Titan Company Ltd.

360 Feedback Interim Report – Online Survey

Leader to Legend
One Jewellery

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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 confidentiality & 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	3
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	11

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
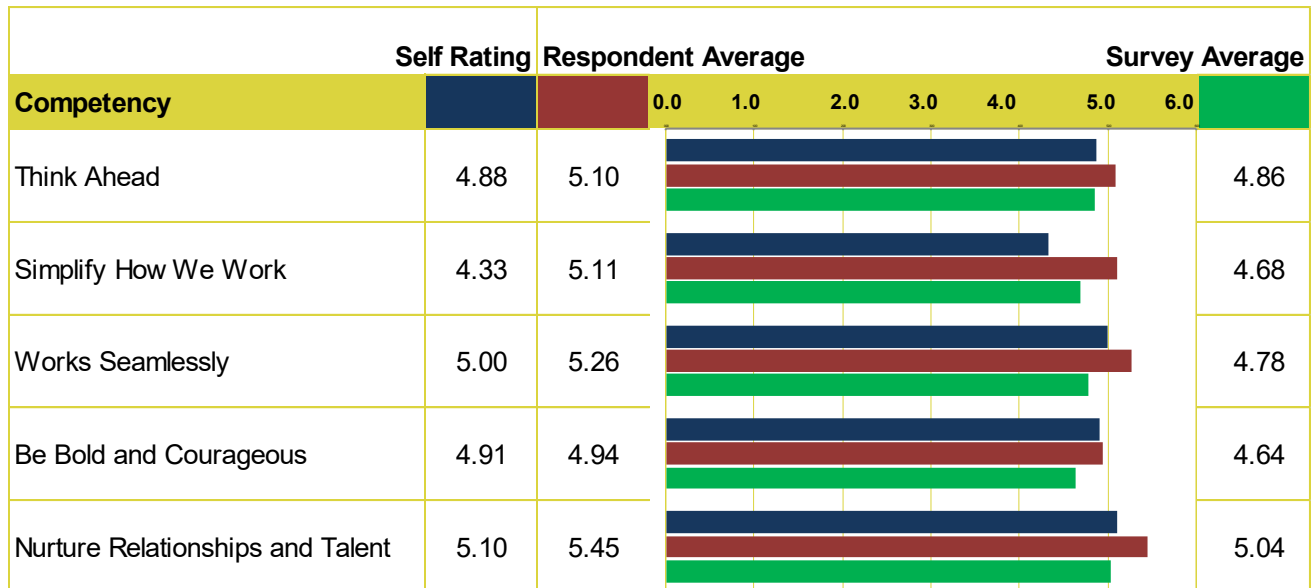
| Competency	Self Rating	Respondent Average		Survey Average
Think Ahead	4.88	5.10		4.86
Simplify How We Work	4.33	5.11		4.68
Works Seamlessly	5.00	5.26		4.78
Be Bold and Courageous	4.91	4.94		4.64
Nurture Relationships and Talent	5.10	5.45		5.04

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	Stake-holder	Respondent Average	Survey Average
Think Ahead	4.88	4.86	4.96	5.16	5.10	4.86
Simplify How We Work	4.33	4.44	5.04	5.20	5.11	4.68
Works Seamlessly	5.00	5.33	5.35	5.23	5.26	4.78
Be Bold and Courageous	4.91	4.91	4.84	4.97	4.94	4.64
Nurture Relationships and Talent	5.10	5.10	5.47	5.48	5.45	5.04

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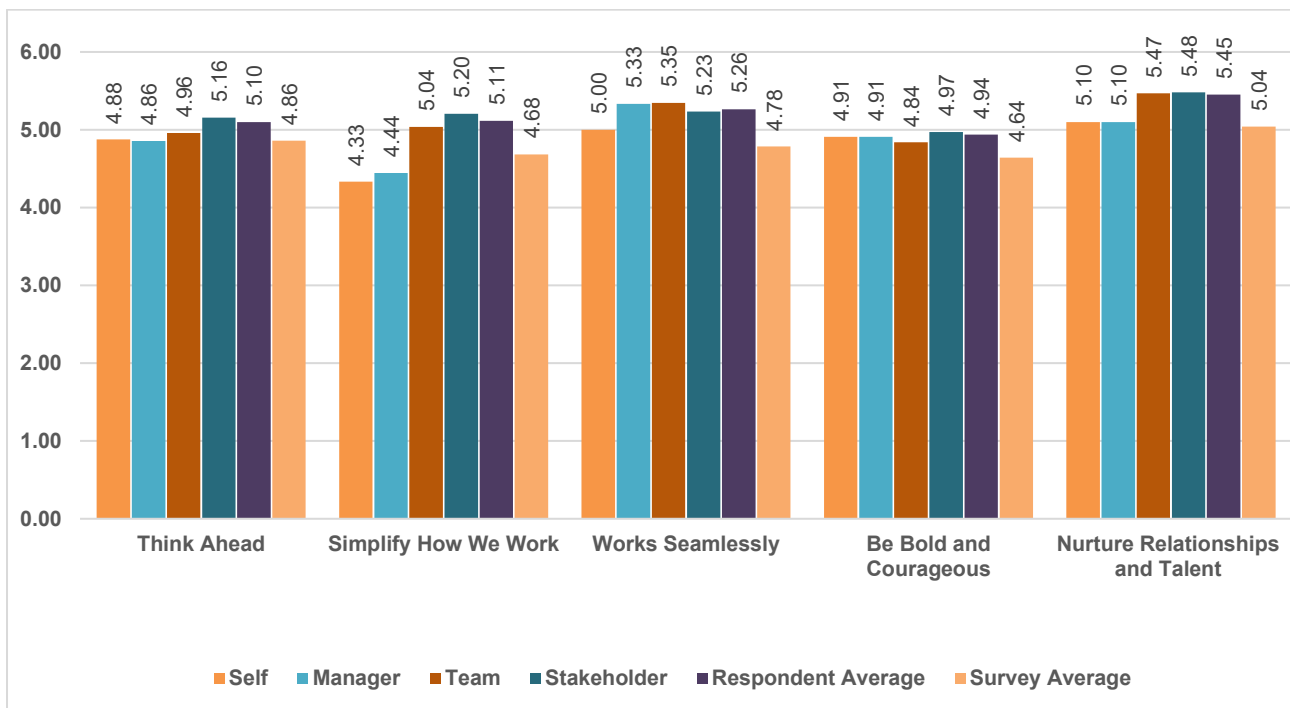
Section 3: Statement Wise Report

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	Manger, 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	5.00	5.53	Manager 6.00 / Team 5.33 / Stakeho… 5.55	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	5.00	5.33	Manager 5.00 / Team 5.67 / Stakeho… 5.27	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	4.00	5.29	Manager 5.00 / Team 5.33 / Stakeho… 5.30	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	5.33	Manager 5.00 / Team 5.00 / Stakeho… 5.45	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.00	4.93	Manager 3.00 / Team 5.00 / Stakeho… 5.09	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	5.00	5.46	Manager 0.00 / Team 5.33 / Stakeho… 5.50	4.99
7.	Challenges status quo and assumptions	4.00	4.79	Manager 4.00 / Team 5.00 / Stakeho… 4.80	4.71

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
8.	*Over-reactive to changes and threats in the market*	*5.00*	*4.00*	Manager 6.00, Team 3.00, Stakeho… 4.11	*3.89*

Competency: Simplify How We Work

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies and highlights trade-offs to enable focus on the critical (few) priorities	2.00	5.38	Manager 5.00, Team 5.67, Stakeho… 5.33	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	5.00	5.79	Manager 6.00, Team 6.00, Stakeho… 5.70	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	5.00	5.50	Manager 5.00, Team 5.00, Stakeho… 5.70	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	4.00	5.14	Manager 3.00, Team 4.67, Stakeho… 5.50	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	5.00	5.33	Manager 4.00, Team 5.33, Stakeho… 5.45	4.69
6.	Acts to simplify work at the front-end based on their feedback , and not just own assumptions	5.00	5.36	Manager 4.00, Team 5.67, Stakeho… 5.40	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.00	5.21	Manager 4.00, Team 5.67, Stakeho… 5.20	4.93

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
8.	*Struggles to say 'No', leading to burnout and efforts across too many priorities*	*4.00*	*3.86*	Manager 5.00 / Team 2.33 / Stakeho… 4.20	*4.03*
9.	*Micromanages and gets over involved especially when things get challenging*	*4.00*	*4.33*	Manager 4.00 / Team 5.00 / Stakeho… 4.13	*4.11*

Competency: Works Seamlessly

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Puts overall business goals and priorities above own and own team, to make the Division succeed	6.00	5.20	Manager 6.00 / Team 5.00 / Stakeho… 5.18	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	5.00	5.38	Manager 5.00 / Team 5.00 / Stakeho… 5.56	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	4.93	Manager 5.00 / Team 4.33 / Stakeho… 5.10	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	5.00	5.20	Manager 5.00 / Team 5.67 / Stakeho… 5.09	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	5.00	5.33	Manager 5.00 / Team 5.33 / Stakeho… 5.36	5.12
6.	*Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding*	*5.00*	*5.14*	Manager 5.00 / Team 5.33 / Stakeho… 5.10	*4.17*

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
7.	*Does not acknowledge own misses and shortfalls on commitments to other teams*	*5.00*	*5.00*	Manager 5.00 Team 5.50 Stakeho... 4.91	*4.48*
8.	*Gets into the blame game, instead of working across boundaries*	*5.00*	*5.57*	Manager 6.00 Team 6.00 Stakeho... 5.40	*4.89*
9.	*Gets into email exchanges rather than promptly reaching out to verify or address issues*	*5.00*	*5.60*	Manager 6.00 Team 6.00 Stakeho... 5.45	*4.91*

Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	4.00	4.69	Manager 4.00 Team 4.67 Stakeho... 4.78	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	4.00	5.09	Manager 4.00 Team 5.50 Stakeho... 5.13	4.63
3.	Differentiates great performance and gives it the due recognition	5.00	4.79	Manager 5.00 Team 4.33 Stakeho... 4.90	5.01
4.	Shares tough messages transparently and promptly	3.00	5.36	Manager 5.00 Team 5.50 Stakeho... 5.38	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	4.00	5.20	Manager 5.00 Team 4.67 Stakeho... 5.36	4.75

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
6.	Encourages experimentation and learning from failure	6.00	5.14	Manager 5.00 Team 5.00 Stakeho… 5.20	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	5.29	Manager 6.00 Team 5.00 Stakeho… 5.30	5.15
8.	*Equates 'respect' and 'care' with not sharing tough messages*	*5.00*	*3.33*	Manager 4.00 Team 3.67 Stakeho… 3.13	*3.41*
9.	*Downplays bad news*	*5.00*	*4.17*	Manager 5.00 Team 3.67 Stakeho… 4.25	*4.12*
10.	*Unwilling to listen and learn from others*	*6.00*	*5.67*	Manager 6.00 Team 6.00 Stakeho… 5.55	*4.90*
11.	*Externalises - attributes shortfalls and underperformance to other teams*	*6.00*	*5.29*	Manager 5.00 Team 5.67 Stakeho… 5.20	*4.48*

Competency: Nurture Relationships and Talent

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Builds relationships and connects with others across the organisation matrix	5.00	5.53	Manager 5.00 Team 5.67 Stakeho… 5.55	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	5.00	5.47	Manager 5.00 Team 5.33 Stakeho… 5.55	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	5.00	5.00	Manager 3.00 Team 5.00 Stakeho… 5.20	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	4.00	5.08	Manager 3.00 Team 5.33 Stakeho… 5.22	4.97
5.	Cares about the well being of the team and individuals	4.00	5.64	Manager 6.00 Team 5.67 Stakeho… 5.60	5.35
6.	Understands the strengths, motivators and aspirations of key talent	5.00	5.57	Manager 6.00 Team 5.33 Stakeho… 5.60	5.09
7.	Invests in building capabilities of team members	5.00	5.25	Manager 6.00 Team 5.33 Stakeho… 5.13	4.92
8.	*Expects privileges and attention due to their hierarchy*	*6.00*	*5.47*	Manager 6.00 Team 5.67 Stakeho… 5.36	*4.90*
9.	*Encourages a boss / sir / ma'am culture*	*6.00*	*5.87*	Manager 6.00 Team 5.67 Stakeho… 5.91	*5.21*
10.	*Uses power and position to demand alignment and adherence*	*6.00*	*5.53*	Manager 5.00 Team 5.67 Stakeho… 5.55	*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**
Nurture Relationships and Talent	Encourages a boss / sir / ma'am culture	5.87
Simplify How We Work	Clarifies priorities and aligns own team for high-quality execution	5.79
Be Bold and Courageous	Unwilling to listen and learn from others	5.67
Nurture Relationships and Talent	Cares about the well being of the team and individuals	5.64
Works Seamlessly	Gets into email exchanges rather than promptly reaching out to verify or address issues	5.60

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**
Be Bold and Courageous	Equates 'respect' and 'care' with not sharing tough messages	3.33
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	3.86
Think Ahead	Over-reactive to changes and threats in the market	4.00
Be Bold and Courageous	Downplays bad news	4.17
Simplify How We Work	Micromanages and gets over involved especially when things get challenging	4.33

Section 5: Verbatim Comments

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

- Resilience 2. Attention to detail 3. Ability to adapt quickly to changing scenarios
- Revathy works very in effectively with cross functional team influencing with clarity on end goal. She has the ability to balance mid term agendas without missing out on current details and actionable. She is a great people leader with a deep understanding of teams motivation & challenges.
- Leader has below top 3 strengths . Motivation and Inspiration Relationship Building Adaptability and Flexibility
- Collaboration Agility and Proactiveness
- Positive attitude Strategic thought process Very meticulous
- Revathy is a great team leader - understands what motivates her different team members and is able to get the most out of them 2. She has a high level of commitment and accountability toward her work. 3. Revathy encourages innovation with she and her team championing the digital adoption agenda for Tanishq
- Patience and willingness to listen and understand the issue at hand Approachable and accessible Solution oriented and decisive in nature.
- Empathy, Never give up attitude, A true team player
- Result orientation 2 Customer centricity 3 Super quick responsiveness
- Interpersonal Skills Time Management Functional Expertise
- Multitasking: She effectively manages multiple projects simultaneously with strong prioritization and time management skills. 2. Digital Expertise: She possesses deep knowledge of digital marketing, complemented by strong analytical and problem-solving abilities that enable her to navigate complex challenges with ease 3. Cross-functional Collaboration: She builds strong relationships across teams and functions, fostering collaboration and alignment beyond her immediate division Additionally, she demonstrates excellent people management skills, creating a positive team environment and driving performance through support and clarity
- Friendly and flexible nature 2. Quick understanding the issues and give solutions by keep in mind our side struggles 3. Not a micro manager
- Has a good understanding of where the team stands. She knows people's strengths and how they work best. 2. Handles pressure well and doesn't let it show most of the time, which helps keep things calm. 3. Brings a charming, cool-headed vibe to work. Makes the environment feel lighter even when things are hectic.
- Always open to new ideas and respect everyone's point of new 2. Brings clear thinking to every discussion and consistently introduces new, innovative ideas to improve systems and processes
- She demonstrates exceptional clarity in communication, strong decision-making under pressure, and a consistent ability to inspire and align the team towards shared goals. Her strategic thinking, collaborative approach, and focus on outcomes makes her a highly effective and respected leader.
- 1. Very down to earth & have an in depth knowledge of the policy & process, and have an understanding to resolve the issue. 2. She is very much approachable & resolve the issue with a smile. 3.She is very employee centric and considers employee well being above everything.

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

- Effective delegation 2. Focus on a important few instead of trying to it all
- Revathy can benefit from reaching out to extended teams to leverage her ability to create business/ buyer impact. She can delegate more in cross functional teams - allowing new team members to learn grow while freeing up her time to ensure excellence across teams (going beyond operational excellence)
- Leader must do differently on the Decision-Making under pressure situations
- Big Picture Understanding and Alignment
- NA
- Revathy can strengthen the channel of getting feedback from the stores/sales team (Eg for for Digilocal/BTL)
- Learn to say NO more often. Hold other teams/members accountable for certain inefficiencies and misses. Call out where ever there is a miss leading to significant delays or loss of quality work She should stop taking additional responsibilities if it is not aligned with the overall team objective. Highlight the individual performers maybe a tad more!
- May be take up some less work in her bucket to preserve the energy.

- Stepping into the shoes of customer in a channel agnostic way 2. End to end stakeholder sensitivity from the program management perspective Both of above are basis only a limited sample of critical incidents
- Risk to reward Quotient Innovation Management
- She could consider investing more time in employee engagement initiatives to strengthen team bonds. In addition to verbal appreciation, introducing small rewards or recognition programs for high performers could significantly boost morale. While she excels in her work, incorporating more fun elements—such as team outings or informal celebrations—can further enhance team spirit and create a more vibrant, positive work environment
- Little more talk/touch with vendors to make them feel her constant involvement on their tasks which may help getting more effective and timely finish of the works. 2. Should eat well and take ample amount of rest :)
- A lot of her time gets pulled into work from other brand and supporting people who don't directly report to her, which takes away from time with the core team. As a result, there's less visibility into how the team is actually working. The focus ends up being more on outputs and feedback than on the process. It would really help if she had more time to observe and sync with the team regularly. 2. Estimate clearly when taking on additional work. The team is already stretching to cover a lot, and piling on more without assessing bandwidth just adds pressure. She is very passionate and too kind to say no sometimes - but that ends up costing the bandwidth and losing focus. 3. Assign tasks based on each person's growth path and align work accordingly and not just assign work based on who's available. It'll lead to better outcomes for both the individual and the team.
- Could consider being more selective with projects, focusing on those that directly support the team's growth and priorities.
- At this point, I don't see anything specific needs to be changed. She is doing a great job leading the team and driving results.
- She should spend some more time with front end staff & the L1 agents to get very organic feedback about process, policy & people which she will not get from backend 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?

- Articulate the end goal post and keep revisiting the same no matter what 2. Keep the other teams accountable for the aligned priorities
- Revathy clearly articulates the shared objectives and success metrics to minimize misalignment. She drives excellence in execution by supporting and at times micromanaging across functions.
- Leader is completely focus on goal driven and business target achievements. Inviting others perspective into the business ideas to implement
- NA
- Clearly chalks out objective Brings the entire team together to work towards common goals Follows up regularly to to avoid the ball dropping last minute
- Revathy encourages transparent communication in CFTs for the team to be aligned on common goals 2. Revathy has a problem solving mindset towards challenges and encourages others to do so.
- Revathy is very clear in setting objectives of any tasks or projects so that there is no ambiguity in what we are set out to achieve. If there is any bottleneck, she is proactive and getting on a discussion and helping in removing the bottleneck
    - She clearly defines the goals and outlines what needs to be achieved throughout the year. • She ensures that no team member ever feels bogged down or discouraged. • She is always available to support the team, regardless of the situation. • Her constant presence and encouragement make us feel like a valued part of a larger ecosystem. As a result, this significantly enhances our overall productivity and team morale.
- Attentive and open hearted absorption of internal customers' feedback 2. Result orientation
- Consistent Communications on the scope of work Putting Brand/ Division goals ahead
- For example, while ECOM and OMNI have distinct sales targets and performance metrics, she consistently establishes shared goals that foster alignment across both teams—ensuring everyone works collaboratively toward the broader objectives of the division and the organization.
- As lot of works at a same time (which is always on for Ecom team!), more guidance on making priorities with reasonable timelines 2. She always appreciates the good work in person also in front of entire team. As most of the works we do in out team involves each and every ones contribution. So recognitions should be equal to all and persons can get additional awards for their individual

- contributions. Also I feel if the physical Rewards & Recognitions can be more organized and reach on time would be great.
- Clearly shares the goals, and the purpose behind why the team should be working on these. 2. Gives autonomy to the team individuals and empowers them right when it's needed but regular syncs would help understand the individuals regularly. 3. The immediate team focuses more on reporting and sharing updates, but it would be great for her to observe how the team actually works. That kind of visibility goes a long way.
- 1.Consistently gathers the team to discuss priorities, ensuring everyone is aligned on their individual roles and how they contribute to the larger objective. 2.Effectively breaks down complex tasks and communicates them with a clear thought process, which helps streamline team efforts and decision-making.
- Clearly communicates shared goals and ensures everyone understands the larger objective, which helps align team efforts effectively 2. Encourages open dialogue and cross-functional collaboration, making sure all voices are heard and contributions are valued/acknowledged 3. Proactively coordinates resources and timelines across teams, ensuring smoother execution and minimal overlap or confusion 4.Demonstrates strong confidence in the team and delegates responsibilities equitably, fostering trust and ownership
- The leader can visit the contact center's & partner offices more often to understand the real time challenges on real time basis, & that will help her to understand the future escalation cases & also to set the targets for the team.

END