

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	0
Team	Direct reportees + Indirect Reportees	5
ISCM Peers	Peers within ISCM	4
External Peers	Peers Outside ISCM	3

FOCUS AREAS

The online responses are evaluated based on the identified 4 focus areas as mentioned below

1. Be Bold
2. Build Capability – for Self and Others
3. Collaborate Actively
4. Demonstrate an SCM Mindset

Report Structure

The report consists of five sections:

Section 1: Overall Summary Report

This section provides a comparison between Self score, the average score given by all respondents and group average for all focus areas.

Section 2: Scores by Respondent Category

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

Section 3: Statement Wise Report

This section provides a statement wise score as given by Self, Manager, Team, ISCM Peers, External Peers. Some questions in this report are negatively framed - for example, waits for seniors to take decisions. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score indicates a favorable response and a lower score indicates an area for improvement.

Section 4: Top 5 Statements & Bottom 5 Statements

This section provides the top 5 statements & bottom 5 statements as rated by the respondents.

Section 5: Convergence and Divergence Areas



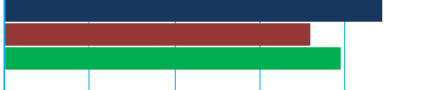


This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

Section 6: Qualitative Comments

This section provides the Qualitative Comments written by self and respondents. All the comments have been summarized using an AI tool.

Section 1: Overall Summary Report

This section provides a comparison between Self score and the combined average of score given by all other respondents put together (Manager, Team, ISCM Peers, External Peers) for each focus area and the average survey score of all Culture Champions.

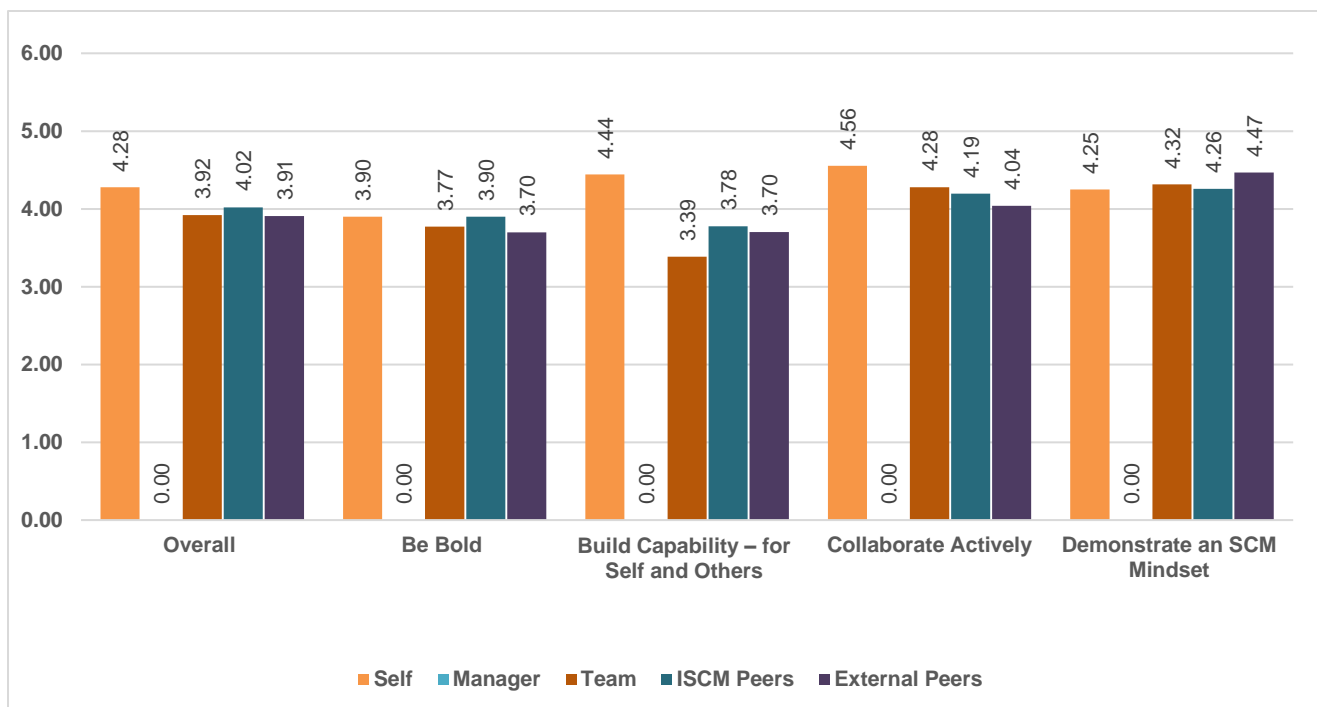
Self Rating		Respondent Average								Survey Average	
Competency			0.0	1.0	2.0	3.0	4.0	5.0	6.0		
Overall Score	4.28	3.95								3.99	
Be Bold	3.90	3.80								3.83	
Build Capability – for Self and Others	4.44	3.60								3.94	
Collaborate Actively	4.56	4.19								4.06	
Demonstrate an SCM Mindset	4.25	4.32								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	4.28	-	3.92	4.02	3.91
Be Bold	3.90	-	3.77	3.90	3.70
Build Capability – for Self and Others	4.44	-	3.39	3.78	3.70
Collaborate Actively	4.56	-	4.28	4.19	4.04
Demonstrate an SCM Mindset	4.25	-	4.32	4.26	4.47

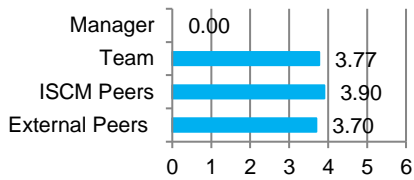
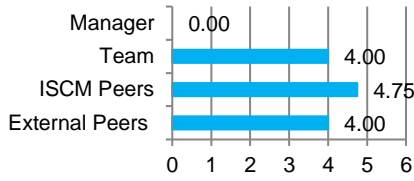
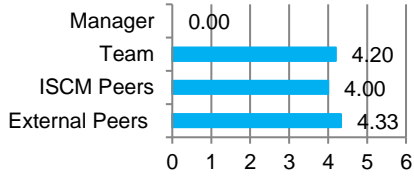
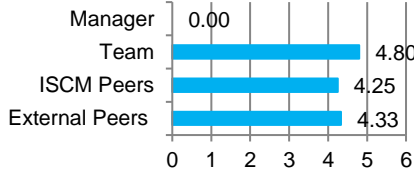
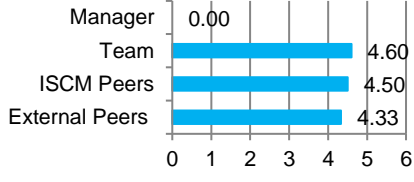
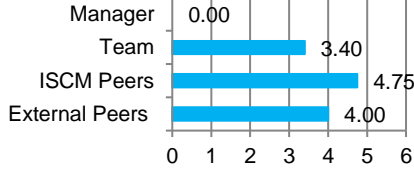

If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

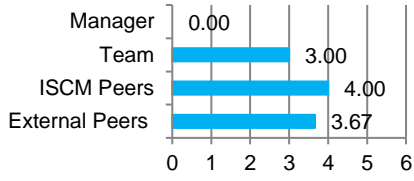
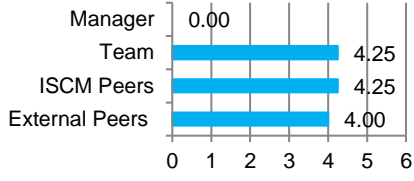
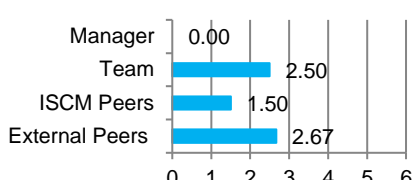
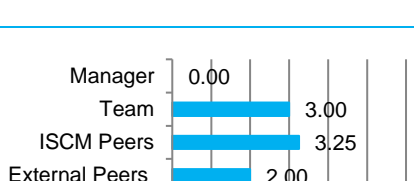


Section 3: Statement Wise Report

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.

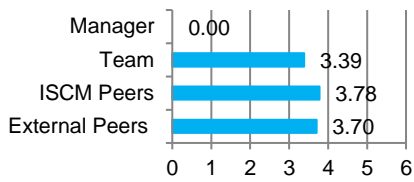
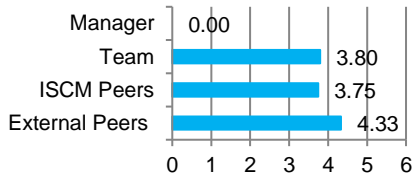
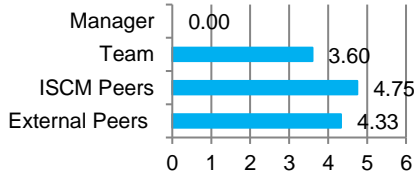
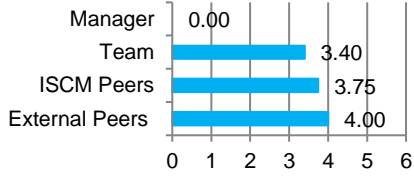
Focus Area: Be Bold

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
	Overall Score	3.90	3.80	
1.	Speaks up and boldly shares opinions	4.00	4.25	
2.	Challenges and questions others to improve decisions and outcomes	4.00	4.17	
3.	Tracks and monitors performance of the team regularly	5.00	4.50	
4.	Ensures team members meet their goals and commitments	5.00	4.50	
5.	Takes quick action when people underperform	4.00	4.00	
6.	Makes decisions without delays	4.00	3.75	

7.	Takes risks – challenges status quo to experiment and do new things	3.00	3.50	
8.	Admits mistakes and learns from failure	5.00	4.18	
9.	<i>Waits for seniors to take decisions *</i>	3.00	2.18	
10.	<i>Shares good news and achievements but not failures and mistakes *</i>	2.00	2.83	

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


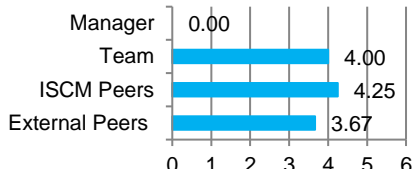
Focus Area: Build Capability – for Self and Others

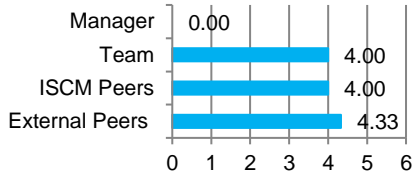
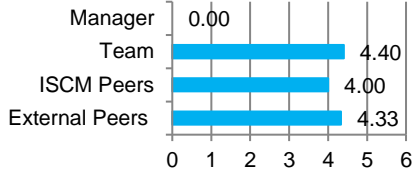
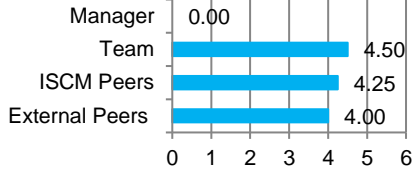
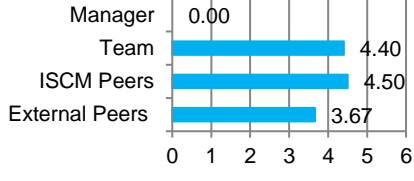
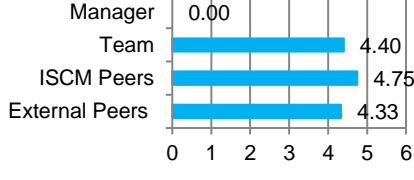
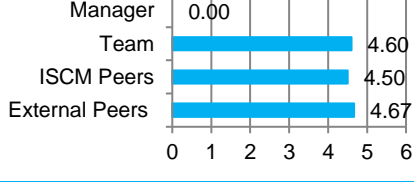
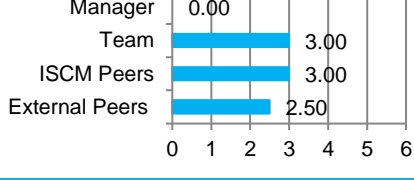
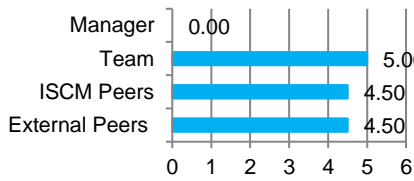
S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.44	3.60	
1.	Learns new skills and knowledge to transform ISCM	3.00	3.92	
2.	Accepts change and adapts quickly	5.00	4.17	
3.	Delegates authority to team members to decentralize decision making	4.00	3.67	

4.	Builds new and diverse capabilities needed in the team	4.00	3.42	
5.	Coaches team members to improve their performance and abilities	5.00	3.83	
6.	Drives a data driven decision making approach within ISCM	5.00	4.08	
7.	<i>Gets too involved in unnecessary details *</i>	5.00	2.83	
8.	<i>Is reluctant to explore modern technology *</i>	5.00	3.00	
9.	<i>Does not empower or give authority to team members *</i>	4.00	3.42	

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

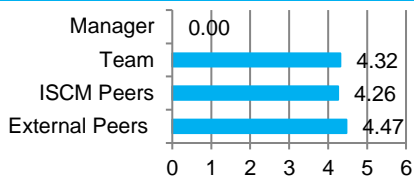
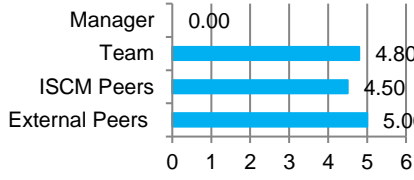
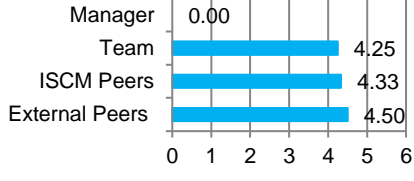
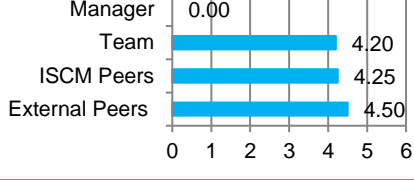
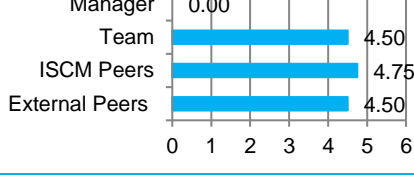
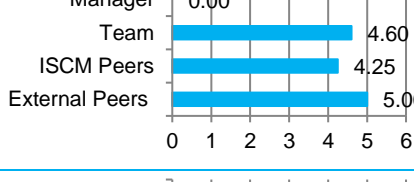
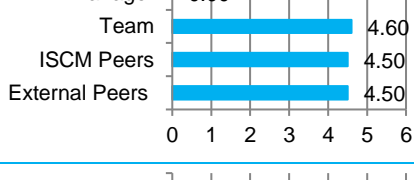
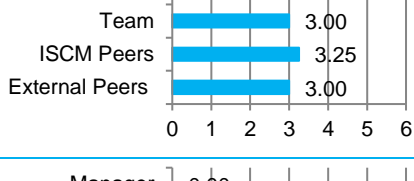
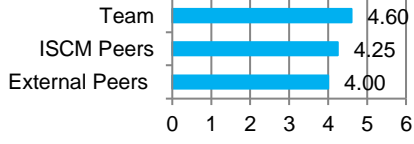
Focus Area: Collaborate Actively

S. No.	Statement	Self-Rating	Respondent Average	Manager, Team, ISCM Peers, External Peers
Overall Score		4.56	4.19	
1.	Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams	5.00	4.00	

2.	Listens and appreciates others' opinions and ideas, even when different from own	5.00	4.08	
3.	Interacts and builds relationships with people across ISCM	3.00	4.25	
4.	Builds relationships with stakeholders in the business	4.00	4.27	
5.	Communicates and shares information transparently and promptly	4.00	4.25	
6.	Is trustworthy – delivers on commitments	5.00	4.50	
7.	Welcomes new people into ISCM and helps them settle down	5.00	4.58	
8.	Limits their interaction and communication with the same set of people *	5.00	2.90	
9.	Speaks negatively about others behind their backs *	5.00	4.73	

*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	4.25	4.32	
1.	Understands the business priorities and the ISCM goals for 10-16-26	5.00	4.73	
2.	Stays updated on Supply Chain Management practices in the industry	3.00	4.33	
3.	Links actions and plans to the larger goals and priorities of ISCM	4.00	4.27	
4.	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	2.00	4.60	
5.	Monitors and controls costs in own department / function	5.00	4.55	
6.	Improves productivity by leveraging tools and technology	5.00	4.55	
7.	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	3.10	
8.	<i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i>	5.00	4.36	

*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	<i>Speaks negatively about others behind their backs *</i>	4.73
Demonstrate an SCM Mindset	Understands the business priorities and the ISCM goals for 10-16-26	4.73
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	4.60
Collaborate Actively	Welcomes new people into ISCM and helps them settle down	4.58
Demonstrate an SCM Mindset	Monitors and controls costs in own department / function	4.55

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

Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

Bottom 5 Statements		
Focus Area	Statement	Respondent Average
Be Bold	<i>Waits for seniors to take decisions *</i>	2.18
Be Bold	<i>Shares good news and achievements but not failures and mistakes *</i>	2.83
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	2.83
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	2.90
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	3.00

**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	Takes quick action when people underperform	4.00	4.00
Be Bold	Challenges and questions others to improve decisions and outcomes	4.00	4.17
Be Bold	Speaks up and boldly shares opinions	4.00	4.25
Be Bold	Makes decisions without delays	4.00	3.75
Collaborate Actively	Communicates and shares information transparently and promptly	4.00	4.25

**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
Demonstrate an SCM Mindset	Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those.	2.00	4.60
Build Capability – for Self and Others	<i>Gets too involved in unnecessary details *</i>	5.00	2.83
Collaborate Actively	<i>Limits their interaction and communication with the same set of people *</i>	5.00	2.90
Build Capability – for Self and Others	<i>Is reluctant to explore modern technology *</i>	5.00	3.00
Demonstrate an SCM Mindset	<i>Achieves results but with low focus on costs and efficiencies *</i>	5.00	3.10

**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: Significant Strengths of This Leader

1. **Strong Leadership & Team Management**
 - **Motivates and inspires teams** to perform at their best.
 - **Encourages collaboration** and ensures a **stress-free, positive work environment**.
 - **Listens actively, resolves conflicts fairly**, and ensures every voice is heard.
2. **Accountability & Ownership**
 - Takes full **ownership of tasks** and ensures work is completed effectively.
 - **Result-driven, solution-oriented approach**—focuses on resolving issues rather than escalating them unnecessarily.
3. **Strategic Thinking & Decision-Making**
 - Has a **clear vision** and aligns with ISCM's **long-term goals (10-16-26 plan)**.
 - Strong **operational excellence** and **quick, effective decision-making**.
4. **Technical & Analytical Strengths**
 - **Detail-oriented and organized**, with a **solution-focused mindset**.
 - **Technical expertise** combined with **practical, result-driven execution**.
5. **Approachable & Ethical Leadership**
 - **Easily reachable, actively listens**, and fosters a culture of trust and transparency.
 - Leads with **integrity, adaptability, and strong work ethics**.

Key Takeaway:

A **highly accountable, strategic, and motivating leader** who drives **team collaboration, operational efficiency, and conflict resolution** while ensuring **alignment with ISCM's vision and goals**.

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. **Embrace & Drive Technological Advancements**
 - **Explore and implement new technologies, automation, and AI** to improve efficiency.
 - **Focus on technology upgradation and process improvements** for agility and resilience.
 - **Leverage data analytics** for better decision-making.
2. **Enhance Strategic Thinking & Visionary Leadership**
 - **Develop a clear strategic vision** aligned with ISCM's long-term goals.
 - **Engage in strategic conversations with senior management** to understand priorities and align efforts.
 - Shift focus from incremental improvements to **bold, transformative changes**.

3. Strengthen Cross-Functional Collaboration

- Improve coordination with **stores, assembly, and quality control teams**.
- Build **new and diverse capabilities** within the team.
- Increase **people focus and training initiatives** to enhance workforce readiness.

4. Improve Communication & Decision-Making

- **Develop assertiveness and quick decision-making skills** within his level.
- **Enhance clarity in communication** to ensure alignment across teams.
- **Provide structured training programs** for AI, data analysis, and process improvement.

Key Takeaway:

To transform ISCM, **embrace new technologies, strengthen strategic leadership, enhance collaboration, and improve decision-making and communication** while aligning with senior management's priorities.

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. Reduce Micromanagement

- Stop controlling every detail; **trust the team and delegate effectively**.
- Shift focus from **day-to-day tasks to strategic decision-making**.

2. Avoid Wasting Time on Low-Impact Activities

- **Cut down on unnecessary meetings**—keep them short, focused, and productive.
- Stop **spreading efforts too thin** by trying to handle everything at once.

3. Improve Decision-Making Approach

- Avoid **delayed responses** and indecisiveness.
- Stop **thinking in limited choices**—adopt a broader, more flexible mindset.

4. Balance Work and Well-being

- Prioritize **self-care, rest, and work-life balance** to prevent burnout.
- Stop **reacting to every small issue**—focus on high-impact challenges instead.

Key Takeaway:

To be more effective, **delegate more, reduce micromanagement, streamline meetings, focus on strategic tasks, and maintain a better work-life balance**.

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

Summary: Additional Feedback & Comments**1. Strong Leadership Qualities**

- Reliable, **honest, and hardworking** leader.
- **Motivates and guides** the team effectively.
- Actively **listens to input** and fosters a positive work environment.

2. Key Strengths & Areas for Improvement

- **Energetic, task-oriented**, and capable of handling large responsibilities.
- Needs to **strengthen decision-making** and **team-building skills**.
- Encourages **freedom to innovate** and promotes a **cost-effective approach**.

3. Strategic & People-Focused Leadership

- Should focus more on **performance reviews, promotions, and team recognition**.
- **Avoid micromanagement** while maintaining effective leadership.
- Needs to **prioritize structured recognition systems** to boost team morale.

Key Takeaway:

A highly motivated, reliable, and people-centric leader, but should **enhance decision-making, team-building, and structured performance recognition** for long-term impact.

END