Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
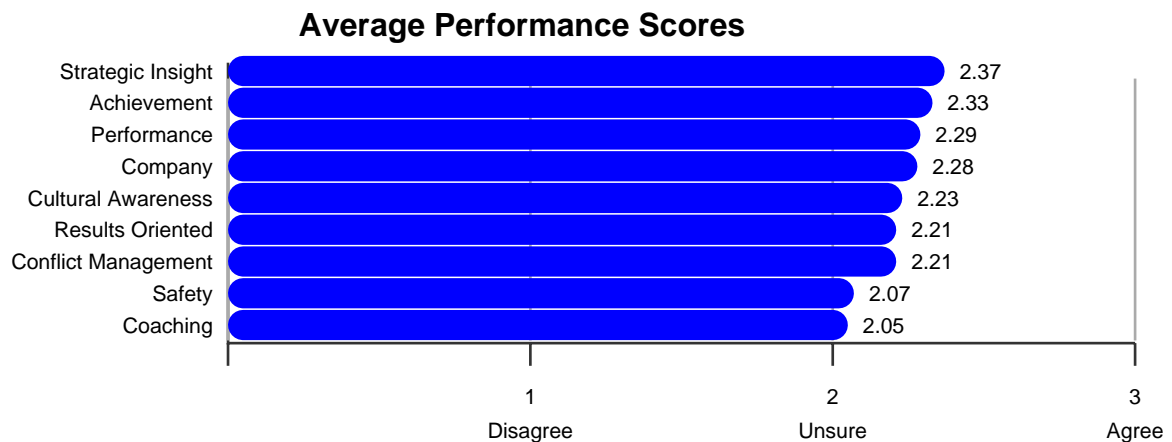
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
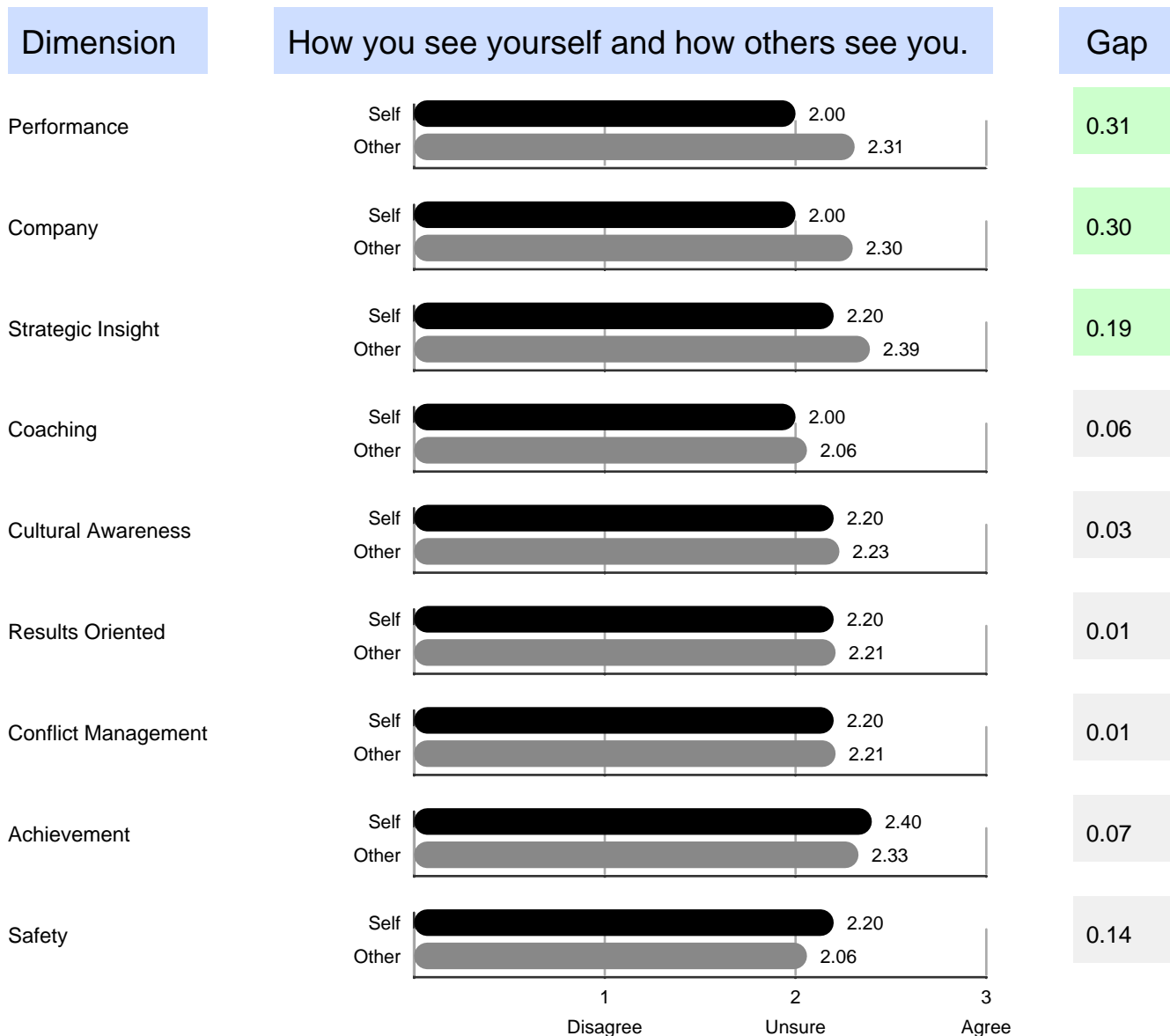
Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Strategic Insight	2.37
Achievement	2.33
Performance	2.29
Company	2.28
Cultural Awareness	2.23
Results Oriented	2.21
Conflict Management	2.21
Safety	2.07
Coaching	2.05

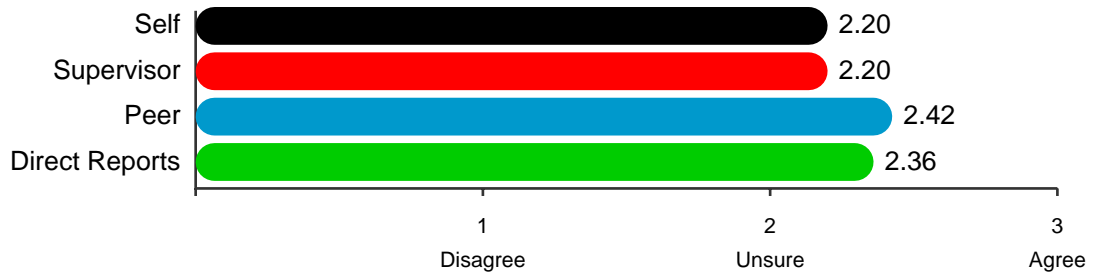Scale: 1 = Disagree, 2 = Unsure, 3 = Agree

Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

Dimension	How you see yourself and how others see you.	Gap
Performance	Self 2.00 / Other 2.31	0.31
Company	Self 2.00 / Other 2.30	0.30
Strategic Insight	Self 2.20 / Other 2.39	0.19
Coaching	Self 2.00 / Other 2.06	0.06
Cultural Awareness	Self 2.20 / Other 2.23	0.03
Results Oriented	Self 2.20 / Other 2.21	0.01
Conflict Management	Self 2.20 / Other 2.21	0.01
Achievement	Self 2.40 / Other 2.33	0.07
Safety	Self 2.20 / Other 2.06	0.14

1 Disagree   2 Unsure   3 Agree

Strategic Insight

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

1. Communicates vision for the department and company.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Implements long-term solutions to problems.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Maintains knowledge of current trends in the industry.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Analyzes unique issues or problems impacting the Company.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20
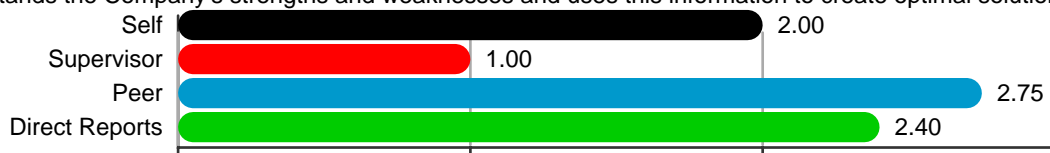
Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

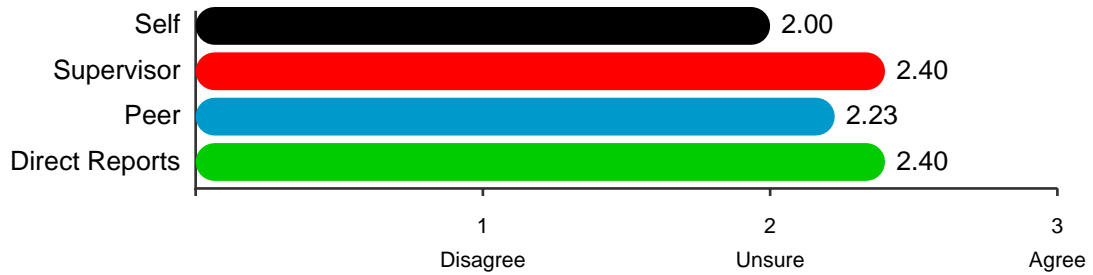| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Communicates vision for the department and company.	15	2.27	33.3	7%	60%	33%
2. Implements long-term solutions to problems.	15	2.53	73.3	20%	7%	73%
3. Maintains knowledge of current trends in the industry.	15	2.33	40.0	7%	53%	40%
4. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.47	53.3	7%	40%	53%
5. Analyzes unique issues or problems impacting the Company.	15	2.27	40.0	13%	47%	40%

Comments:
- _____ is a valued peer.   I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- Thoroughness, accuracy, professionalism.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.

Company

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1	2	3
Disagree	Unsure	Agree

6. Attends [Company] gatherings and social events.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Expresses loyalty and dedication to [Company] in interactions with others.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Understands the "basics" as to how [Company] functions/operates.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Understands the use of [Company] products and services.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Understands how decisions impact other business units beyond their immediate department of work group.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

1	2	3
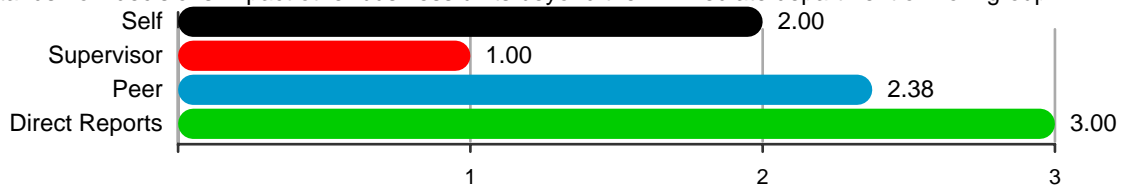
Level of Skill

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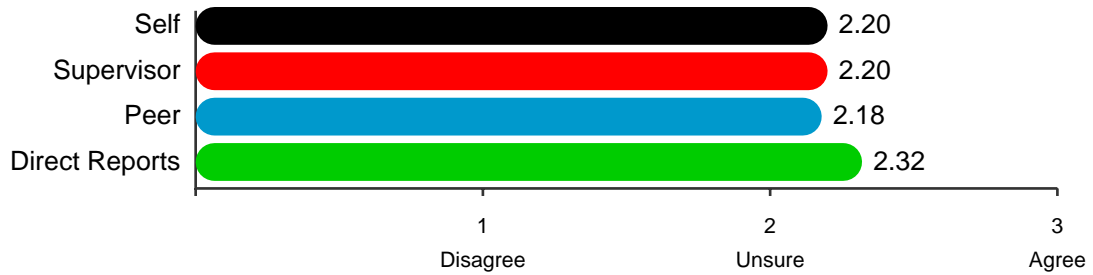
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Attends [Company] gatherings and social events.	15	2.13	33.3	20%	47%	33%
7. Expresses loyalty and dedication to [Company] in interactions with others.	15	2.07	26.7	20%	53%	27%
8. Understands the "basics" as to how [Company] functions/operates.	15	2.33	40.0	7%	53%	40%
9. Understands the use of [Company] products and services.	15	2.40	53.3	13%	33%	53%
10. Understands how decisions impact other business units beyond their immediate department of work group.	15	2.47	60.0	13%	27%	60%

Comments:
- _____ teams with others to improve communication and process.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. _____ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact.   They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- Each member feels they are a part of the team and knows their contribution is valued.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
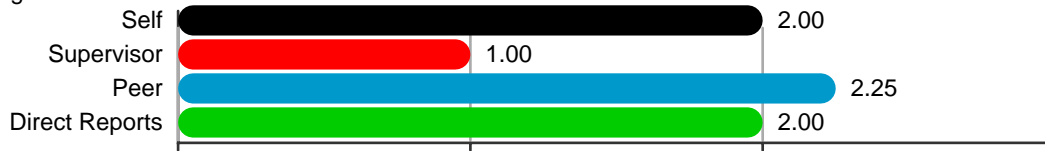
Cultural Awareness

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

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              1              2              3
          Disagree        Unsure         Agree
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11. Recognizes and values individual and cultural differences.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Encourages a work environment where individual differences are valued.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Shows respect in daily interactions

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Values the opinions of diverse groups and individual.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

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              1              2              3
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Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
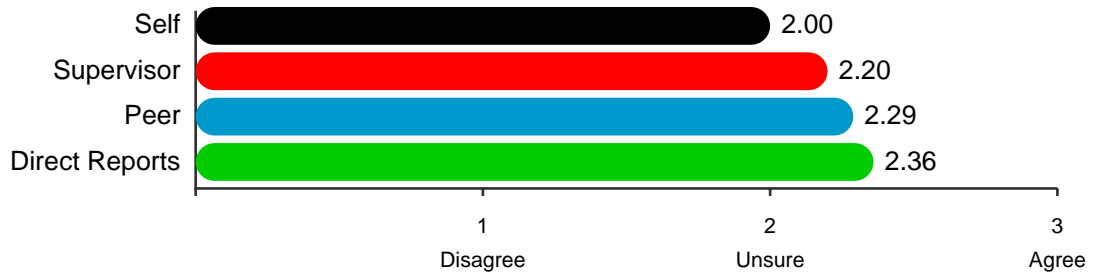
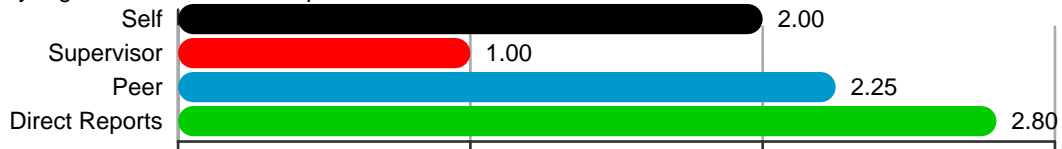| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Recognizes and values individual and cultural differences.	15	2.33	40.0	7%	53%	40%
12. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	2.07	20.0	13%	67%	20%
13. Encourages a work environment where individual differences are valued.	15	2.07	26.7	20%	53%	27%
14. Shows respect in daily interactions	15	2.27	40.0	13%	47%	40%
15. Values the opinions of diverse groups and individual.	14	2.43	50.0	7%	43%	50%

Comments:
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- He is friendly, courteous, and kind all while being very professional.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ has made good judgements in hiring top notch employees.
- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.

Performance

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

16. Effectively organizes resources and plans

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. ...Produce Quality

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Listens and responds to issues and problems

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Has great overall performance

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Able to organize work.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40
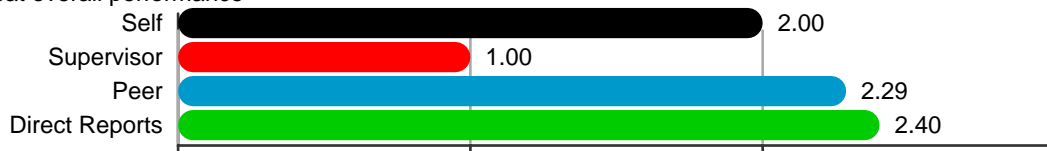
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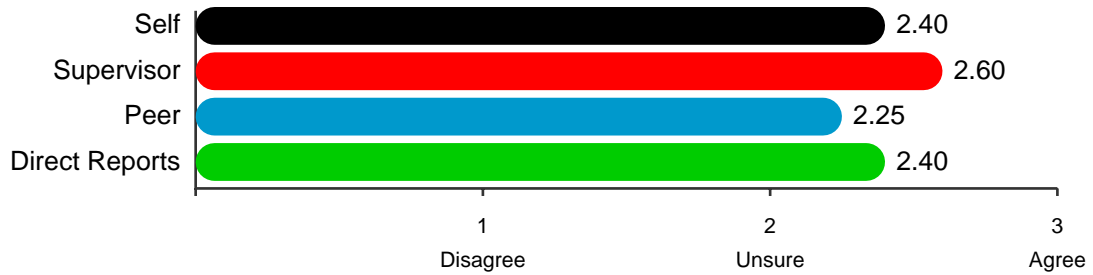
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Effectively organizes resources and plans	15	2.33	46.7	13%	40%	47%
17. ...Produce Quality	15	2.33	40.0	7%	53%	40%
18. Listens and responds to issues and problems	14	2.00	14.3	14%	71%	14%
19. Has great overall performance	14	2.21	42.9	21%	36%	43%
20. Able to organize work.	15	2.53	60.0	7%	33%	60%

Comments:
- he understands where our opportunities for savings in the employee benefits plan may be.
- He quickly addresses any challenges that may arise.
- _____ is an extremely effective leader.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently.   What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- He knows product and how to engage potential clients.
- _____ has been very supportive of me and the Institute.

Achievement

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

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        1              2              3
     Disagree       Unsure         Agree
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21. Holds others to high standards of achievement.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Uses established goals and performance measures to keep track of performance.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Takes calculated risks.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Demonstrates improvement in performance.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Takes calculated risks to achieve higher levels of performance.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

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        1              2              3
```
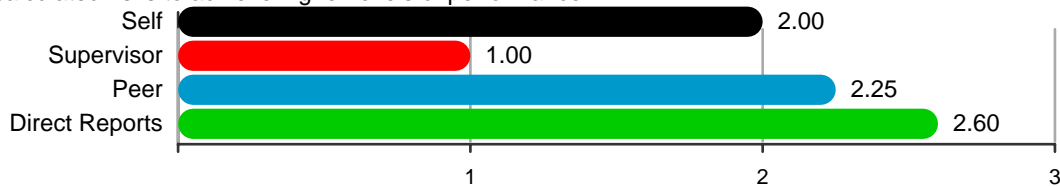
Level of Skill

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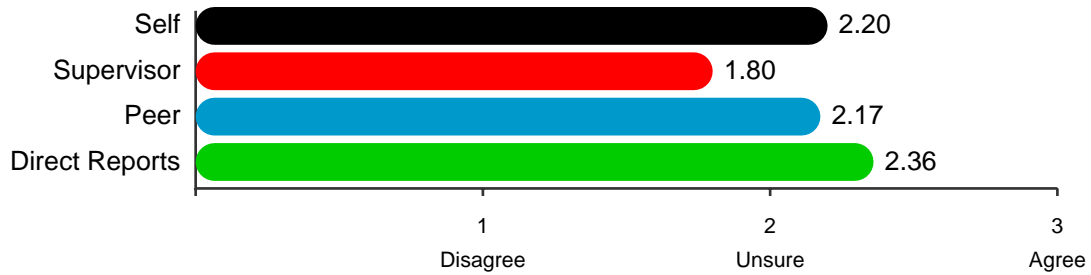
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Holds others to high standards of achievement.	15	2.60	66.7	7%	27%	67%
22. Uses established goals and performance measures to keep track of performance.	15	2.33	40.0	7%	53%	40%
23. Takes calculated risks.	15	2.07	20.0	13%	67%	20%
24. Demonstrates improvement in performance.	15	2.40	53.3	13%	33%	53%
25. Takes calculated risks to achieve higher levels of performance.	15	2.27	53.3	27%	20%	53%

Comments:
- I have found that _____ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- _____ is a great leader.   He provides guidance and sets expectations to ensure desired outcomes.
- I feel as though _____ is still getting to know his management team and employees.   He has only been overseeing our area for a little over 6 months.   I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.

Results Oriented

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

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            1            2            3
        Disagree      Unsure       Agree
```

26. Encourages a high-energy, fun work environment and coaches others on how to do the same

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Explains the "whys" behind organizational objectives

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Demonstrates the personal confidence to "stay the course," even when faced with difficulty

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Provides clear expectations for employees.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Stays focused on meeting the needs of customers.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

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            1            2            3
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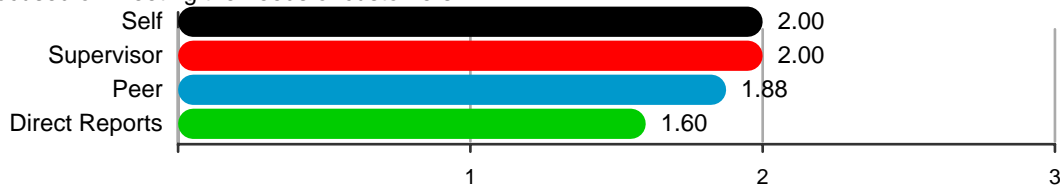
Level of Skill

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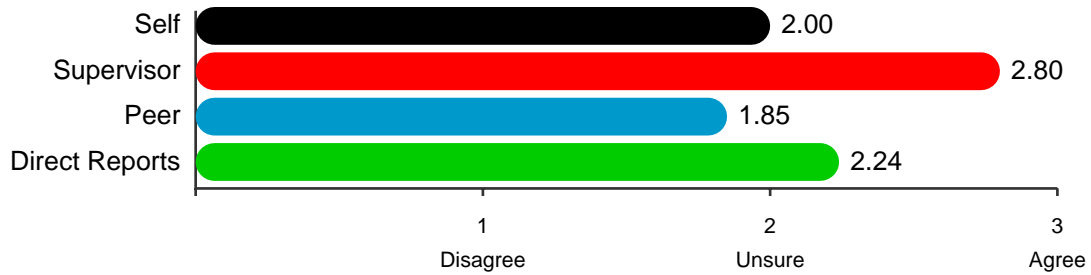
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	2.20	33.3	13%	53%	33%
27. Explains the "whys" behind organizational objectives	15	2.00	26.7	27%	47%	27%
28. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	2.47	53.3	7%	40%	53%
29. Provides clear expectations for employees.	15	2.60	60.0		40%	60%
30. Stays focused on meeting the needs of customers.	15	1.80	13.3	33%	53%	13%

Comments:
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- He is quick and willing to aid.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- It has been a wonderful having _____ as our manager so far, the future looks brighter!

Safety

Summary Scores
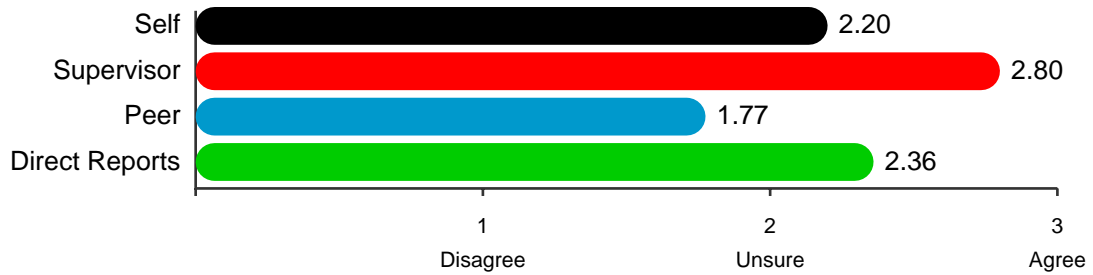
31. Ensures that all supervisors are aware of regulatory and compliance measures.

32. Encourages others to attend safety training.

33. Is aware of OSHA safety guidelines.

34. Ensures compliance with safety regulations.

35. Develops a sustainable safety culture.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Ensures that all supervisors are aware of regulatory and compliance measures.	15	2.13	33.3	20%	47%	33%
32. Encourages others to attend safety training.	15	2.13	33.3	20%	47%	33%
33. Is aware of OSHA safety guidelines.	15	2.07	33.3	27%	40%	33%
34. Ensures compliance with safety regulations.	15	2.13	26.7	13%	60%	27%
35. Develops a sustainable safety culture.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is a great manager.   Very supportive of his staff.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.   Additionally, it illustrates his genuine commitment to the organization.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.

Coaching

Summary Scores

Self — 2.00
Supervisor — 2.80
Peer — 1.85
Direct Reports — 2.24

| 1 | 2 | 3 |
| Disagree | Unsure | Agree |

36. Coaches employees in how to strengthen knowledge and skills to improve work performance.

Self — 2.00
Supervisor — 3.00
Peer — 1.62
Direct Reports — 2.00

37. Addresses employee behavior problems effectively.

Self — 2.00
Supervisor — 3.00
Peer — 1.75
Direct Reports — 2.00

38. Conducts regular performance appraisals and feedback.

Self — 2.00
Supervisor — 3.00
Peer — 1.88
Direct Reports — 2.20

39. Helps employees to understand responsibilities, authority, and expectations.

Self — 2.00
Supervisor — 3.00
Peer — 2.25
Direct Reports — 2.40

40. Develops the skills and capabilities of others.

Self — 2.00
Supervisor — 2.00
Peer — 1.75
Direct Reports — 2.60

| 1 | 2 | 3 |
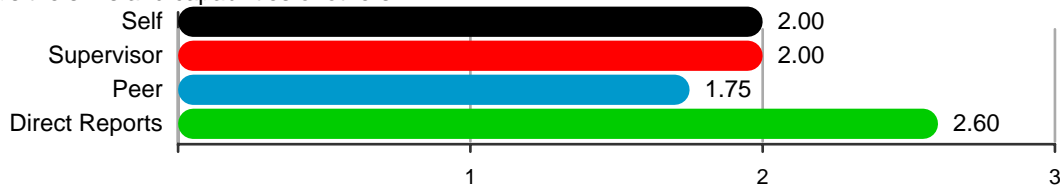
Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	1.87	20.0	33%	47%	20%
37. Addresses employee behavior problems effectively.	15	1.93	13.3	20%	67%	13%
38. Conducts regular performance appraisals and feedback.	15	2.07	33.3	27%	40%	33%
39. Helps employees to understand responsibilities, authority, and expectations.	15	2.33	33.3		67%	33%
40. Develops the skills and capabilities of others.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ has excellent job and people skills.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- I appreciate his perspective and guidance on a variety of things.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.

Conflict Management

Summary Scores
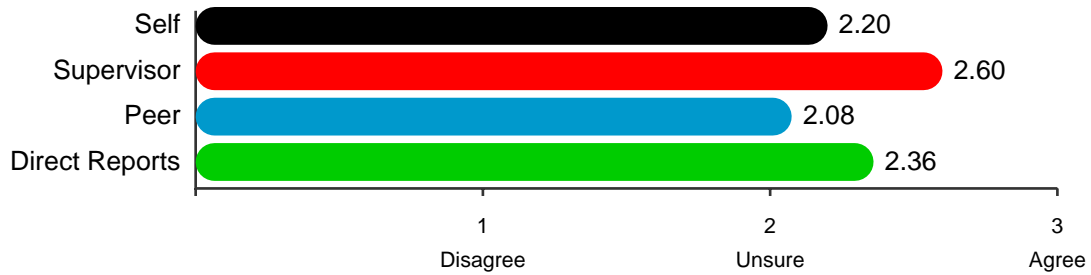
41. Deals effectively with employee grievances.

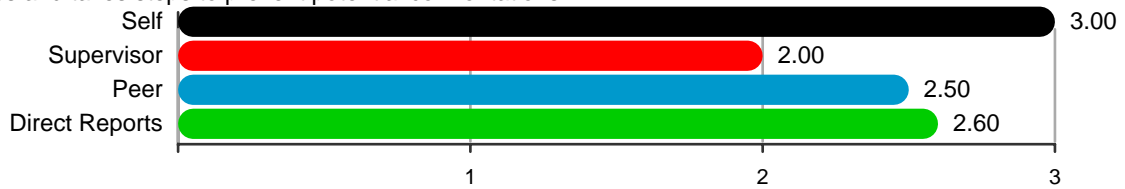42. Discusses conflict situations with supervisor.

43. Assists team members by helping them see the other point of view.

44. Tries to understand others' point of view before making judgments

45. Identifies and takes steps to prevent potential confrontations.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Deals effectively with employee grievances.	15	2.00	26.7	27%	47%	27%
42. Discusses conflict situations with supervisor.	15	2.13	33.3	20%	47%	33%
43. Assists team members by helping them see the other point of view.	15	2.20	40.0	20%	40%	40%
44. Tries to understand others' point of view before making judgments	15	2.20	26.7	7%	67%	27%
45. Identifies and takes steps to prevent potential confrontations.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ embraces the idea of being pro active in a situation, instead of reactive.   He is very supportive of the organizations Core Competency transition.

- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.

- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.

- Strength is in embracing diversity by being open to opposing perspectives or viewpoints.   Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occuring.

- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.

- _____ is a very supportive co-worker who is quick to assist others in need.   He's a great teammate.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- He will sit down with all parties involved before he makes a decision.
- I think _____ is off to a very good start with the new division.   He is engaging key players and helping form vision with his leadership team.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.

What do you like best about working with this individual?

- With Process improvement & porfessional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likly to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He is very supportive of cross training and learning new skills.
- _____ leads by example. Great Employee engagement.
- _____ does a great job in supporting and engaging all of his employees.
- I do not always receive constructive criticism.   Constructive criticism helps me grow as an effective team member.

What do you like least about working with this individual?

- _____ teams with others to improve communication and process.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- Completes variance analysis and identifies corrective actions.
- He cares deeply for what he does and it shows.

What do you see as this person's most important leadership-related strengths?

- _____ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- One of the things I appreciate about _____ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve.   An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ is always professional and demonstrates integrity in his daily work.   He is consistently respectful and values other members of the team.
- Attitude is there; however, follow through is lacking at times.

What do you see as this person's most important leadership-related areas for improvement?

- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- He has consistently been a strong advocate for me and my team.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- _____ is a team player and effective in his role.

Any final comments?

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- I do not always receive constructive criticism.   Constructive criticism helps me grow as an effective team member.
- _____ is an impressive performer.
- He provides essential data in order to help explain decisions.