

# **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	2
ISCM Peers	Peers within ISCM	5
External Peers	Peers Outside ISCM	1

## 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.

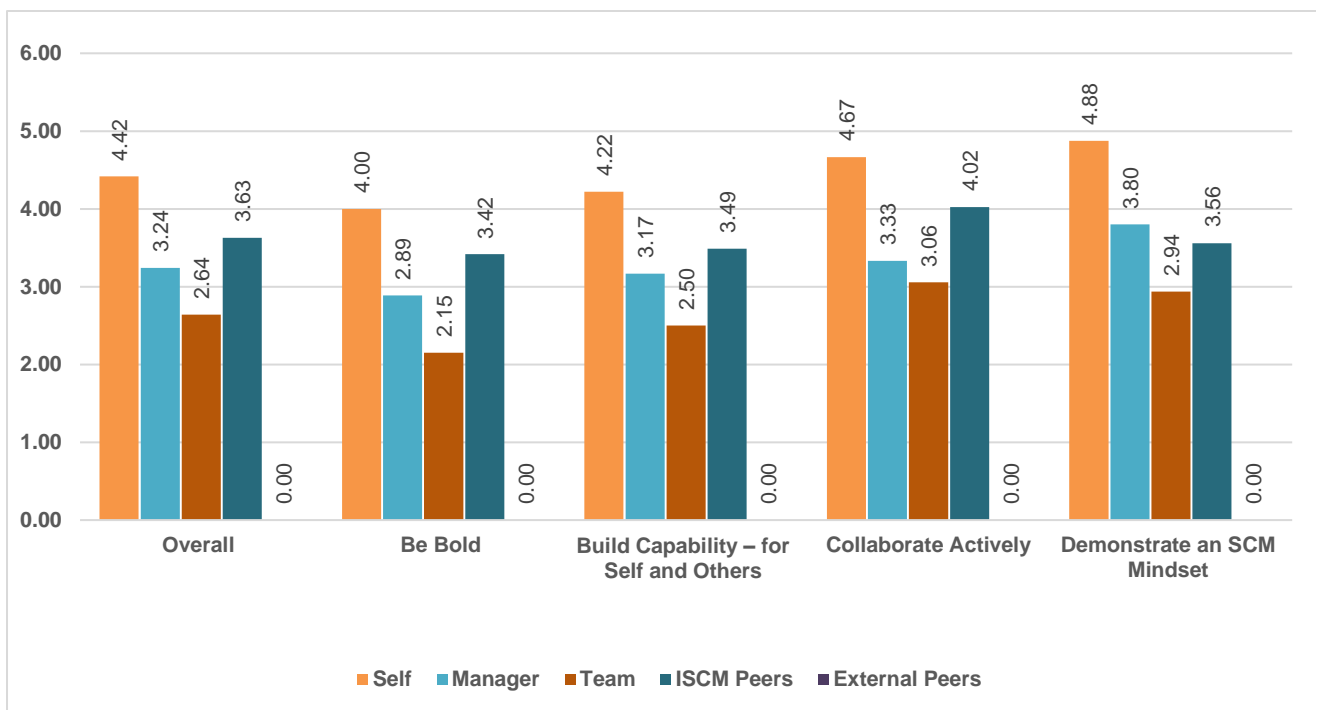
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.42	3.44								3.99	
Be Bold	4.00	3.15								3.83	
Build Capability – for Self and Others	4.22	3.32								3.94	
Collaborate Actively	4.67	3.80								4.06	
Demonstrate an SCM Mindset	4.88	3.51								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>4.42</b>	<b>3.24</b>	<b>2.64</b>	<b>3.63</b>	-
Be Bold	4.00	2.89	2.15	3.42	-
Build Capability – for Self and Others	4.22	3.17	2.50	3.49	-
Collaborate Actively	4.67	3.33	3.06	4.02	-
Demonstrate an SCM Mindset	4.88	3.80	2.94	3.56	-

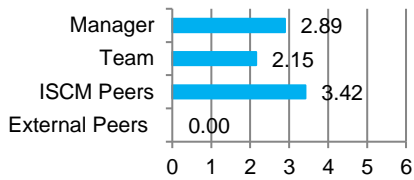
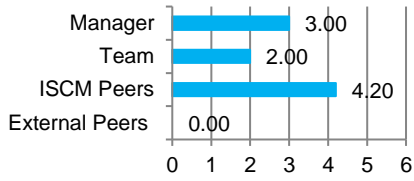
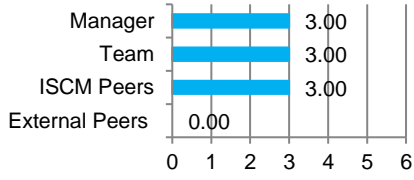
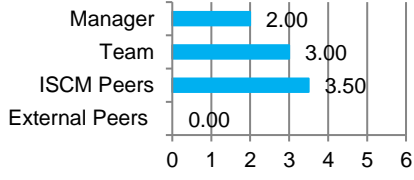

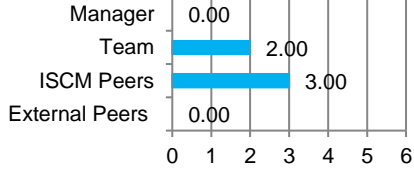

*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*


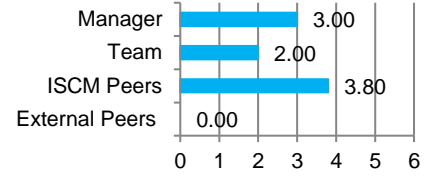
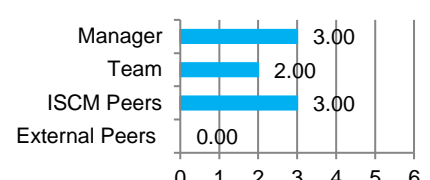
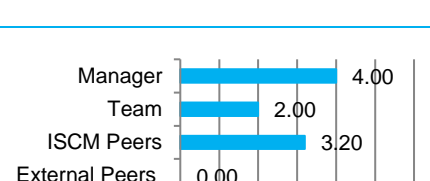


### Section 3: Statement Wise Report

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.

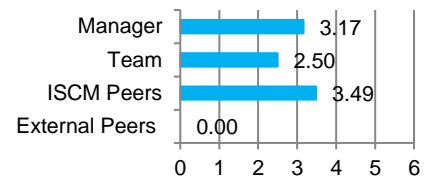
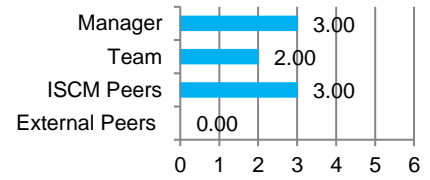
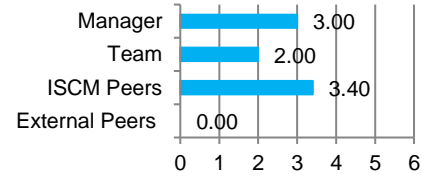

#### Focus Area: Be Bold


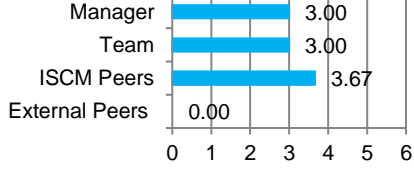
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	<b>Overall Score</b>	<b>4.00</b>	<b>3.15</b>	
1.	Speaks up and boldly shares opinions	4.00	3.56	
2.	Challenges and questions others to improve decisions and outcomes	4.00	3.11	
3.	Tracks and monitors performance of the team regularly	5.00	3.38	
4.	Ensures team members meet their goals and commitments	4.00	3.38	
5.	Takes quick action when people underperform	4.00	3.00	
6.	Makes decisions without delays	4.00	2.78	

7.	Takes risks – challenges status quo to experiment and do new things	4.00	3.22	
8.	Admits mistakes and learns from failure	4.00	3.44	
9.	<i>Waits for seniors to take decisions *</i>	3.00	2.78	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	4.00	2.89	

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

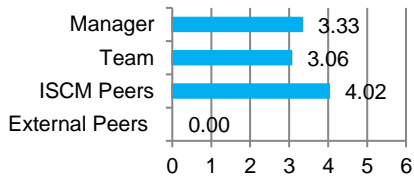
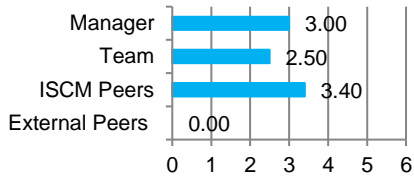
### Focus Area: Build Capability – for Self and Others

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.22</b>	<b>3.32</b>	
1.	Learns new skills and knowledge to transform ISCM	4.00	2.88	
2.	Accepts change and adapts quickly	4.00	3.22	
3.	Delegates authority to team members to decentralize decision making	4.00	3.56	


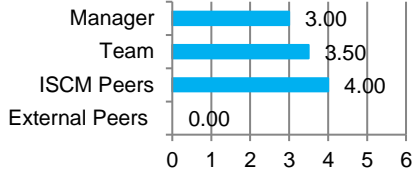
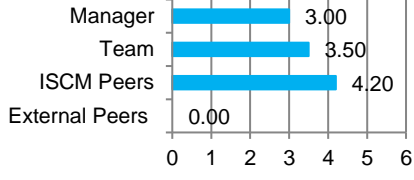
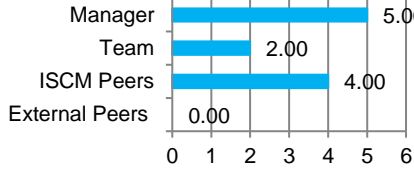
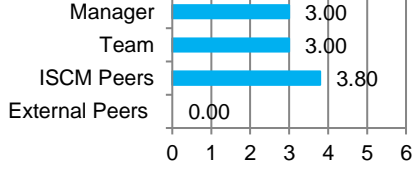
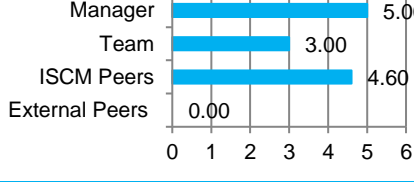
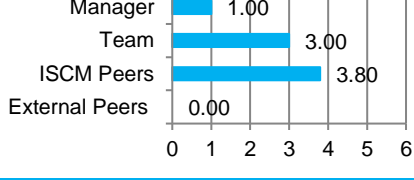
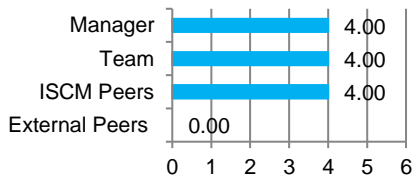
4.	Builds new and diverse capabilities needed in the team	4.00	3.13	
5.	Coaches team members to improve their performance and abilities	5.00	3.43	
6.	Drives a data driven decision making approach within ISCM	4.00	3.11	
7.	<i>Gets too involved in unnecessary details *</i>	4.00	3.63	
8.	<i>Is reluctant to explore modern technology *</i>	4.00	3.43	
9.	<i>Does not empower or give authority to team members *</i>	5.00	3.57	

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

### Focus Area: Collaborate Actively

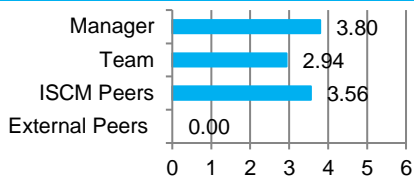
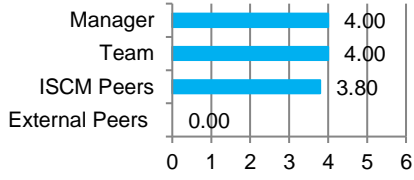


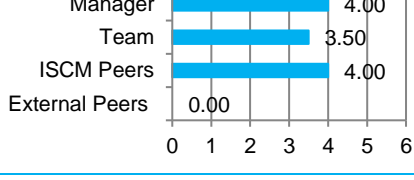
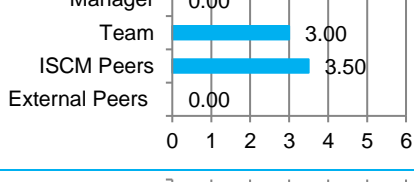
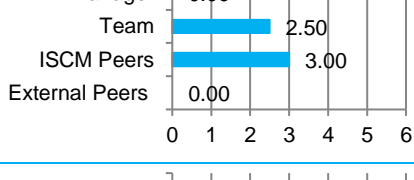
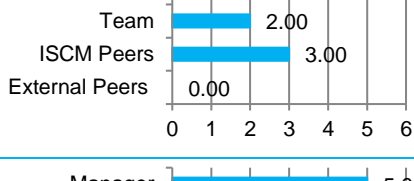
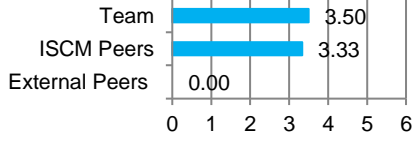
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
<b>Overall Score</b>		<b>4.67</b>	<b>3.80</b>	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	4.00	3.22	



2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.00	 <p>Manager 3.00 Team 3.00 ISCM Peers 4.40 External Peers 0.00</p>
3.	Interacts and builds relationships with people across ISCM	5.00	3.89	 <p>Manager 3.00 Team 3.50 ISCM Peers 4.00 External Peers 0.00</p>
4.	Builds relationships with stakeholders in the business	5.00	4.00	 <p>Manager 3.00 Team 3.50 ISCM Peers 4.20 External Peers 0.00</p>
5.	Communicates and shares information transparently and promptly	4.00	3.78	 <p>Manager 5.00 Team 2.00 ISCM Peers 4.00 External Peers 0.00</p>
6.	Is trustworthy – delivers on commitments	5.00	3.56	 <p>Manager 3.00 Team 3.00 ISCM Peers 3.80 External Peers 0.00</p>
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.33	 <p>Manager 5.00 Team 3.00 ISCM Peers 4.60 External Peers 0.00</p>
8.	Limits their interaction and communication with the same set of people *	4.00	3.33	 <p>Manager 1.00 Team 3.00 ISCM Peers 3.80 External Peers 0.00</p>
9.	Speaks negatively about others behind their backs *	5.00	4.11	 <p>Manager 4.00 Team 4.00 ISCM Peers 4.00 External Peers 0.00</p>

\*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>4.88</b>	<b>3.51</b>	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.00	
2.	Stays updated on Supply Chain Management practices in the industry	4.00	3.38	
3.	Links actions and plans to the larger goals and priorities of ISCM	5.00	3.50	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	5.00	4.00	
5.	Monitors and controls costs in own department / function	5.00	3.43	
6.	Improves productivity by leveraging tools and technology	5.00	3.00	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	2.86	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	3.71	

\*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
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.33
<i>Collaborate Actively</i>	<i>Speaks negatively about others behind their backs *</i>	4.11
Collaborate Actively	Listens and appreciates others' opinions and ideas, even when different from own	4.00
Collaborate Actively	Builds relationships with stakeholders in the business	4.00
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.00

*\*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	Makes decisions without delays	2.78
<i>Be Bold</i>	<i>Waits for seniors to take decisions *</i>	2.78
<i>Demonstrate an SCM Mindset</i>	<i>Achieves results but with low focus on costs and efficiencies *</i>	2.86
Build Capability – for Self and Others	Learns new skills and knowledge to transform ISCM	2.88
<i>Be Bold</i>	<i>Shares good news and achievements but not failures and mistakes *</i>	2.89

*\*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	<i>Waits for seniors to take decisions *</i>	3.00	2.78
Collaborate Actively	Communicates and shares information transparently and promptly	4.00	3.78
<i>Build Capability – for Self and Others</i>	<i>Gets too involved in unnecessary details *</i>	4.00	3.63
Be Bold	Speaks up and boldly shares opinions	4.00	3.56
Build Capability – for Self and Others	Delegates authority to team members to decentralize decision making	4.00	3.56

*\*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>Demonstrate an SCM Mindset</i>	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	2.86
Demonstrate an SCM Mindset	Improves productivity by leveraging tools and technology	5.00	3.00
Be Bold	Tracks and monitors performance of the team regularly	5.00	3.38
Build Capability – for Self and Others	Coaches team members to improve their performance and abilities	5.00	3.43
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	5.00	3.43

*\*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)

The significant strengths of this leader are:

1. **Business Focus:** Prioritizes business and stakeholder needs, and is willing to explore new avenues to meet the evolving needs of the brand and ISCM.
2. **Knowledge:** Has a strong knowledge of the watch and watch ecosystem, new product development processes, and a good network within both internal and external ecosystems.
3. **Collaboration:** Demonstrates excellent collaborative skills, particularly with stakeholders like Brand and DEC, fostering effective communication and problem-solving.
4. **Interpersonal Skills:** Approachable, open-minded, and has strong interpersonal skills, building rapport with customers, superiors, and team members.
5. **Positive Attitude:** A positive thinker, self-motivated, and has a collaborative approach to engaging with teams and stakeholders.

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

To transform ISCM, this leader should:

1. **Increase Engagement:** Be more aggressive in pushing the Brand, Designers, and ISCM stakeholders to define and implement quality standards, particularly for the premium vertical.
2. **Strengthen Alignment:** Align the function's objectives with business goals, ensuring seamless connection with stakeholders and closing the loop on potential scenarios.
3. **Proactive Leadership:** Engage with a thoughtful approach, implement checks and balances, take accountability, and conduct impactful reviews to drive results.
4. **Improve Decision-Making:** Make quicker, timely decisions, focus on completion of pending tasks, and ensure that projects are delivered, not just the critical ones.
5. **Enhance Collaboration:** Work more collaboratively with other department heads and focus on meeting business needs rather than self-protection.
6. **Agility and Transparency:** Be agile, dynamic, and transparent in actions, ensuring effective execution and accountability.

### 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:

1. **Stop Manual Reviews:** Move away from manual review processes with NPD and push for data-based, portal-driven reviews instead of relying on PPT-based discussions.

2. **Avoid Waiting for Stakeholders:** Stop waiting for stakeholders to come back and enable proactive engagement and action.
3. **Reduce Over-communication:** Avoid unnecessary general suggestions or talking about every business situation and focus on clear, concise communication.
4. **Delegate More:** Delegate more responsibilities to the team instead of holding onto tasks or delaying decisions.
5. **Stop Procrastination:** Address procrastination, ensure timely communication, and be more transparent with stakeholders.
6. **Encourage Direct Communication:** Ask stakeholders to communicate directly with the team, rather than through him, to avoid delays and inefficiency.
7. **Ensure Timely Information Flow:** Avoid last-minute information sharing and ensure that information flows in a timely manner.

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

Key feedback and comments:

1. **Focus on Efficiency:** There's a need to focus more on efficiency and effectiveness in processes.
2. **Clear Communication:** Ensure crisp and clear communication, particularly in progress reporting.
3. **Contribute More:** The individual has the potential to contribute even more.
4. **Assertiveness:** Needs to ensure more assertive actions to achieve goals, even when faced with distractions or dynamics that may shift focus.
5. **Aggressive Approach:** An aggressive approach is necessary, avoiding people-pleasing tendencies.
6. **Timely Information Sharing:** Information should be shared in a timely manner to maintain smooth progress.
7. **Bold Decisions:** Take bold decisions and act on them, and maintain a tracker for pending activities to ensure timely completion.

# END