



**The Island Inc.**  
**360-Degree Feedback Report**  
**July 2022**

**Management Comparative Report**

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# Introduction

## Background

The Island Inc. (The Island) appointed Verita HR Solutions to conduct a 360-degree feedback process with its' top two layers of management – senior leaders and managers. The Island wished to implement a 360-degree feedback to assess how the senior management team is executing its leadership skills now and gain insights on how the team could improve its leadership skills.

THE ISLAND elected to measure the following aspects of leadership:

- Business Acumen
- Communication (Two-Way)
- Decision Making
- Integrity/Accountability
- Leading Others
- Planning/Management
- Teamwork/Collaboration
- Temperament

The self-evaluation and rater surveys presented a number of statements and asked the respondents to select the level of their agreement from six response categories – strongly agree, agree, slightly agree, slightly disagree, disagree, and strongly agree.

This report sets out the results for your team.

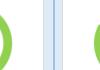
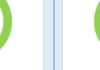
## Reading the Report

Each section of the report sets out the results for all questions used to assess that aspect of leadership and includes:

- Graphs of the overall self and rater scores (average) for this aspect of leadership.
- A graph and a table for each question by team member showing the percentage of responses in each of the six response categories.
- Three graphs showing each team member's Rater Mean response, Self Response, and the difference between these two values – Self Response less the Rater Mean. A difference of -1.0 or more represents a significant negative difference that may indicate a "blind spot." A difference of between -1.0 and +1.0 is considered insignificant. A difference of +1.0 or more represents a significant positive difference that may indicate a "hidden strength."

## Summary of Scores

	Business Acumen	Communication (Two-Way)	Decision Making	Integrity/ Accountability	Leading Others	Planning/ Management	Teamwork/ Collaboration	Temperament
<b>Hugo Reyes (n=10)</b>	<div> <div>Self Score</div> <div> 5.0</div> <div>Rater Score</div> <div> 5.2</div> </div> <div> <div>Self Score</div> <div> 4.8</div> <div>Rater Score</div> <div> 4.9</div> </div> <div> <div>Self Score</div> <div> 5.0</div> <div>Rater Score</div> <div> 4.8</div> </div> <div> <div>Self Score</div> <div> 5.6</div> <div>Rater Score</div> <div> 4.9</div> </div> <div> <div>Self Score</div> <div> 5.0</div> <div>Rater Score</div> <div> 5.0</div> </div> <div> <div>Self Score</div> <div> 4.3</div> <div>Rater Score</div> <div> 4.3</div> </div> <div> <div>Self Score</div> <div> 5.2</div> <div>Rater Score</div> <div> 5.2</div> </div> <div> <div>Self Score</div> <div> 5.3</div> <div>Rater Score</div> <div> 5.4</div> </div>							
<b>Kate Austin (n=11)</b>	<div> <div>Self Score</div> <div> 5.7</div> <div>Rater Score</div> <div> 5.1</div> </div> <div> <div>Self Score</div> <div> 4.3</div> <div>Rater Score</div> <div> 4.6</div> </div> <div> <div>Self Score</div> <div> 5.0</div> <div>Rater Score</div> <div> 4.6</div> </div> <div> <div>Self Score</div> <div> 5.5</div> <div>Rater Score</div> <div> 4.7</div> </div> <div> <div>Self Score</div> <div> 4.9</div> <div>Rater Score</div> <div> 4.4</div> </div> <div> <div>Self Score</div> <div> 4.9</div> <div>Rater Score</div> <div> 4.3</div> </div> <div> <div>Self Score</div> <div> 5.2</div> <div>Rater Score</div> <div> 4.6</div> </div> <div> <div>Self Score</div> <div> 3.5</div> <div>Rater Score</div> <div> 4.0</div> </div>							

	Business Acumen	Communication (Two-Way)	Decision Making	Integrity/ Accountability	Leading Others	Planning/ Management	Teamwork/ Collaboration	Temperament
<b>Sun-Hwa Kwon (n=10)</b>	<div> <div>Self Score</div> <div></div> <div>4.6</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.0</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.3</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.2</div> </div>	<div> <div>Self Score</div> <div></div> <div>4.5</div> </div> <div> <div>Rater Score</div> <div></div> <div>4.9</div> </div>	<div> <div>Self Score</div> <div></div> <div>4.9</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.4</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.0</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.2</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.0</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.3</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.0</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.1</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.8</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.6</div> </div>
<b>James Ford (n=10)</b>	<div> <div>Self Score</div> <div></div> <div>5.3</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.0</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.0</div> </div> <div> <div>Rater Score</div> <div></div> <div>4.6</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.0</div> </div> <div> <div>Rater Score</div> <div></div> <div>4.6</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.5</div> </div> <div> <div>Rater Score</div> <div></div> <div>4.9</div> </div>	<div> <div>Self Score</div> <div></div> <div>4.7</div> </div> <div> <div>Rater Score</div> <div></div> <div>4.7</div> </div>	<div> <div>Self Score</div> <div></div> <div>4.7</div> </div> <div> <div>Rater Score</div> <div></div> <div>5.0</div> </div>	<div> <div>Self Score</div> <div></div> <div>3.8</div> </div> <div> <div>Rater Score</div> <div></div> <div>4.2</div> </div>	<div> <div>Self Score</div> <div></div> <div>5.2</div> </div> <div> <div>Rater Score</div> <div></div> <div>4.8</div> </div>



## Business Acumen (Example of Report Section)

### Questions

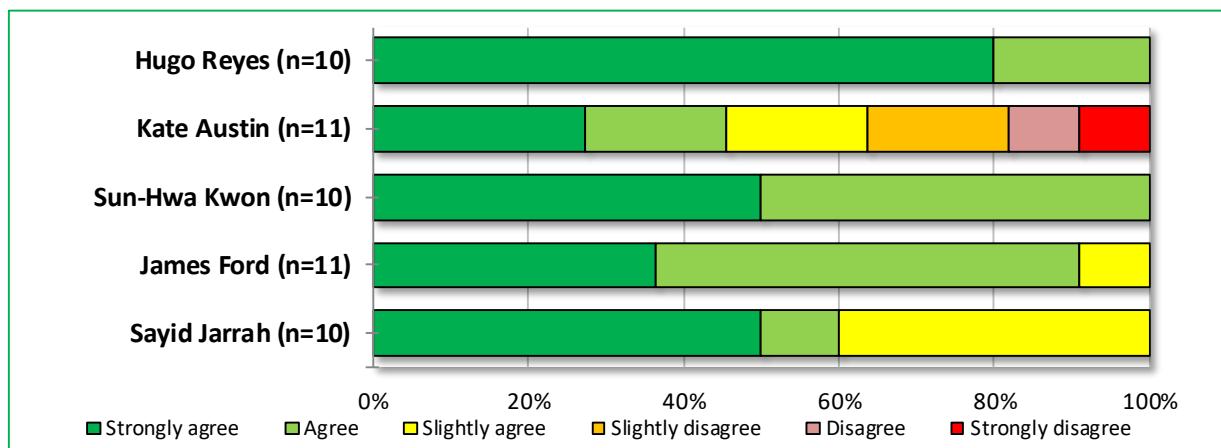
Q1 demonstrates a clear understanding of our business

Q2 keeps current with the issues that affect our business

Q9 makes decisions that reflect a good understanding of our business and operations

Business Acumen (6-point scale)		
	Self Score	Rater Score
<b>Hugo Reyes (n=10)</b>	 5.0	 5.3
<b>Kate Austin (n=11)</b>	 5.3	 5.4
<b>Sun-Hwa Kwon (n=10)</b>	 4.3	 4.6
<b>James Ford (n=10)</b>	 5.3	 5.0

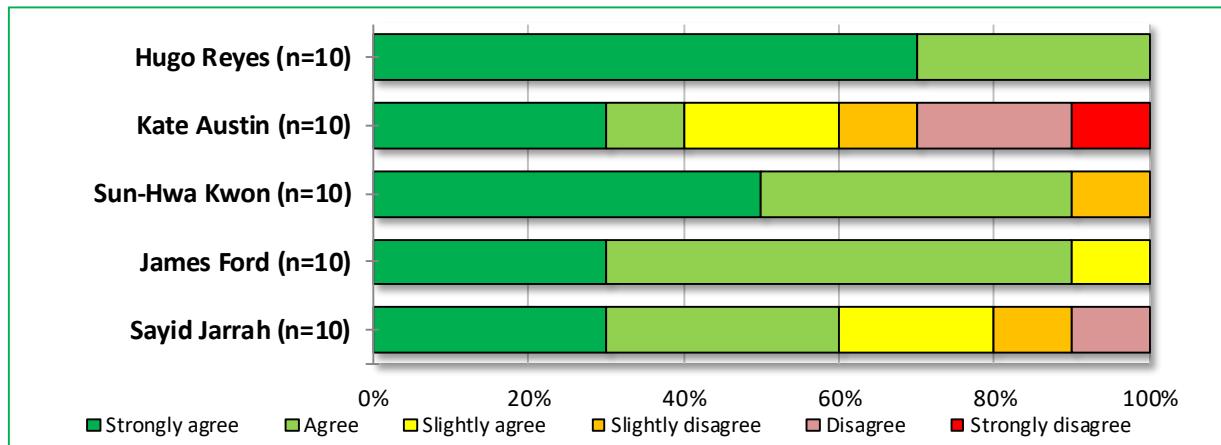
**Q1. demonstrate a clear understanding of your business / demonstrates a clear understanding of our business**



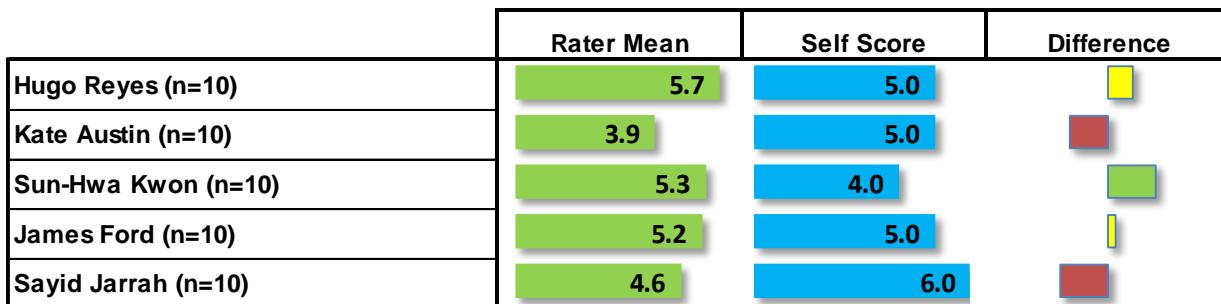
	Strongly agree	Agree	Slightly agree	Slightly disagree	Disagree	Strongly disagree
Hugo Reyes (n=10)	80%	20%	0%	0%	0%	0%
Kate Austin (n=11)	27%	18%	18%	18%	9%	9%
Sun-Hwa Kwon (n=10)	50%	50%	0%	0%	0%	0%
James Ford (n=11)	36%	55%	9%	0%	0%	0%
Sayid Jarrah (n=10)	50%	10%	40%	0%	0%	0%

	Rater Mean	Self Score	Difference
Hugo Reyes (n=10)	5.8	#N/A	
Kate Austin (n=11)	4.1	5.0	1
Sun-Hwa Kwon (n=10)	5.5	5.0	5
James Ford (n=11)	5.3	5.0	3
Sayid Jarrah (n=10)	5.1	6.0	9

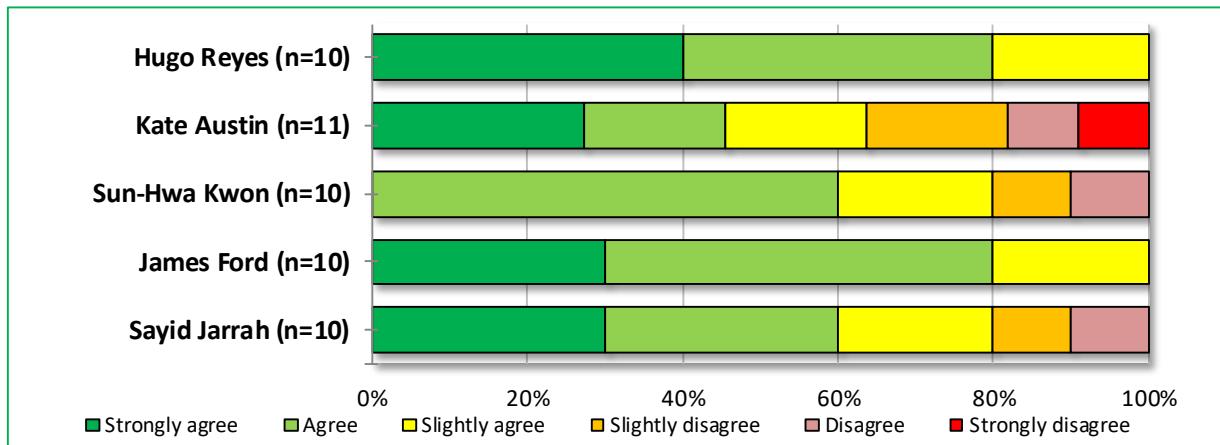
**Q2. keep current with the issues that affect your business / keeps current with the issues that affect our business**



	Strongly agree	Agree	Slightly agree	Slightly disagree	Disagree	Strongly disagree
Hugo Reyes (n=10)	70%	30%	0%	0%	0%	0%
Kate Austin (n=10)	30%	10%	20%	10%	20%	10%
Sun-Hwa Kwon (n=10)	50%	40%	0%	10%	0%	0%
James Ford (n=10)	30%	60%	10%	0%	0%	0%
Sayid Jarrah (n=10)	30%	30%	20%	10%	10%	0%



**Q9. make decisions that reflect a good understanding of your business and operations / makes decisions that reflect a good understanding of our business and operations**



	Strongly agree	Agree	Slightly agree	Slightly disagree	Disagree	Strongly disagree
Hugo Reyes (n=10)	40%	40%	20%	0%	0%	0%
Kate Austin (n=11)	27%	18%	18%	18%	9%	9%
Sun-Hwa Kwon (n=10)	0%	60%	20%	10%	10%	0%
James Ford (n=10)	30%	50%	20%	0%	0%	0%
Sayid Jarrah (n=10)	30%	30%	20%	10%	10%	0%

	Rater Mean	Self Score	Difference
Hugo Reyes (n=10)	5.2	5.0	0.2
Kate Austin (n=11)	4.1	5.0	0.9
Sun-Hwa Kwon (n=10)	4.3	5.0	0.7
James Ford (n=10)	5.1	5.0	0.1
Sayid Jarrah (n=10)	4.6	6.0	1.4