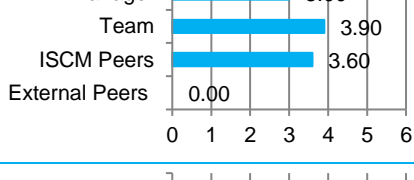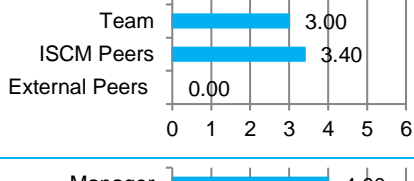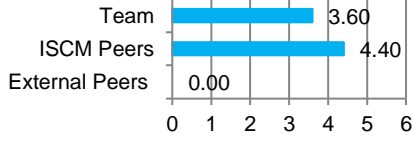
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.00**	**4.06**	Manager 3.78 / Team 4.10 / ISCM Peers 3.79 / External Peers 0.00
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	4.17	Manager 4.00 / Team 4.20 / ISCM Peers 4.00 / External Peers 0.00

#				
2.	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.06	Manager 4.00 Team 4.30 ISCM Peers 3.40 External Peers 0.00
3.	Interacts and builds relationships with people across ISCM	3.00	4.00	Manager 3.00 Team 4.40 ISCM Peers 3.00 External Peers 0.00
4.	Builds relationships with stakeholders in the business	3.00	4.00	Manager 3.00 Team 4.40 ISCM Peers 3.00 External Peers 0.00
5.	Communicates and shares information transparently and promptly	5.00	4.06	Manager 4.00 Team 3.80 ISCM Peers 4.40 External Peers 0.00
6.	Is trustworthy – delivers on commitments	5.00	4.28	Manager 4.00 Team 4.20 ISCM Peers 4.40 External Peers 0.00
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.25	Manager 4.00 Team 4.11 ISCM Peers 4.25 External Peers 0.00
8.	*Limits their interaction and communication with the same set of people* *	*3.00*	*3.27*	Manager 3.00 Team 3.13 ISCM Peers 3.25 External Peers 0.00
9.	*Speaks negatively about others behind their backs* *	*4.00*	*4.44*	Manager 5.00 Team 4.22 ISCM Peers 4.50 External Peers 0.00

The scores have been reversed and high score means favorable response
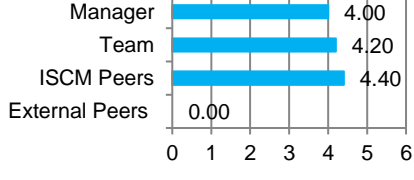
Focus Area: Demonstrate an SCM Mindset

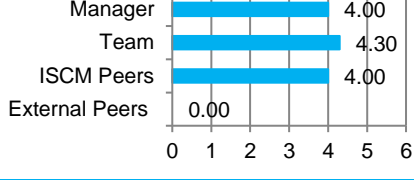| S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	**4.50**	**4.07**	Manager 3.75, Team 4.10, ISCM Peers 3.98, External Peers 0.00
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.72	Manager 5.00, Team 4.70, ISCM Peers 4.60, External Peers 0.00
2.	Stays updated on Supply Chain Management practices in the industry	5.00	4.22	Manager 4.00, Team 4.50, ISCM Peers 3.80, External Peers 0.00
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.17	Manager 4.00, Team 4.30, ISCM Peers 4.00, External Peers 0.00
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.00	4.12	Manager 3.00, Team 4.33, ISCM Peers 3.80, External Peers 0.00
5.	Monitors and controls costs in own department / function	5.00	4.39	Manager 4.00, Team 4.50, ISCM Peers 4.20, External Peers 0.00
6.	Improves productivity by leveraging tools and technology	5.00	3.78	Manager 3.00, Team 3.90, ISCM Peers 3.60, External Peers 0.00
7.	*Achieves results but with low focus on costs and efficiencies* *	*4.00*	*3.18*	Manager 3.00, Team 3.00, ISCM Peers 3.40, External Peers 0.00
8.	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals* *	*4.00*	*3.94*	Manager 4.00, Team 3.60, ISCM Peers 4.40, External Peers 0.00

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	4.72
Build Capability – for Self and Others	Drives a data driven decision making approach within ISCM	4.56
Collaborate Actively	*Speaks negatively about others behind their backs* *	*4.44*
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	4.39
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	4.31

*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	*Waits for seniors to take decisions* *	*2.53*
Be Bold	*Shares good news and achievements but not failures and mistakes* *	*2.69*
Demonstrate an SCM Mindset	*Achieves results but with low focus on costs and efficiencies* *	*3.18*
Collaborate Actively	*Limits their interaction and communication with the same set of people* *	*3.27*
Build Capability – for Self and Others	*Does not empower or give authority to team members* *	*3.29*

*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**
Be Bold	Challenges and questions others to improve decisions and outcomes	4.00	4.00
Be Bold	Tracks and monitors performance of the team regularly	4.00	4.00
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	4.00	4.06
Demonstrate an SCM Mindset	*Focuses on own priorities even when they are not aligned to the ISCM priorities and goals ***	*4.00*	*3.94*
Be Bold	Speaks up and boldly shares opinions	4.00	4.11

*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**
Build Capability – for Self and Others	*Does not empower or give authority to team members ***	*5.00*	*3.29*
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	5.00	3.72
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	5.00	3.78
Collaborate Actively	Interacts and builds relationships with people across ISCM	3.00	4.00
Collaborate Actively	Builds relationships with stakeholders in the business	3.00	4.00

*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. **Expertise in Planning & Forecasting** – Strong ability to predict supply and demand, proactively plan, and optimize processes.
2. **Data-Driven Decision Making** – Uses data insights effectively for decision-making, forecasting, and driving performance.
3. **Leadership & People Development** – Actively mentors and develops team members, fostering growth and improving planning skills.
4. **Collaboration & Trustworthiness** – Builds strong relationships, nurtures trust, and works well across teams.
5. **Technical & Functional Expertise** – Deep knowledge of ISCM requirements, manufacturing, and engineering processes.
6. **Analytical & Problem-Solving Skills** – Ability to analyze complex challenges and implement strategic solutions.
7. **Customer Focus & Visionary Thinking** – Balances business needs with a long-term vision for ISCM transformation.
8. **Calm, Polite, and Adaptable** – Approachable and open to change while maintaining a neutral and balanced approach.

Key Takeaway: A strategic and data-driven leader with strong planning, forecasting, and mentoring capabilities, fostering collaboration and innovation across ISCM.

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

Summary: What This Person Should Start Doing to Transform ISCM

1. **Enhance People & Leadership Development** – Focus on understanding individual potential, challenging team members, and fostering leadership skills. Encourage delegation and empower teams to make decisions.
2. **Improve Cross-Functional Collaboration** – Break silos between departments (Production, Engineering, Supply Chain), promote integrated planning, and encourage teamwork for shared goals.
3. **Adopt Digital Transformation & Automation** – Implement smart factory solutions, IoT-enabled manufacturing, and RPA for repetitive tasks. Leverage AI-driven forecasting and real-time analytics for better decision-making.
4. **Drive Lean & Agile Operations** – Implement Lean Six Sigma principles to minimize waste, enhance efficiency, and introduce flexible manufacturing systems.

5. **Strengthen Supplier & Vendor Integration** – Develop long-term partnerships with suppliers, introduce supplier scorecards, and ensure better accountability.

6. **Optimize Logistics & Inventory Management** – Shift toward just-in-time (JIT) inventory to reduce costs, implement advanced route optimization for better transportation efficiency.

7. **Encourage Innovation & Risk-Taking** – Foster a mindset that embraces risk, challenges traditional ways of thinking, and pushes beyond regular boundaries.

8. **Improve Communication & Networking** – Provide clear and effective communication, actively listen to others, and enhance networking within and outside ISCM.

9. **Invest in Workforce Training & Upskilling** – Conduct training programs on emerging technologies and industry best practices to ensure a future-ready team.

Key Takeaway: To transform ISCM, focus on digital transformation, cross-functional collaboration, data-driven decision-making, lean operations, supplier integration, and leadership development.

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

Summary: What This Person Should Stop Doing to Be More Effective

1. **Avoid Micromanagement** – Delegate responsibilities, trust the team, and empower them to make decisions independently.

2. **Stop Working in Silos** – Move beyond familiar areas and people; foster cross-functional collaboration between production, engineering, and supply chain teams.

3. **Minimize Unnecessary Details & Lengthy Discussions** – Keep communication concise, structured, and to the point to improve efficiency in meetings and decision-making.

4. **Improve Time & Priority Management** – Stop prioritizing urgent tasks over important long-term initiatives; focus on strategic goals rather than short-term fixes.

5. **Overcome Resistance to Change** – Move away from outdated processes and manual tracking; embrace automation, digital tools, and AI-driven analytics for better decision-making.

6. **Stop Negative Predictions & Reactivity** – Encourage constructive engagement instead of displaying displeasure or reacting too quickly in meetings.

7. **Avoid Delayed Decision-Making** – Make timely and decisive choices instead of overanalyzing or hesitating on critical matters.

8. **Balance Cost & Value** – Move beyond cost-cutting alone; focus on value-driven strategies that enhance efficiency, quality, and long-term sustainability.

9. **Enhance Supplier & Logistics Optimization** – Shift from reactive problem-solving to proactive supplier and risk management strategies.

10. **Invest in People Development** – Stop assuming employees will adapt to change on their own; instead, actively support training, mentoring, and leadership development.

Key Takeaway: To be more effective, focus on strategic leadership, trust the team, streamline communication, embrace innovation, and foster collaboration instead of micromanaging or resisting change.

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

Summary: Additional Feedback & Comments

1. **Strong Leadership & Expertise** – Recognized as a valuable asset with vast knowledge, dedication, and unbiased decision-making.
2. **Empathetic & People-Oriented** – Approachable, humble, and supportive of team members' growth.
3. **Areas for Improvement** – Could be more assertive, time-conscious, and action-oriented rather than focusing too much on discussions.
4. **Encouraging Team Development** – Suggested to empower team members, invest in cross-functional training, and celebrate achievements to boost morale.
5. **Continuous Growth** – Appreciated for improving leadership skills year after year and fostering a learning environment.
6. **Process & Strategic Focus** – Strong in planning, forecasting, and process flow but could further refine efficiency and cost-effectiveness.

Key Takeaway: A highly respected leader with strong expertise and people-oriented qualities; opportunities exist to enhance assertiveness, efficiency, and team empowerment.

END