



# EVALUATION RESULTS

## 360° FEEDBACK

**JOHN DOE**

24.02.2017

NUMBER OF EVALUATORS 11

COMPLETED EVALUATIONS 100%

NUMBER OF "CANNOT JUDGE" 16%

## INTRODUCTION

This is your 360° Feedback Report. We hope it brings you useful feedback and observations from people around you.

The first part of the report will give you an overall picture, by comparing your view with the views of your evaluators. The second part is where you will find an evaluation for each question from your reports, superiors and peers. It also contains the most interesting feedback – the comments!

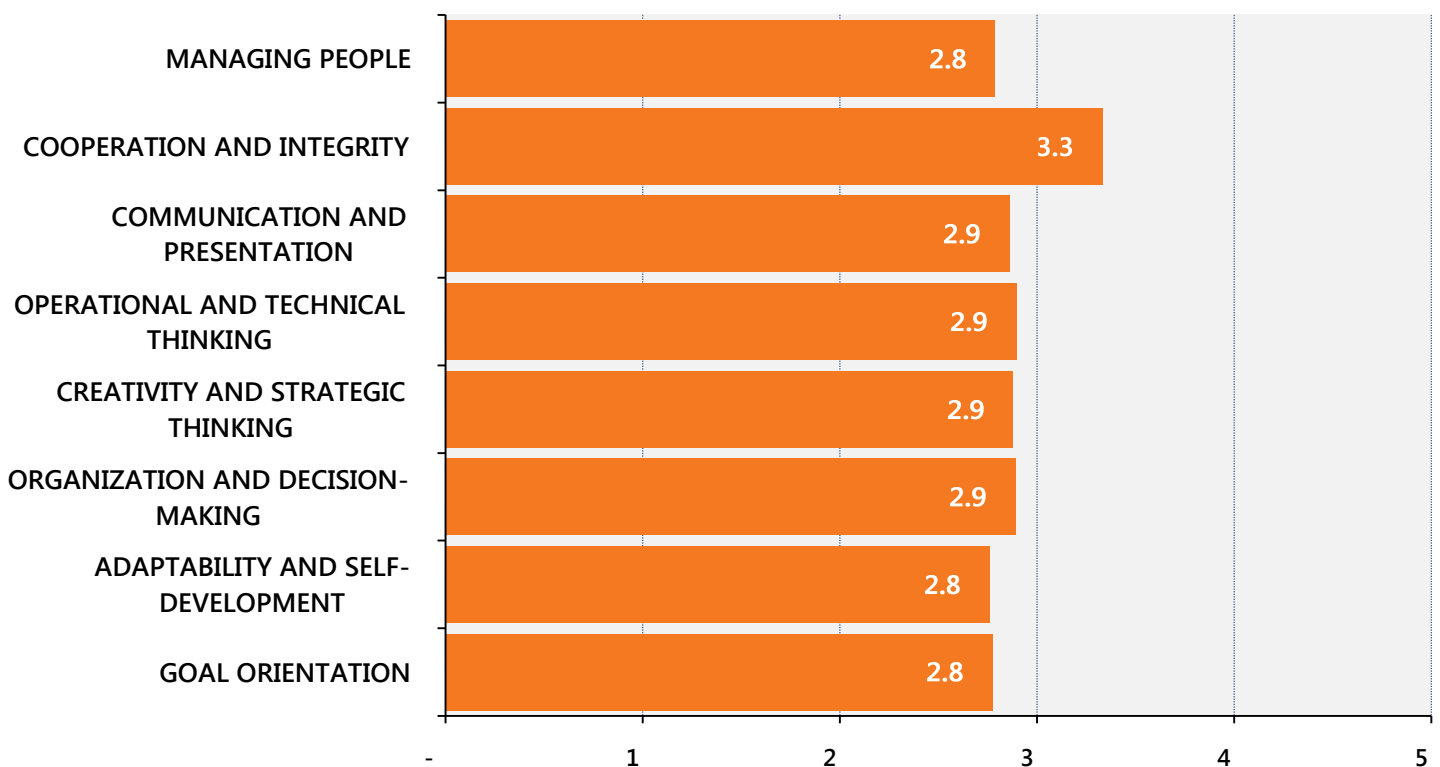
## HOW TO WORK WITH THE RESULTS

- Look at your overall results and compare them to how you see yourself. Does your self-perception differ from the perspective of others?
- Try to think about what your strengths could be. Which competencies make you an example for your colleagues and/or subordinates and help them in their development?
- Try to identify areas which are worth developing further. Decide which areas you want to act on and create your development plan.
- Read the comments provided by your evaluators and contemplate them. They often conceal valuable insights to better understand the results or useful tips for development.
- Notice the parts of the report where the evaluation of different groups of evaluators show considerable variance. This may help you reveal the areas where you give different impressions to different groups. If this is not intentional, it may give you an opportunity to correct this.

## EVALUATION SUMMARY

The chart below shows the most important results of the feedback - your competency profile. The evaluators have read the characteristics of individual competencies and they judged the level of your competencies on a single scale. The values shown in the graph are an average of the evaluations you received in individual competencies (not including your self-evaluation).

The level of competency which others see in you corresponds with the height of the column in the chart . High levels suggest good handling of the competency, low values indicate space for improvement and development.



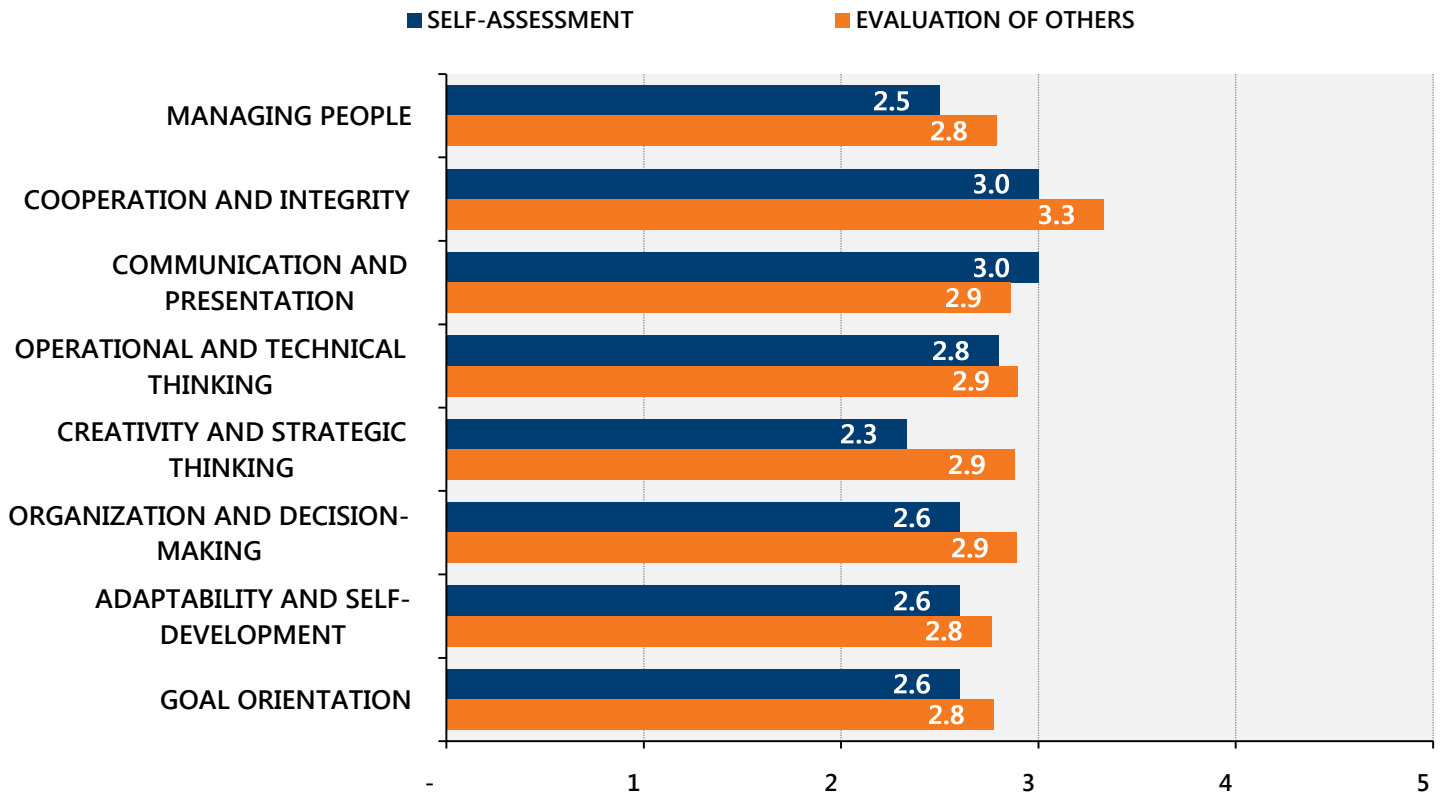
### USED SCALE

The competencies were assessed by the evaluators on this scale:

- NEEDS CONSIDERABLE DEVELOPMENT 1
- NEEDS DEVELOPMENT 2
- CORRESPONDS WITH NEEDS 3
- EXCEEDS EXPECTATIONS 4
- CONSIDERABLY EXCEEDS EXPECTATIONS 5

## SELF-EVALUATION AND EVALUATION OF OTHERS

















The following chart offers the comparison of two different perspectives. The first series of values shows how you see yourself; the second one shows how others see you. The fact that your self-evaluation varies from the evaluation of others is nothing unusual. It is the comparison of these two views that enables you to find out more about yourself.






## DIFFERENCES IN EVALUATIONS

The following table offers the comparison of differences between your self-evaluation and the evaluations done by others; the individual competencies are arranged depending on the variance of this difference. The differences between how you see yourself and how others see you may reveal as yet unperceived areas of development or hidden strengths.

Overestimating in the self-evaluation is marked with an orange arrow pointing down, underestimating is marked with a blue arrow pointing up.

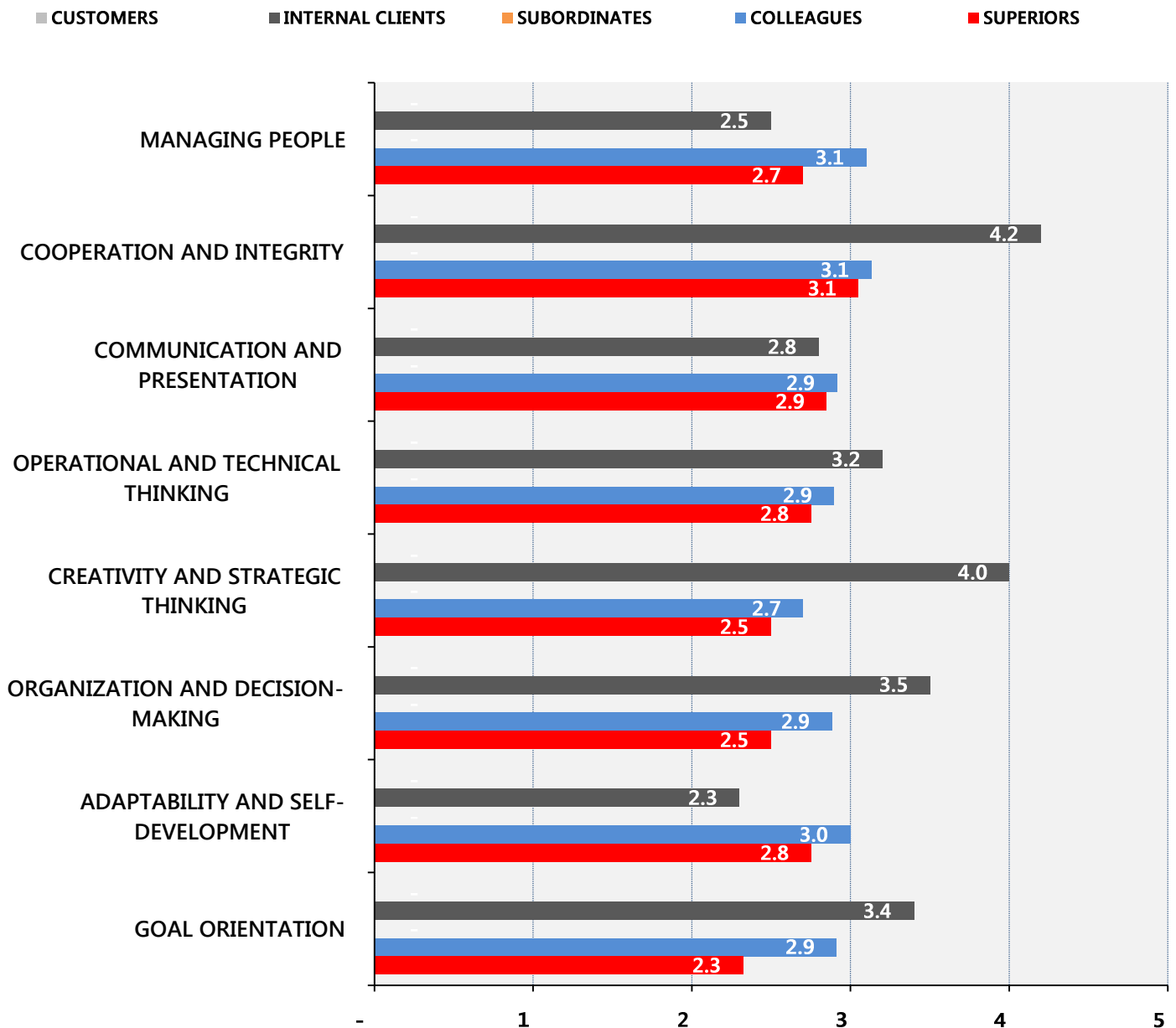
COMPETENCY	SELF-ASSESSMENT	EVALUATION OF OTHERS <small>(with agreement level)</small>	DIFFERENCE
MANAGING PEOPLE	2.5	2.8 	 0.3
COOPERATION AND INTEGRITY	3	3.3 	 0.3
COMMUNICATION AND PRESENTATION	3	2.9 	 0.1
OPERATIONAL AND TECHNICAL THINKING	2.8	2.9 	 0.1
CREATIVITY AND STRATEGIC THINKING	2.3	2.9 	 0.5
ORGANIZATION AND DECISION-MAKING	2.6	2.9 	 0.3
ADAPTABILITY AND SELF-DEVELOPMENT	2.6	2.8 	 0.2
GOAL ORIENTATION	2.6	2.8 	 0.2

Agreement level describes the variation in 360° scores between evaluators. The higher the agreement level, the higher the chance evaluators see the person in a similar manner. Agreement level is based on standard deviation.

-  High agreement level
-  Medium agreement level
-  Low agreement level

## COMPARING THE GROUPS OF EVALUATORS

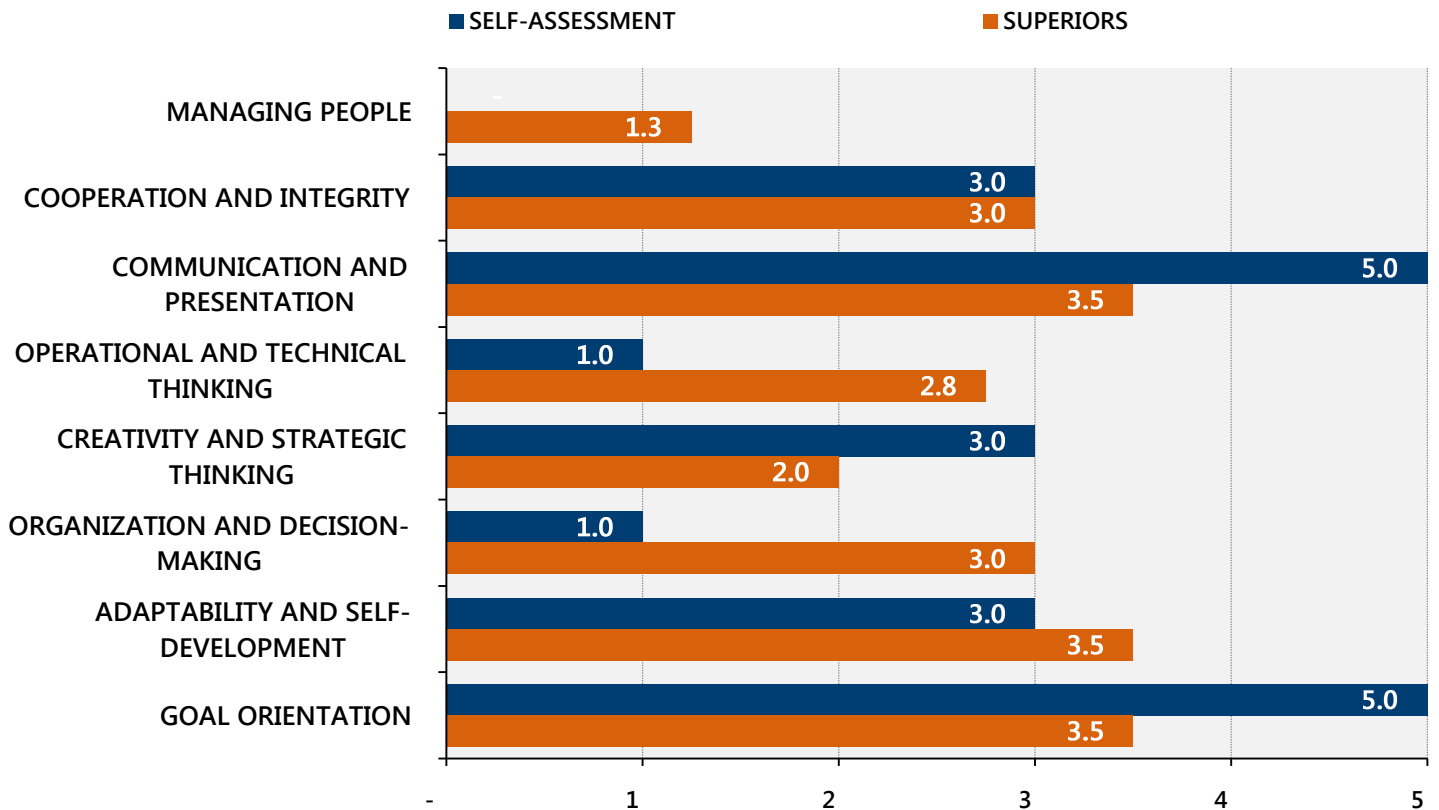
Evaluators from different groups can evaluate you differently. This is natural, because each group sees you in a different role. The following chart will help you establish the average evaluation the individual groups of evaluators gave you in each of the competencies.



With the exception of the senior group, if the group of evaluators is less than two people, the results are shown neither here nor anywhere else in the report, in order to protect confidentiality. The results are calculated in the overall average results.

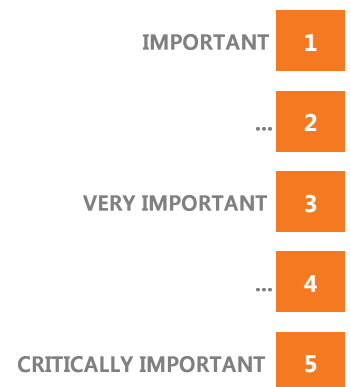
## COMPETENCIES BY PERCEIVED PRIORITY

The following chart provides a comparison between two different perspectives. The first series of values shows perceived importance of single competencies from your side, the second perceived importance of single competencies by your supervisor.



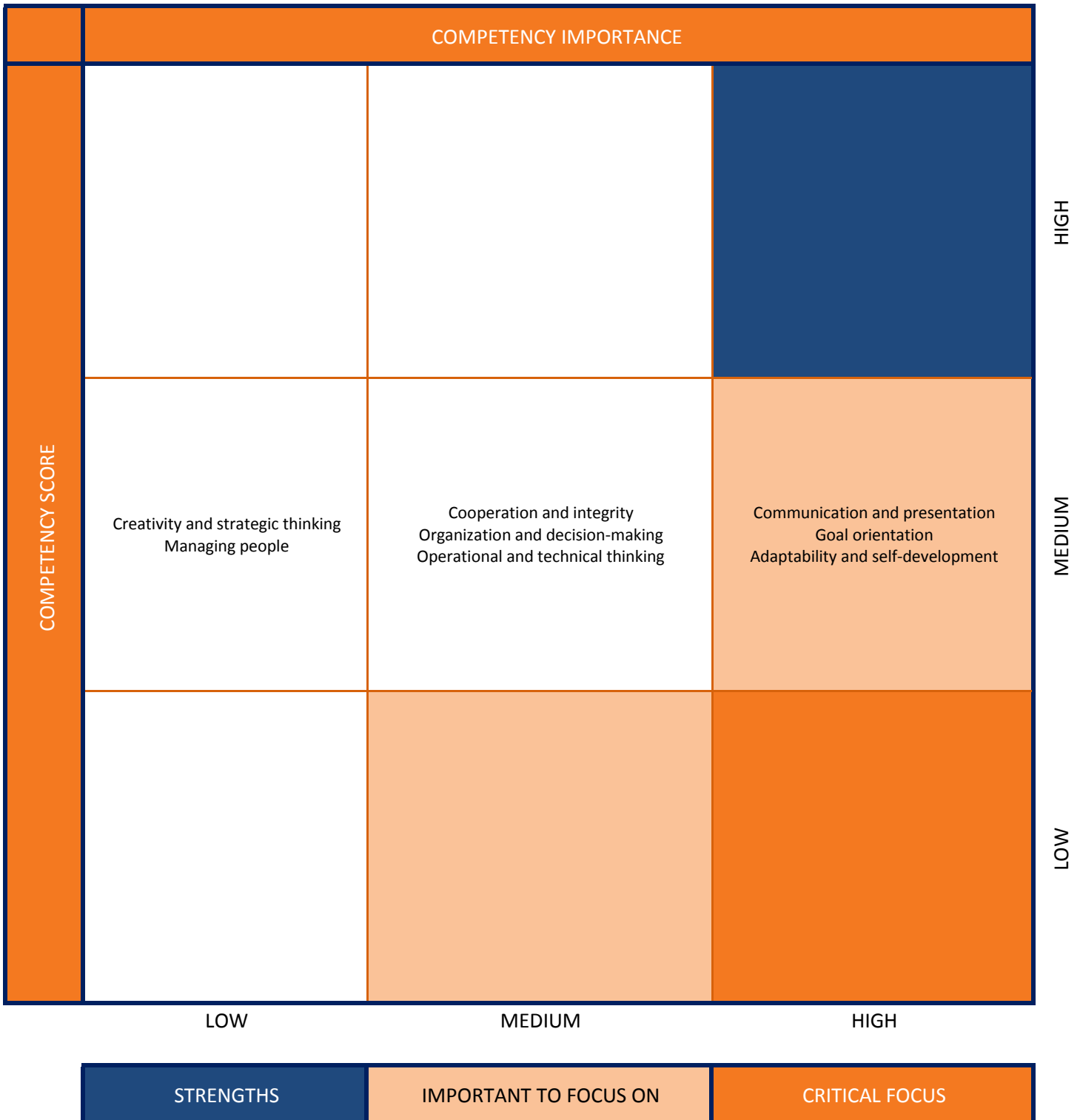
### USED SCALE

Competencies by perceived priority was rated on following scale:



## DEVELOPMENT MATRIX

Development matrix compares competency ratings to their perceived importance. Focus on the competencies in the highlighted areas for better understanding of what is perceived as potential development areas and what as strengths.





## EVALUATION BY: SUPERIORS

It is not unusual that it is our senior managers who are the most critical of our performance. That is probably why you can seek inspiration for further development in their evaluation; see what to retain and what to change, which competencies to develop further. Try to establish a guiding pattern in the items below which could guide your future growth.

Highest valued statements		
He/she quickly acquires the trust of partners in dealings.	3.7	
He/she is authentic and empathetic towards the feelings of other people.	3.7	
He/she dedicates his/her efforts to making others feel good.	3.7	
He/she is interested in the views of others and tries to understand them.	3.3	
He/she quickly learns in new, challenging situations.	3.0	
He/she handles risk and uncertainty.	3.0	
He/she effectively handles change.	3.0	
He/she understands how to separate and combine tasks to make the work as effective as possible.	3.0	

Lowest valued statements		
He/she easily creates competitive and ambitious strategy and plans.	2.0	
He/she considers priorities and dedicates his/her time and time of others to what is really important.	2.0	
He/she is personally devoted to permanent improvement of him/herself; he/she actively works on it.	2.0	
He/she takes the initiative when accomplishing tasks.	2.3	
He/she seeks solutions from all promising sources.	2.3	
He/she adequately judges the duration and difficulty of tasks and projects and sets realistic plans.	2.3	
He/she analyses both success and failure in order to find hints for improvement.	2.3	
He/she doesn't fear acting in situations when detailed planning is impossible and when sufficient information isn't available.	2.3	

## EVALUATION BY: COLLEAGUES









Your colleagues are usually in a close contact with you; they know your daily struggles and achievements. That is why they usually have enough information to provide a mirror for your self-examination. Try to recognize patterns in the items shown below which could lead you to a suitable theme of development.








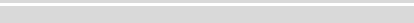
Highest valued statements		
He/she creates and supports strong team spirit within his/her team.	3.7	
When looking back, majority of his/her decisions proves to be correct and adequate.	3.3	
He/she acts directly, honestly and in a trustworthy way.	3.3	
He/she is authentic and empathetic towards the feelings of other people.	3.3	
He/she welcomes input from all individuals and he/she makes others believe that their job is important.	3.3	
He/she is focused on action and has the energy to do the things he/she perceives as challenging.	3.3	
He/she takes the initiative when accomplishing tasks.	3.0	
He/she barely gives in before completing tasks, especially when facing obstacles or failure.	3.0	

Lowest valued statements		
He/she easily creates competitive and ambitious strategy and plans.	2.0	
He/she knows what he/she wants in terms of his/her career and actively works to accomplish it.	2.0	
He/she provides others with feed-back which is topical, direct, complex, corrective and leads to positive change.	2.3	
He/she creates and communicates compelling and inspiring visions.	2.5	
He/she quickly acquires the trust of partners in dealings.	2.7	
He/she has the functional and technical knowledge necessary to perform his/her job at a high level of quality.	2.7	
He/she considers priorities and dedicates his/her time and time of others to what is really important.	2.8	
He/she adequately judges the duration and difficulty of tasks and projects and sets realistic plans.	2.8	

## EVALUATION BY: INTERNAL CLIENTS

These evaluators may not know you as well as the above groups of evaluators, yet they know you in a different role, that of a person who is available when they need something. This relationship may reveal your other strengths and areas for improvement. Perhaps the statements shown below will suggest which ones these are.

Highest valued statements		
He/she is capable of many new and unique ideas.	4.5	
He/she acts directly, honestly and in a trustworthy way.	4.5	
He/she is authentic and empathetic towards the feelings of other people.	4.5	
He/she is interested in the views of others and tries to understand them.	4.5	
He/she is focused on action and has the energy to do the things he/she perceives as challenging.	4.0	
He/she considers priorities and dedicates his/her time and time of others to what is really important.	4.0	
He/she easily creates competitive and ambitious strategy and plans.	4.0	
He/she is capable of predicting various future scenarios.	4.0	

Lowest valued statements		
He/she delegates suitable tasks – routine and important ones - clearly and without problems.	2.0	
He/she is attentive to the comprehensibility of his/her communication – he/she checks whether all is clear and understandable.	2.0	
He/she effectively handles change.	2.0	
He/she handles risk and uncertainty.	2.0	
He/she is personally devoted to permanent improvement of him/herself; he/she actively works on it.	2.0	
He/she is well aware of the workload of his/her subordinates and colleagues and he/she acknowledges exceptional efforts.	2.5	
He/she welcomes input from all individuals and he/she makes others believe that their job is important.	2.5	
He/she provides others with feed-back which is topical, direct, complex, corrective and leads to positive change.	2.5	

## MANAGING PEOPLE

This competency is defined as follows:

- He/she is well aware of the workload of his/her subordinates and colleagues and he/she acknowledges exceptional efforts.
- He/she delegates suitable tasks – routine and important ones - clearly and without problems.
- He/she creates and supports strong team spirit within his/her team.
- He/she welcomes input from all individuals and he/she makes others believe that their job is important.
- He/she provides others with feed-back which is topical, direct, complex, corrective and leads to positive change.

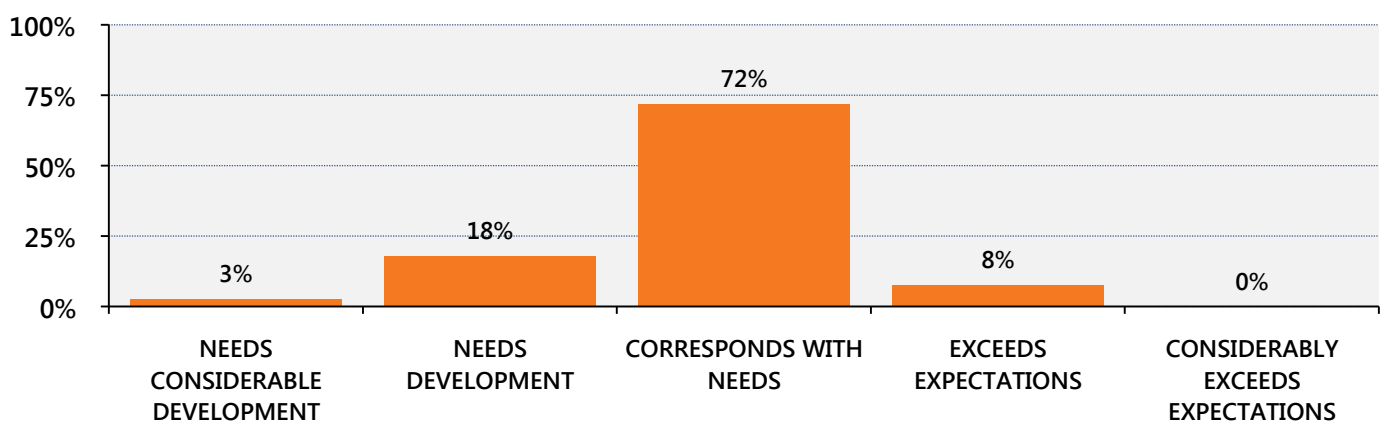
AVERAGE SCORE **2.8**

NUMBER OF EVALUATIONS **9**

NUMBER OF "CANNOT JUDGE" **11**

### DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.








## GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.5	1
SUPERIORS	2.7	4
COLLEAGUES	3.1	3
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	2.5	2

## EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she is well aware of the workload of his/her subordinates and colleagues and he/she acknowledges exceptional efforts.	2.9	
He/she delegates suitable tasks – routine and important ones - clearly and without problems.	2.5	
He/she creates and supports strong team spirit within his/her team.	3.3	
He/she welcomes input from all individuals and he/she makes others believe that their job is important.	3.0	
He/she provides others with feed-back which is topical, direct, complex, corrective and leads to positive change.	2.6	

## COOPERATION AND INTEGRITY

This competency is defined as follows:

- He/she dedicates his/her efforts to making others feel good.
- He/she is forthcoming about the expectations and requirements of internal and external customers.
- He/she is interested in the views of others and tries to understand them.
- He/she is authentic and empathetic towards the feelings of other people.
- He/she acts directly, honestly and in a trustworthy way.

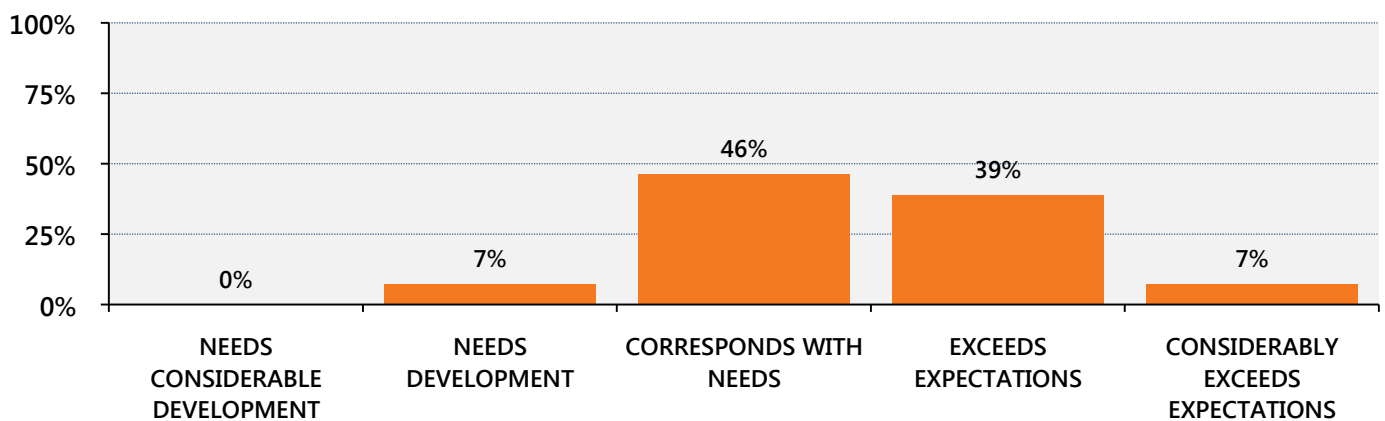
AVERAGE SCORE **3.3**

NUMBER OF EVALUATIONS **9**

NUMBER OF "CANNOT JUDGE" **9**

### DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.





## GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	3	1
SUPERIORS	3.1	4
COLLEAGUES	3.1	3
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	4.2	2

## EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she dedicates his/her efforts to making others feel good.	3.4	
He/she is forthcoming about the expectations and requirements of internal and external customers.	3.3	
He/she is interested in the views of others and tries to understand them.	3.5	
He/she is authentic and empathetic towards the feelings of other people.	3.8	
He/she acts directly, honestly and in a trustworthy way.	3.4	

## COMMUNICATION AND PRESENTATION

This competency is defined as follows:

- He/she is equally effective whether presenting dry data or hot and controversial topics.
- He/she quickly acquires the trust of partners in dealings.
- He/she is attentive to the comprehensibility of his/her communication – he/she checks whether all is clear and understandable.
- He/she, during discussions, is able to quickly get to the core of the message and stays on topic.
- He/she provides others with space for communication and actively develops dialogue with them.

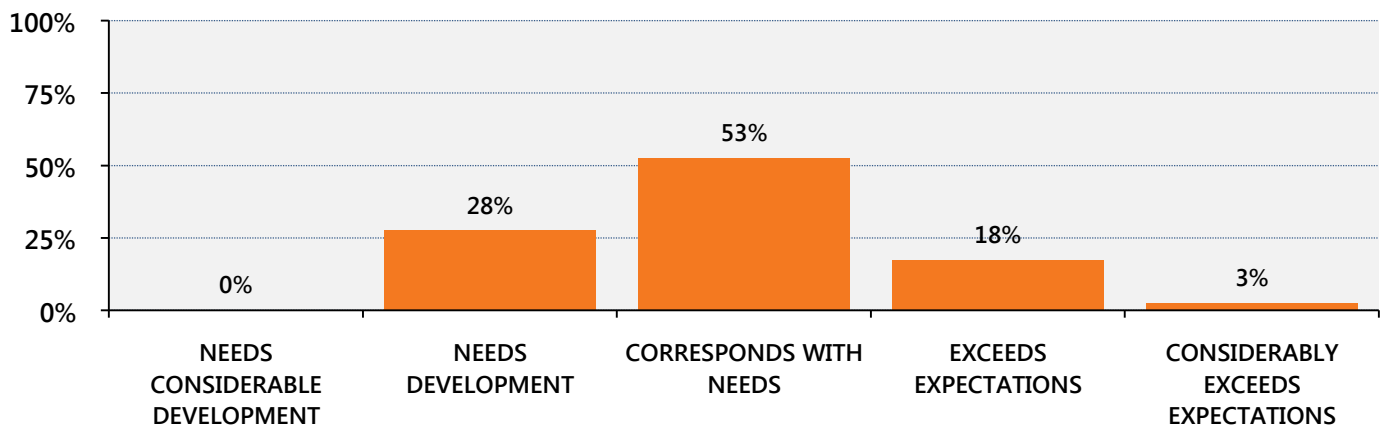
AVERAGE SCORE **2.9**

NUMBER OF EVALUATIONS **9**

NUMBER OF "CANNOT JUDGE" **10**

### DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.










## GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	3	1
SUPERIORS	2.9	4
COLLEAGUES	2.9	3
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	2.8	2

## EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she is equally effective whether presenting dry data or hot and controversial topics.	3.0	
He/she quickly acquires the trust of partners in dealings.	3.3	
He/she is attentive to the comprehensibility of his/her communication – he/she checks whether all is clear and understandable.	2.6	
He/she, during discussions, is able to quickly get to the core of the message and stays on topic.	2.9	
He/she provides others with space for communication and actively develops dialogue with them.	3.0	

## OPERATIONAL AND TECHNICAL THINKING

This competency is defined as follows:

- He/she has the functional and technical knowledge necessary to perform his/her job at a high level of quality.
- He/she uses precise logic and methods to solve challenging problems effectively.
- He/she seeks solutions from all promising sources.
- He/she quickly learns new technologies.
- He/she looks beyond the obvious solution and doesn't settle for the first answer.

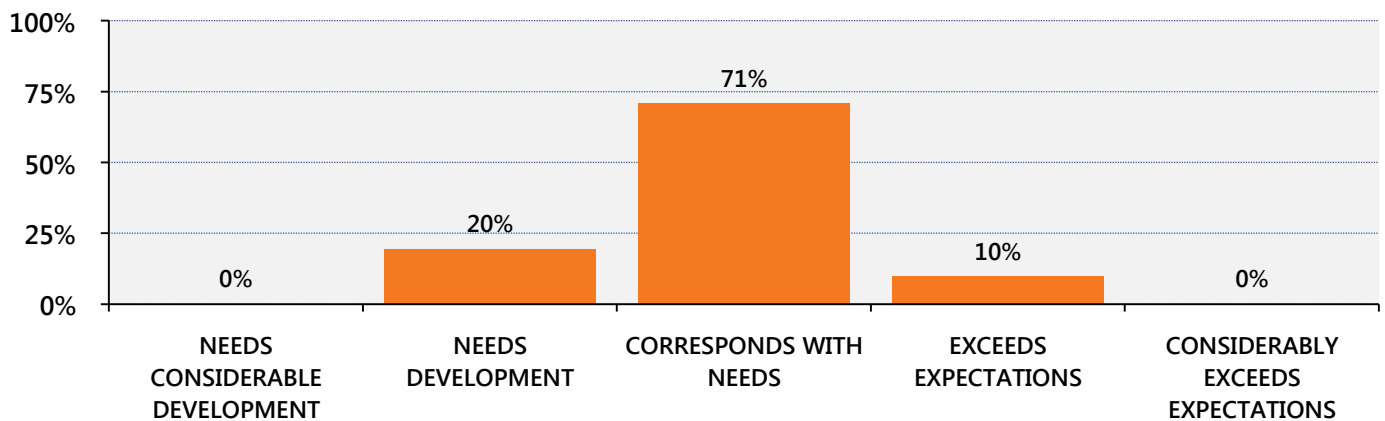
AVERAGE SCORE 2.9

NUMBER OF EVALUATIONS 10

NUMBER OF "CANNOT JUDGE" 9

### DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.



## GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.8	1
SUPERIORS	2.8	4
COLLEAGUES	2.9	4
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.2	2

## EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she has the functional and technical knowledge necessary to perform his/her job at a high level of quality.	2.8	
He/she uses precise logic and methods to solve challenging problems effectively.	3.1	
He/she seeks solutions from all promising sources.	2.9	
He/she quickly learns new technologies.	2.9	
He/she looks beyond the obvious solution and doesn't settle for the first answer.	2.9	

## CREATIVITY AND STRATEGIC THINKING

This competency is defined as follows:

- He/she is informed about current and possible future findings, trends, technologies and information concerning his/her organization and industry.
- He/she is capable of many new and unique ideas.
- He/she is capable of predicting various future scenarios.
- He/she easily creates competitive and ambitious strategy and plans.
- He/she creates and communicates compelling and inspiring visions.

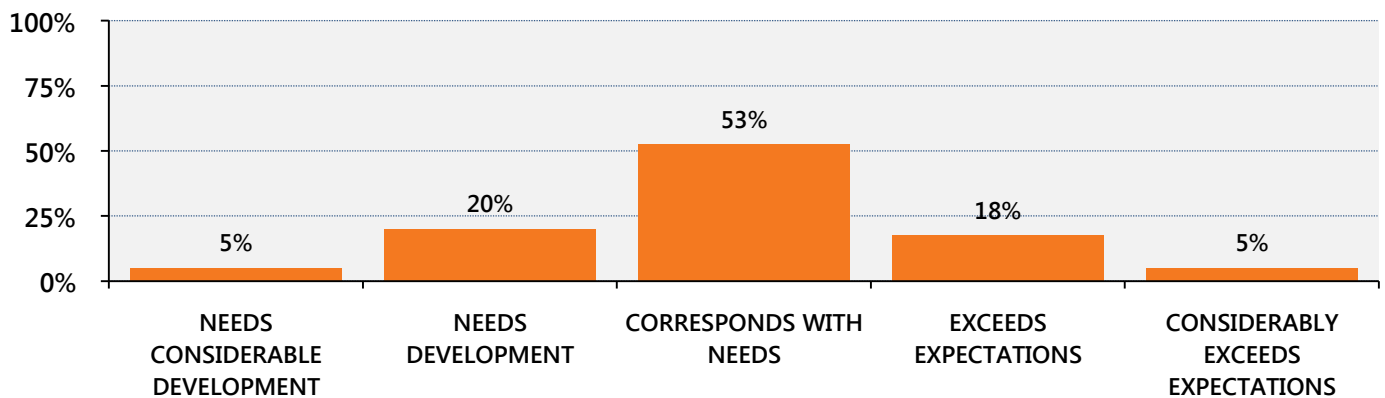
AVERAGE SCORE **2.9**

NUMBER OF EVALUATIONS **10**

NUMBER OF "CANNOT JUDGE" **10**

### DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.








## GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.3	1
SUPERIORS	2.5	4
COLLEAGUES	2.7	4
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	4	2

## EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she is informed about current and possible future findings, trends, technologies and information concerning his/her organization and industry.	3.1	
He/she is capable of many new and unique ideas.	3.2	
He/she is capable of predicting various future scenarios.	3.1	
He/she easily creates competitive and ambitious strategy and plans.	2.6	
He/she creates and communicates compelling and inspiring visions.	2.8	

## ORGANIZATION AND DECISION-MAKING

This competency is defined as follows:

- He/she understands how to separate and combine tasks to make the work as effective as possible.
- He/she considers priorities and dedicates his/her time and time of others to what is really important.
- He/she adequately judges the duration and difficulty of tasks and projects and sets realistic plans.
- He/she clearly allocates responsibility for tasks and decisions.
- When looking back, majority of his/her decisions proves to be correct and adequate.

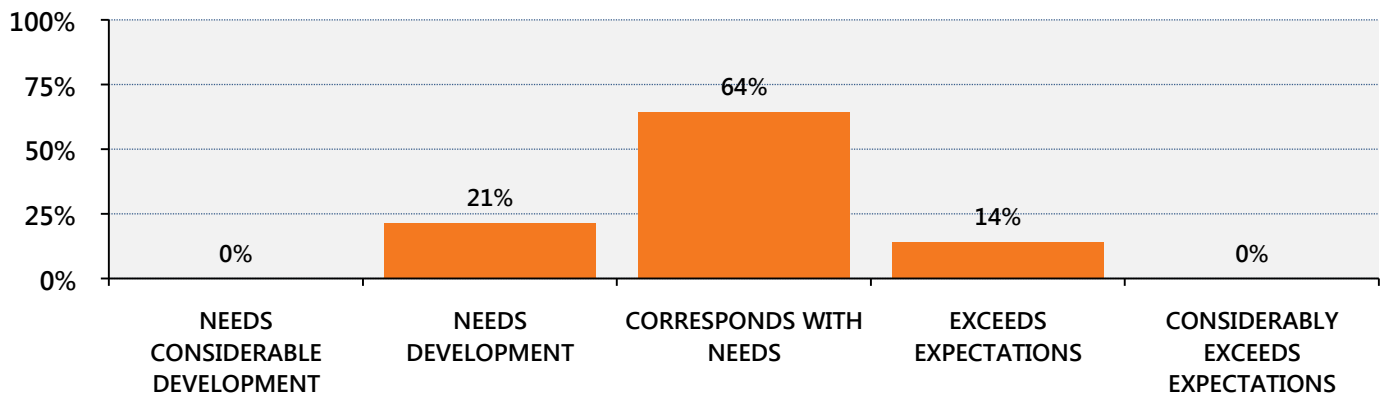
AVERAGE SCORE **2.9**

NUMBER OF EVALUATIONS **9**

NUMBER OF "CANNOT JUDGE" **8**

### DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.








## GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.6	1
SUPERIORS	2.5	3
COLLEAGUES	2.9	4
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.5	2

## EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she understands how to separate and combine tasks to make the work as effective as possible.	3.1	
He/she considers priorities and dedicates his/her time and time of others to what is really important.	2.8	
He/she adequately judges the duration and difficulty of tasks and projects and sets realistic plans.	2.7	
He/she clearly allocates responsibility for tasks and decisions.	3.0	
When looking back, majority of his/her decisions proves to be correct and adequate.	3.1	

## ADAPTABILITY AND SELF-DEVELOPMENT

This competency is defined as follows:

- He/she effectively handles change.
- He/she handles risk and uncertainty.
- He/she quickly learns in new, challenging situations.
- He/she analyses both success and failure in order to find hints for improvement.
- He/she is personally devoted to permanent improvement of him/herself; he/she actively works on it.

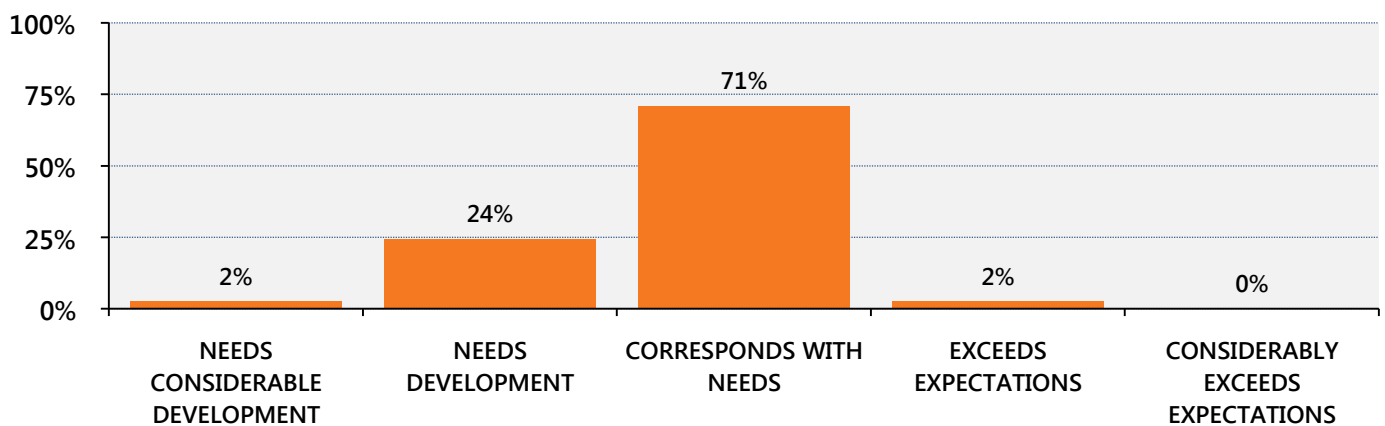
AVERAGE SCORE 2.8

NUMBER OF EVALUATIONS 9

NUMBER OF "CANNOT JUDGE" 9

### DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.










## GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.6	1
SUPERIORS	2.8	3
COLLEAGUES	3	4
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	2.3	2

## EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she effectively handles change.	2.8	
He/she handles risk and uncertainty.	2.8	
He/she quickly learns in new, challenging situations.	2.9	
He/she analyses both success and failure in order to find hints for improvement.	2.8	
He/she is personally devoted to permanent improvement of him/herself; he/she actively works on it.	2.4	

## GOAL ORIENTATION

This competency is defined as follows:

- He/she is focused on action and has the energy to do the things he/she perceives as challenging.
- He/she knows what he/she wants in terms of his/her career and actively works to accomplish it.
- He/she barely gives in before completing tasks, especially when facing obstacles or failure.
- He/she takes the initiative when accomplishing tasks.
- He/she doesn't fear acting in situations when detailed planning is impossible and when sufficient information isn't available.

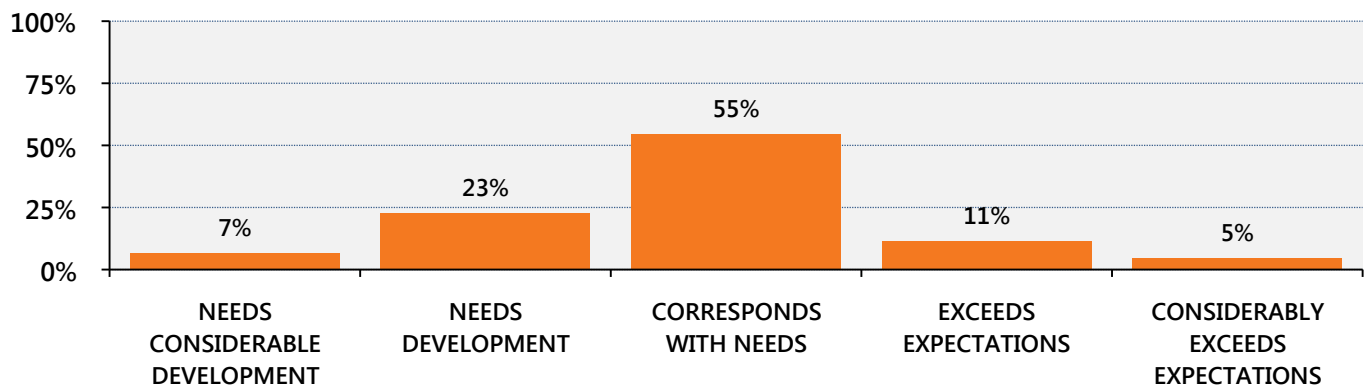
AVERAGE SCORE **2.8**

NUMBER OF EVALUATIONS **10**

NUMBER OF "CANNOT JUDGE" **6**

### DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.








## GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.6	1
SUPERIORS	2.3	4
COLLEAGUES	2.9	4
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.4	2

## EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she is focused on action and has the energy to do the things he/she perceives as challenging.	3.1	
He/she knows what he/she wants in terms of his/her career and actively works to accomplish it.	2.7	
He/she barely gives in before completing tasks, especially when facing obstacles or failure.	2.9	
He/she takes the initiative when accomplishing tasks.	2.7	
He/she doesn't fear acting in situations when detailed planning is impossible and when sufficient information isn't available.	2.8	

## FINAL COMMENTS

### What should this person CONTINUE doing?

- Being open, good communicator who takes responsibility for tasks and initiatives.
- Is very creative, has great ideas!
- Positive thinking . Quick reaction when required

### What should this person START doing?

- Being more proactive and task/result oriented
- Be more clear with expectations.
- Start being more direct in conversations. Don't beat around the bush.

### What should this person STOP doing?

- Avoid making fast, impulsive decisions on important matters. Be patient and consult the data and experts before making a decision.
- Stop micromanaging and delegate more.
- You sometimes disappear/withdraw when under big stress. This is the time to be more visible to the team, not less.

### INDIVIDUAL DEVELOPMENT PLAN

Based on the feedback you received during the feedback session, summarize your development activities and set your goals for improvement and personal development. Think about what can be useful to you in continuing your work, what are the challenges you are facing, and what change will help you to work successfully, build interpersonal relationships and improve co-operation with other employees.

Goal	Activities	Results			Support needed
		3 months	6 months	9 months	