

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 | 13 |
| 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

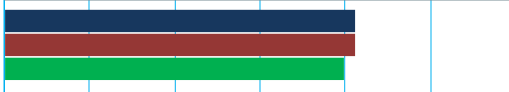




This section provides the statements with minimum and maximum variance between self-rating and the average of rating given by others.

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.

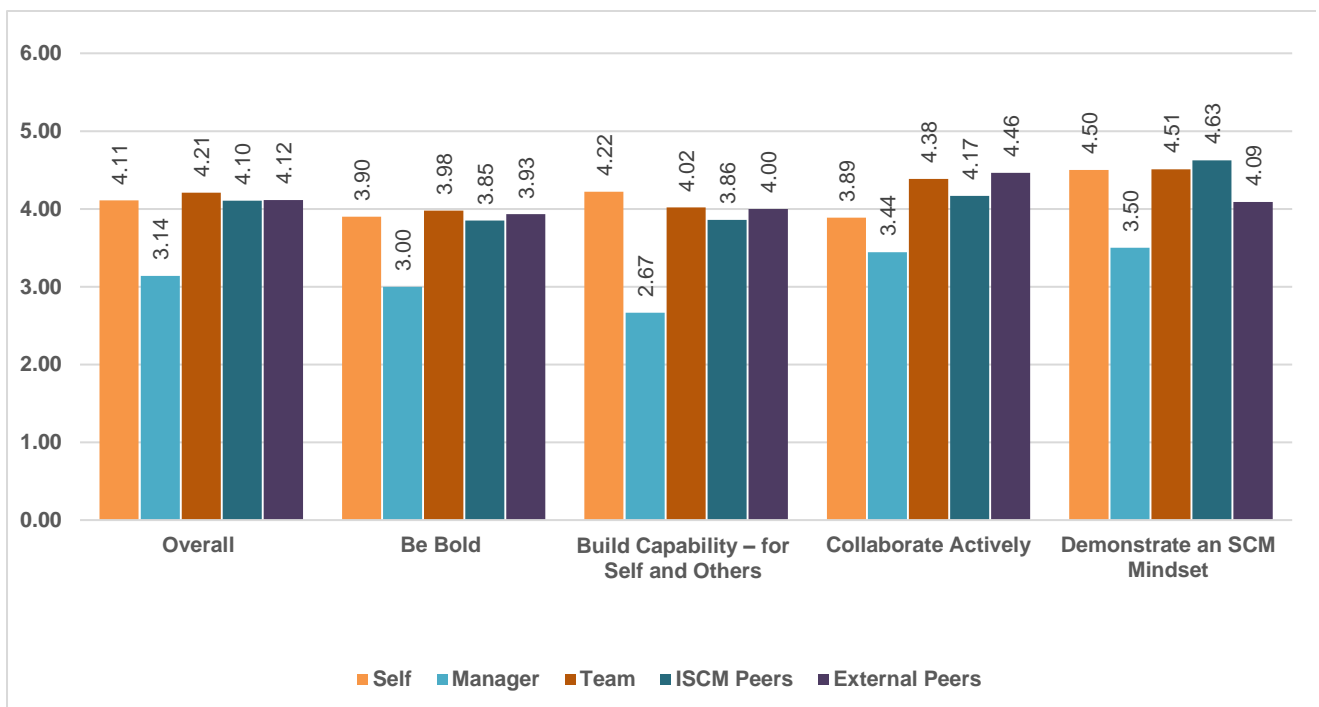
| Self Rating | | Respondent Average | | | | | | | Survey Average | |
|--|------|--------------------|--|-----|-----|-----|-----|-----|----------------|------|
| Competency | | | 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | |
| Overall Score | 4.11 | 4.12 |  | | | | | | | 3.99 |
| Be Bold | 3.90 | 3.90 |  | | | | | | | 3.83 |
| Build Capability – for Self and Others | 4.22 | 3.92 |  | | | | | | | 3.94 |
| Collaborate Actively | 3.89 | 4.31 |  | | | | | | | 4.06 |
| Demonstrate an SCM Mindset | 4.50 | 4.43 |  | | | | | | | 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 | 4.11 | 3.14 | 4.21 | 4.10 | 4.12 |
| Be Bold | 3.90 | 3.00 | 3.98 | 3.85 | 3.93 |
| Build Capability – for Self and Others | 4.22 | 2.67 | 4.02 | 3.86 | 4.00 |
| Collaborate Actively | 3.89 | 3.44 | 4.38 | 4.17 | 4.46 |
| Demonstrate an SCM Mindset | 4.50 | 3.50 | 4.51 | 4.63 | 4.09 |

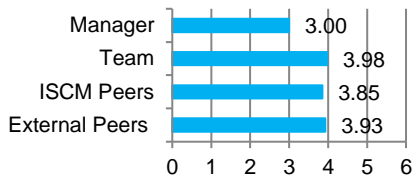
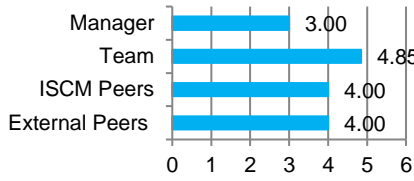
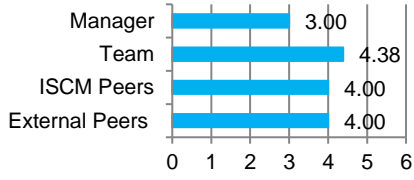
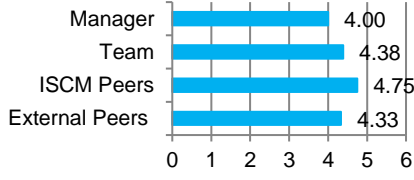
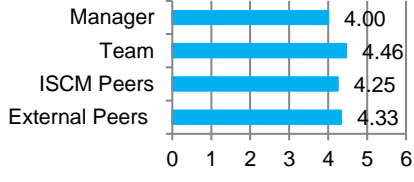
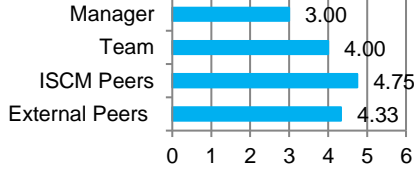
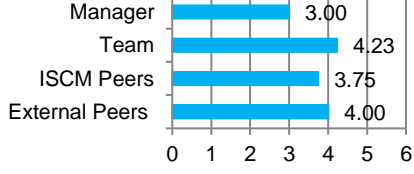
If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

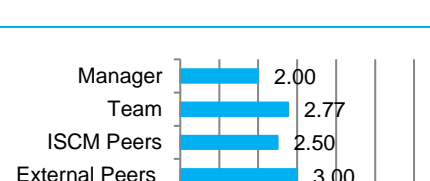


Section 3: Statement Wise Report

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.

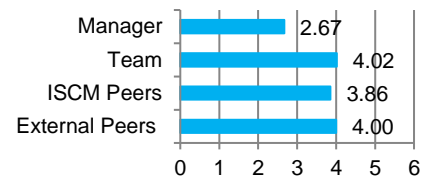
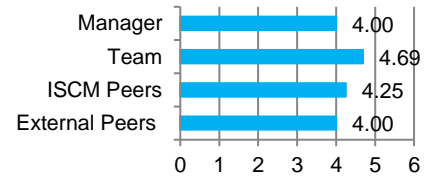
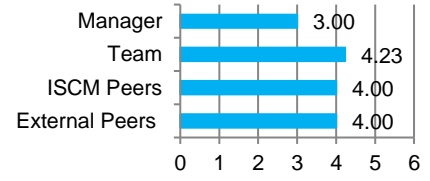
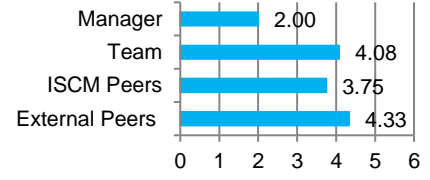
Focus Area: Be Bold

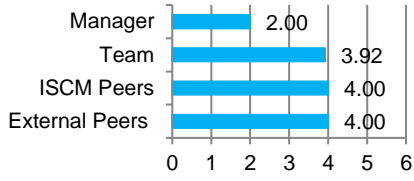
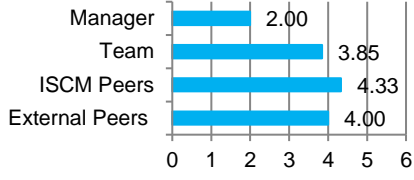
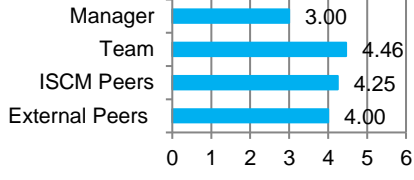

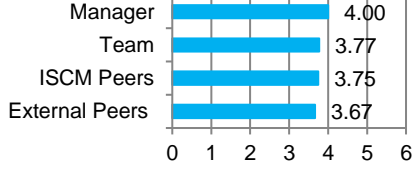
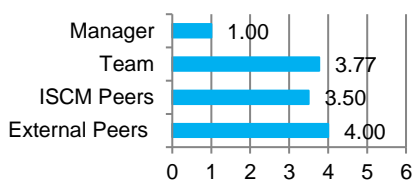
| S. No. | Statement | Self-Rating | Respondent Average | Manager, Team, ISCM Peers, External Peers |
|--------|---|-------------|--------------------|---|
| | Overall Score | 3.90 | 3.90 |  |
| 1. | Speaks up and boldly shares opinions | 4.00 | 4.48 |  |
| 2. | Challenges and questions others to improve decisions and outcomes | 4.00 | 4.19 |  |
| 3. | Tracks and monitors performance of the team regularly | 4.00 | 4.43 |  |
| 4. | Ensures team members meet their goals and commitments | 4.00 | 4.38 |  |
| 5. | Takes quick action when people underperform | 4.00 | 4.14 |  |
| 6. | Makes decisions without delays | 5.00 | 4.05 |  |

| | | | | |
|-----|--|------|------|--|
| 7. | Takes risks – challenges status quo to experiment and do new things | 4.00 | 3.95 |  |
| 8. | Admits mistakes and learns from failure | 5.00 | 3.75 |  |
| 9. | <i>Waits for seniors to take decisions *</i> | 3.00 | 2.80 |  |
| 10. | <i>Shares good news and achievements but not failures and mistakes *</i> | 2.00 | 2.70 |  |

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

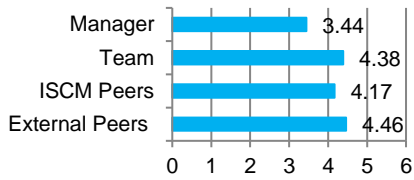
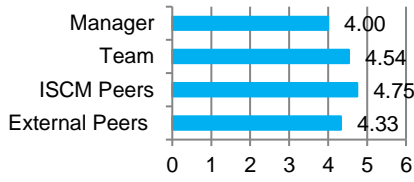
Focus Area: Build Capability – for Self and Others

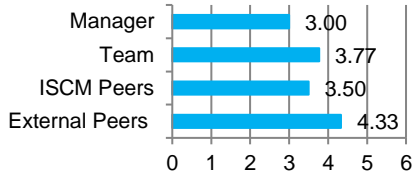
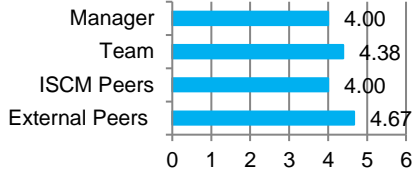
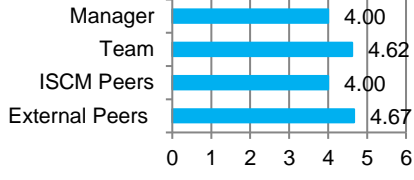
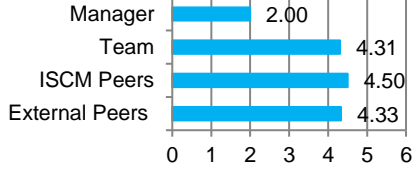
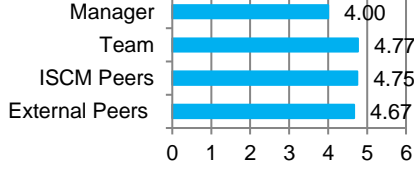
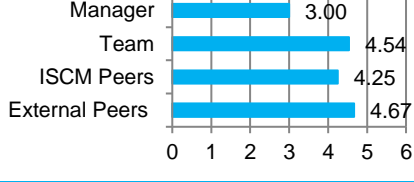
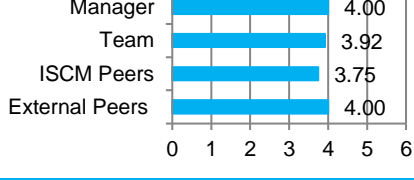
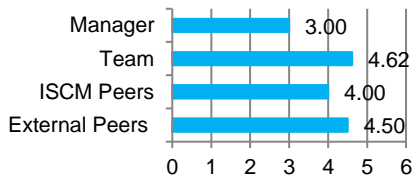
| S. No. | Statement | Self-Rating | Respondent Average | Manager, Team, ISCM Peers, External Peers |
|----------------------|---|-------------|--------------------|--|
| Overall Score | | 4.22 | 3.92 |  |
| 1. | Learns new skills and knowledge to transform ISCM | 4.00 | 4.48 |  |
| 2. | Accepts change and adapts quickly | 4.00 | 4.10 |  |
| 3. | Delegates authority to team members to decentralize decision making | 4.00 | 3.95 |  |

| | | | | |
|----|---|------|------|---|
| 4. | Builds new and diverse capabilities needed in the team | 4.00 | 3.85 |  |
| 5. | Coaches team members to improve their performance and abilities | 5.00 | 3.85 |  |
| 6. | Drives a data driven decision making approach within ISCM | 5.00 | 4.29 |  |
| 7. | <i>Gets too involved in unnecessary details *</i> | 4.00 | 3.38 |  |
| 8. | <i>Is reluctant to explore modern technology *</i> | 4.00 | 3.76 |  |
| 9. | <i>Does not empower or give authority to team members *</i> | 4.00 | 3.62 |  |

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

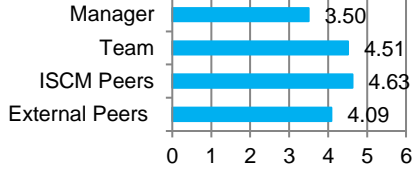
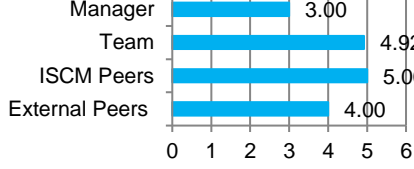
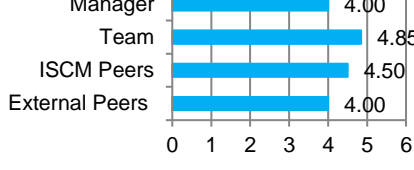
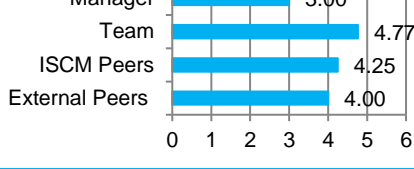
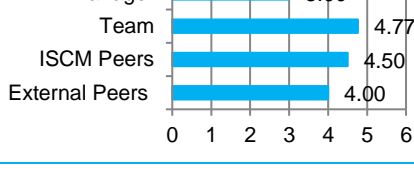
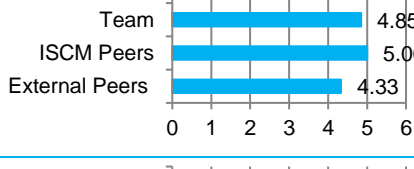
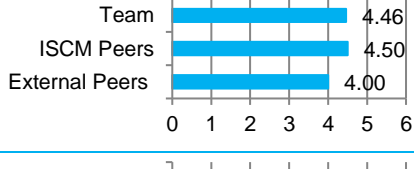
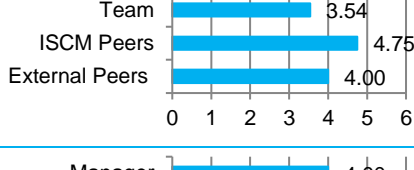
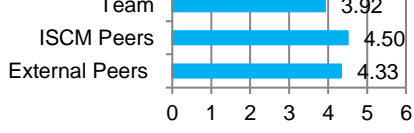
Focus Area: Collaborate Actively

| S. No. | Statement | Self-Rating | Respondent Average | Manager, Team, ISCM Peers, External Peers |
|----------------------|--|-------------|--------------------|---|
| Overall Score | | 3.89 | 4.31 |  |
| 1. | Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams | 4.00 | 4.52 |  |

| | | | | |
|----|--|------|------|---|
| 2. | Listens and appreciates others' opinions and ideas, even when different from own | 4.00 | 3.76 |  |
| 3. | Interacts and builds relationships with people across ISCM | 4.00 | 4.33 |  |
| 4. | Builds relationships with stakeholders in the business | 5.00 | 4.48 |  |
| 5. | Communicates and shares information transparently and promptly | 4.00 | 4.24 |  |
| 6. | Is trustworthy – delivers on commitments | 4.00 | 4.71 |  |
| 7. | Welcomes new people into ISCM and helps them settle down | 4.00 | 4.43 |  |
| 8. | Limits their interaction and communication with the same set of people * | 3.00 | 3.90 |  |
| 9. | Speaks negatively about others behind their backs * | 3.00 | 4.40 |  |

*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 | 4.43 |  |
| 1. | Understands the business priorities and the ISCM goals for 10-16-26 | 5.00 | 4.75 |  |
| 2. | Stays updated on Supply Chain Management practices in the industry | 5.00 | 4.62 |  |
| 3. | Links actions and plans to the larger goals and priorities of ISCM | 5.00 | 4.48 |  |
| 4. | Communicates Stakeholder Customer/Vendor partner/Stakeholders outside ISCM needs and aligns teams to meet those. | 4.00 | 4.52 |  |
| 5. | Monitors and controls costs in own department / function | 5.00 | 4.76 |  |
| 6. | Improves productivity by leveraging tools and technology | 4.00 | 4.33 |  |
| 7. | <i>Achieves results but with low focus on costs and efficiencies *</i> | 4.00 | 3.86 |  |
| 8. | <i>Focuses on own priorities even when they are not aligned to the ISCM priorities and goals *</i> | 4.00 | 4.10 |  |

*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 | Monitors and controls costs in own department / function | 4.76 |
| Demonstrate an SCM Mindset | Understands the business priorities and the ISCM goals for 10-16-26 | 4.75 |
| Collaborate Actively | Is trustworthy – delivers on commitments | 4.71 |
| Demonstrate an SCM Mindset | Stays updated on Supply Chain Management practices in the industry | 4.62 |
| Collaborate Actively | Ensures that commitments and dependencies that stakeholders have are delivered by them and their teams | 4.52 |

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

Bottom 5 Statements

This section highlights the Bottom 5 Statements as per the respondents

| Bottom 5 Statements | | |
|--|--|--------------------|
| Focus Area | Statement | Respondent Average |
| Be Bold | <i>Shares good news and achievements but not failures and mistakes *</i> | 2.70 |
| Be Bold | <i>Waits for seniors to take decisions *</i> | 2.80 |
| Build Capability – for Self and Others | <i>Gets too involved in unnecessary details *</i> | 3.38 |
| Build Capability – for Self and Others | <i>Does not empower or give authority to team members *</i> | 3.62 |
| Be Bold | Admits mistakes and learns from failure | 3.75 |

**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 risks – challenges status quo to experiment and do new things | 4.00 | 3.95 |
| Build Capability – for Self and Others | Delegates authority to team members to decentralize decision making | 4.00 | 3.95 |
| Build Capability – for Self and Others | Accepts change and adapts quickly | 4.00 | 4.10 |
| Demonstrate an SCM Mindset | Focuses on own priorities even when they are not aligned to the ISCM priorities and goals * | 4.00 | 4.10 |
| Be Bold | Takes quick action when people underperform | 4.00 | 4.14 |

*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 |
| Collaborate Actively | Speaks negatively about others behind their backs * | 3.00 | 4.40 |
| Be Bold | Admits mistakes and learns from failure | 5.00 | 3.75 |
| Build Capability – for Self and Others | Coaches team members to improve their performance and abilities | 5.00 | 3.85 |
| Be Bold | Makes decisions without delays | 5.00 | 4.05 |
| Collaborate Actively | Limits their interaction and communication with the same set of people * | 3.00 | 3.90 |

*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)

Significant strengths of this leader include:

1. **Integrity:** Honest and transparent in all dealings.
2. **Ownership & Accountability:** Takes clear responsibility for goals, tracks progress, and ensures commitment.
3. **Proactivity:** Takes initiative and goes beyond expectations to make things happen.
4. **Functional Expertise:** Deep understanding of sourcing, with strong business acumen and vendor negotiation skills.
5. **Relationship Building:** Maintains excellent relationships with stakeholders and vendor partners, with a business-centric approach.
6. **Resourcefulness:** Highly dependable, approachable, and always ready to support the team during crises.
7. **Decision-Making:** Strong in quick, bold decision-making, especially with the ability to make high-impact decisions under uncertainty.
8. **Team Empowerment:** Provides the team with the authority to make decisions and focuses on long-term goals, promoting efficiency and ownership.
9. **Strategic Vision & Communication:** Clear communicator, aligns the team with company goals, and emphasizes long-term vision.
10. **Learning & Adaptability:** Continuously learns new skills and shares knowledge with the team to ensure alignment with company goals.

This leader is known for being result-oriented, approachable, and supportive, with exceptional networking abilities and an ability to build strong professional relationships.

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. **Broaden Perspectives:** Express views on various aspects of ISCM, challenge existing norms, and encourage overall improvements beyond their domain.
2. **Delegate with Authority:** Empower team members to take ownership, and decentralize decision-making to foster a more autonomous team.
3. **Focus on Strategic Goals:** Shift focus from operational management to long-term strategic goals, support ISCM leaders, and help them achieve their aspirations.
4. **Encourage Collaboration:** Build stronger connections with stakeholders, guide cross-functional teams, and foster a collaborative approach to problem-solving.

5. **Encourage Innovation:** Step out of the comfort zone to try new, innovative approaches, and drive a culture of agility and risk-taking.
6. **Develop Strategic Partnerships:** Foster long-term supplier relationships focused on quality, reliability, and innovation.
7. **Mentoring & Development:** Spend more time mentoring the next generation of leaders and guiding team members to take on leadership roles.
8. **Empower Team:** Trust the team more by delegating responsibilities and empowering immediate reportees to make decisions.
9. **Promote Change Management:** Lead cultural change by encouraging agility, collaboration, and customer focus. Address resistance to change and reward new behaviors.
10. **Identify and Leverage Strengths:** Recognize the strengths of team members, align roles with their skills, and ensure clear individual goals for better alignment and productivity.
11. **Foster Innovation & Efficiency:** Implement job rotation to enhance team innovation, reduce risks, and help identify future leaders.
12. **Improve Communication & Transparency:** Foster transparent communication, involve the team in decision-making, and create an open feedback culture.

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 stop:

1. **Micromanaging:** Allow team members to take ownership of their work without constant oversight.
2. **Overlooking Others' Perspectives:** Be less judgmental and give space for others to share their views, especially when they differ from their own.
3. **Exhibiting Aggression:** Avoid being overly aggressive or getting tense during stressful situations. Refrain from shouting or expressing frustration towards team members.
4. **Overthinking and Perfectionism:** Stop seeking perfection in every detail from others and reduce emotional overreaction, especially in non-performance situations.
5. **Favoritism:** Avoid showing bias towards certain individuals or groups, and ensure fairness in interactions with the team.
6. **Past-Bias Decisions:** Stop letting past incidents influence current decision-making. Focus on listening objectively to others' opinions.
7. **Avoiding Tough Conversations:** Engage in difficult conversations with team members to address issues constructively and avoid unresolved conflicts.
8. **Partiality:** Be more equitable and avoid humiliating or insulting others, especially in front of juniors.
9. **Being Too Judgmental:** Work on listening and explaining calmly when others' viewpoints are incorrect, focusing on providing alternative solutions.
10. **Controlling Every Detail:** Stop getting involved in lower-level discussions that the respective teams can handle, freeing up time for higher-level responsibilities.

11. **Overloading the Team:** Set realistic and achievable goals for the team, ensuring everyone shares responsibility and aligns with common objectives.

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

Key feedback and comments suggest:

1. **Leadership Style:** He is an excellent leader with a strategic mindset and strong foresight, balancing high-level perspective with granular attention when needed. His leadership fosters growth, inclusivity, and a motivating work environment.
2. **Empowerment & Delegation:** He should focus on empowering his team by delegating more responsibilities and mentoring the next generation of leaders. Sharing his expertise and leadership qualities will help the team excel.
3. **People Management & Communication:** There is a need for improved communication with stakeholders, particularly in articulating the rationale behind tasks to ensure clarity and alignment. Politeness, empathy, and transparency are highlighted as key to fostering respect and effective team relationships.
4. **Recognition & Motivation:** Moving from a transactional approach to a more human, connection-focused one, including timely recognition and reward, would improve team morale and engagement.
5. **Self-Improvement:** A focus on self-awareness, managing emotions, and focusing more on strategic initiatives rather than operational management would be beneficial.
6. **Team Development:** Emphasis on mentoring and supporting team members' development, along with empowering them to make decisions, will build a stronger future workforce.
7. **Positive Presence:** A recommendation to show a more approachable demeanor (smiling) and avoid looking grim was mentioned to create a more approachable and positive environment.

Overall, while he is highly regarded for his commitment and leadership, there is room for growth in communication, delegation, and fostering deeper connections with the team.

END