

Central person: Lilian Karbo

Report responsible: Irma Kafferi

Organisation: anette kondrup

Invited respondents: 16

Respondents in report: 7

Response rate (report): 44%

8 respondent(s) manually excluded from report

Response rate (total): 94%

Report date: 2024-01-16

# Content overview



Introduktion til undersøgelsen og metodologien:

- Om Undersøgelsen og 360 graders undersøgelsen
- Metodologien

Resultaterne af 360 graders undersøgelsen præsenteres på følgende måde:

- Det totale gennemsnit af alle responsgivere sammenlignet med dine egne svar som "Personen i centrum" for hver enkelt hovedkategori.
- Detaljeret spindelvæv-grafer over feedback grupperne besvarelse i hver enkelt hovedkategori
- De højeste 5 og de laveste 5 scorer
- Detaljeret dybdegående indsigt i hver enkelt hovedkategori – inkl. udvalgte personlige kommentarer fra responsgiverne.

# ***Introduction***



Her er en introduktion til 360 rapporten.

Operationaliseringen af spørgsmålene handler om den præcise sproglige udformning, vi benytter os af, når vi gerne vil vide noget om et forhold på arbejdspladsen. Spørgsmålenes formulering er af stor betydning, da vi skal være sikre på rent faktisk at måle det, vi tror vi måler - også på tværs af virksomhedens afdelinger og over tid. Spørgsmålene er derfor formulerede, så de ikke kræver forudgående kendskaber, så der fokuseret og klart udelukkende spørges om én ting ad gangen. Endvidere er spørgsmålene hverken værdiladede eller ledende. Nogle gange har vi valgt at lade spørgsmål indgå, der strengt sprogligt lægger op til et ja/nej-svar, men i sammenhæng med skalaen fra 1 - 6 vurderer vi, at enhver medarbejder straks vil forstå, at der ønskes en graduering af svaret.

Det er vigtigt at understrege, at der gennemgående er tale om en undersøgelse af responsgivers subjektive vurderinger af "Personen i centrum". Disse subjektive vurderinger har naturligvis også objektiv værdi for lederen, der eksempelvis kan konstatere stor generel tilfredshed eller det modsatte med et eller flere forhold ud fra de gennemsnit, systemet automatisk genererer.

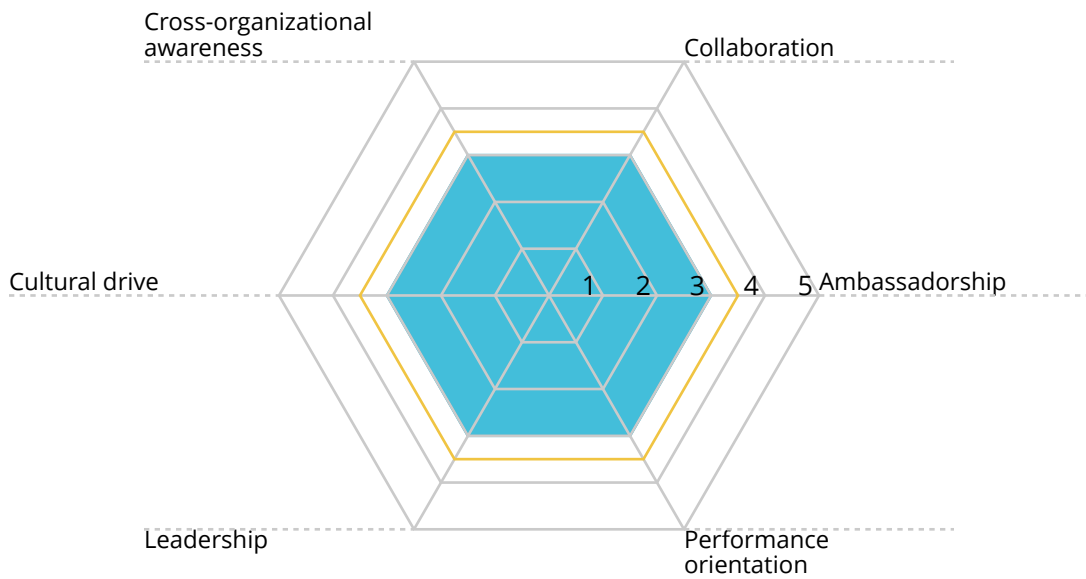
For at kunne konstruere gennemsnit, må man metodisk benytte sig af intervalskalerede variabler eller tilnærmet intervalskalerede variabler. Det sidste er tilfældet for Musskema.dk: Vi giver medarbejderne mulighed for at svare på en skala fra 1 - 6, men lader samtidig systemet konstruere gennemsnit, der ligger uden for medarbejderens svarmuligheder, eksempelvis 4,3. Når vi gør dette, er det fordi, vi har sikret os, at svarene i princippet kunne gradueres uendeligt meget. Heroverfor står kravet om praktisk anvendelighed. Når vi har valgt ikke at medtage en "neutral" median (som f.eks. tallet "3" på en skala fra 1 - 5), er det ud fra en underliggende formodning om, at der som regel vil findes en tendens hos medarbejderen, hvilket er det egentligt interessante, og som således altid vil komme til udtryk - også hvor en medarbejder af høflighed eller bekvemmelighed ville have foretrukket at kunne svare neutralt. Skalaen fra 1 - 6 er udtryk for mange års erfaring og eksperimenteren, og dette antal er resultatet af en afvejning mellem en skala med for få svarmuligheder og uden median, der ville tvinge en medarbejder ud i en for eksplicit stillingtagen, samt en skala med for mange muligheder, der modsat ikke ville blive brugt fuldt ud.

For anvendelighedens skyld har Musskema.dk ikke tilføjet skemaerne nogen instrukser i forhold til, hvad et top- eller bundscore på et spørgsmål skal leve op til. Dette er gjort, da det er skemaernes sigte at vurdere de af medarbejderne subjektivt oplevede forhold. Det er hermed op til de enkelte ledere og chefers dømmekraft og statistiske kendskab, hvornår det er rimeligt at bruge resultaterne fra Musskema.dk som sammenligningsgrundlag over tid og mellem forskellige centrale personer. Under normale omstændigheder kan resultaterne fra Musskema.dk dog betragtes som endog meget robuste.

# Average scores



	Central person	Average scores
Ambassadorship	3.00	3.50
Collaboration	3.00	3.50
Cross-organizational awareness	3.00	3.50
Cultural drive	3.00	3.50
Leadership	3.00	3.50
Performance orientation	3.00	3.50



■ Average scores  
■ Central person

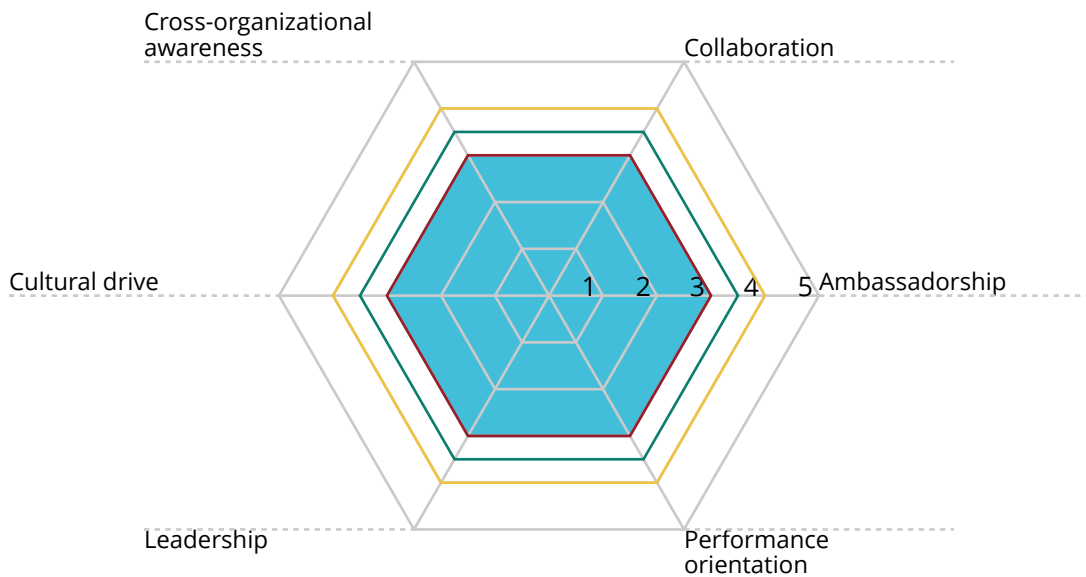
# Individual scores



## Comments from the report responsables

fffff

	Central person	Leaders	Colleagues	Employees
Ambassadorship	3.00	4.00	3.00	3.50
Collaboration	3.00	4.00	3.00	3.50
Cross-organizational awareness	3.00	4.00	3.00	3.50
Cultural drive	3.00	4.00	3.00	3.50
Leadership	3.00	4.00	3.00	3.50
Performance orientation	3.00	4.00	3.00	3.50

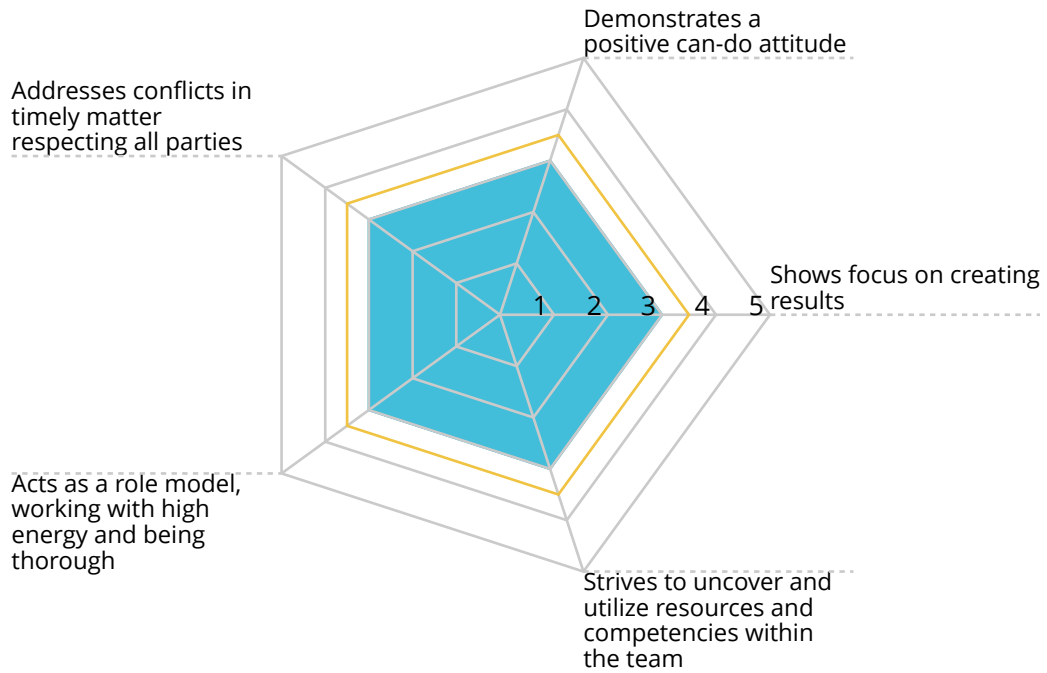


- Employees
- Colleagues
- Leaders
- Central person

# 5 highest scores



	Central person	Average scores
Shows focus on creating results	3.00	3.50
Demonstrates a positive can-do attitude	3.00	3.50
Addresses conflicts in timely matter respecting all parties	3.00	3.50
Acts as a role model, working with high energy and being thorough	3.00	3.50
Strives to uncover and utilize resources and competencies within the team	3.00	3.50

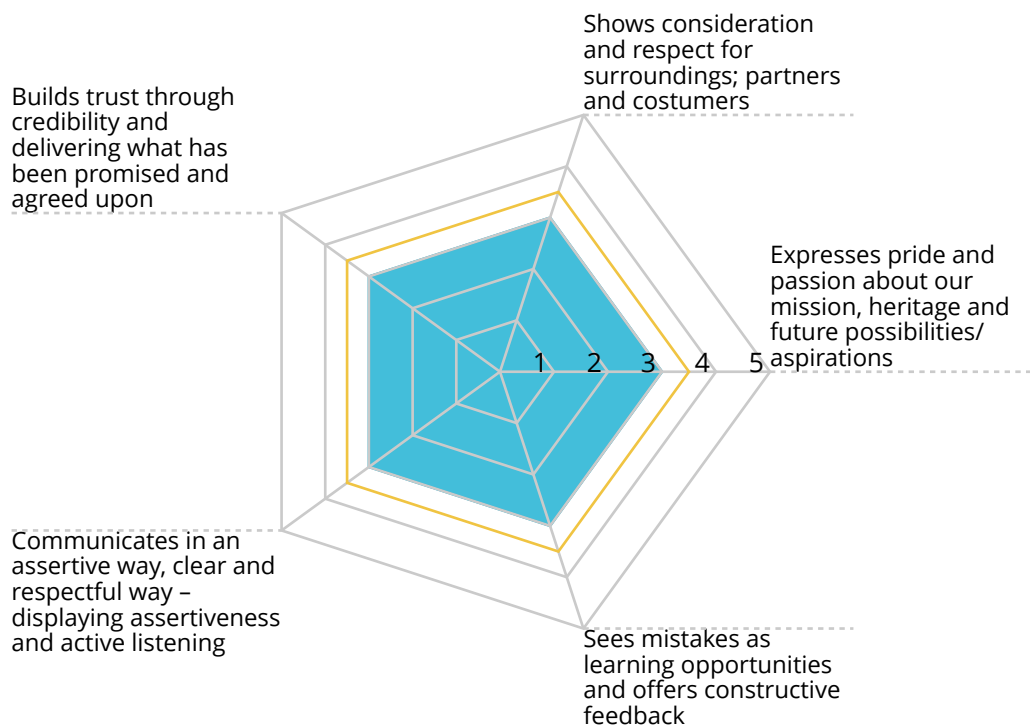


■ Average scores  
■ Central person

# 5 lowest scores



	Central person	Average scores
Expresses pride and passion about our mission, heritage and future possibilities/ aspirations	3.00	3.50
Shows consideration and respect for surroundings; partners and costumers	3.00	3.50
Builds trust through credibility and delivering what has been promised and agreed upon	3.00	3.50
Communicates in an assertive way, clear and respectful way – displaying assertiveness and active listening	3.00	3.50
Sees mistakes as learning opportunities and offers constructive feedback	3.00	3.50



■ Average scores  
■ Central person



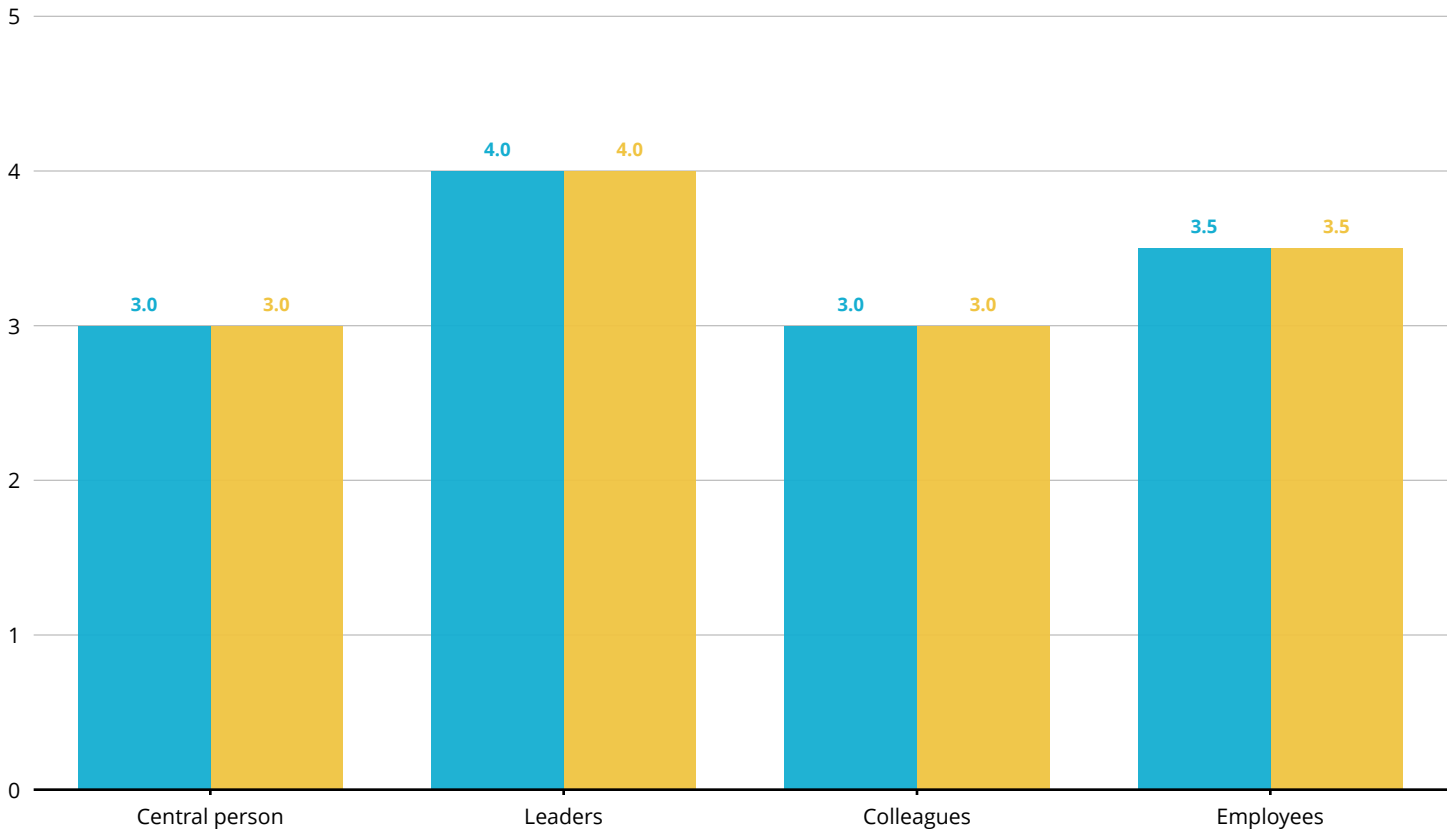
## Comments from the report responsables

Write a comment...

## Distribution of scores

		Central person	Leaders	Colleagues	Employees	Average others	GAP
	Number of respondents	1	1	1	4	6	
	<i>Number of scored answers</i>	1	1	1	4	6	
	Highest	-	4.00	3.00	4.00	-	-
Expresses pride and passion about our mission, heritage and future possibilities/ aspirations	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
	Highest	-	4.00	3.00	4.00	-	-
Shows consideration and respect for surroundings; partners and costumers	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-

# Ambassadorship



- Expresses pride and passion about our mission, heritage and future possibilities/ aspirations
- Shows consideration and respect for surroundings; partners and costumers

# Ambassadorship



## Selected comments from respondents

**Expresses pride and passion about our mission, heritage and future possibilities/  
aspirations**

*"jdfjdjddjdj"*

— *Employee*

**Shows consideration and respect for surroundings; partners and costumers**

*No comments were selected for this question*

# Collaboration



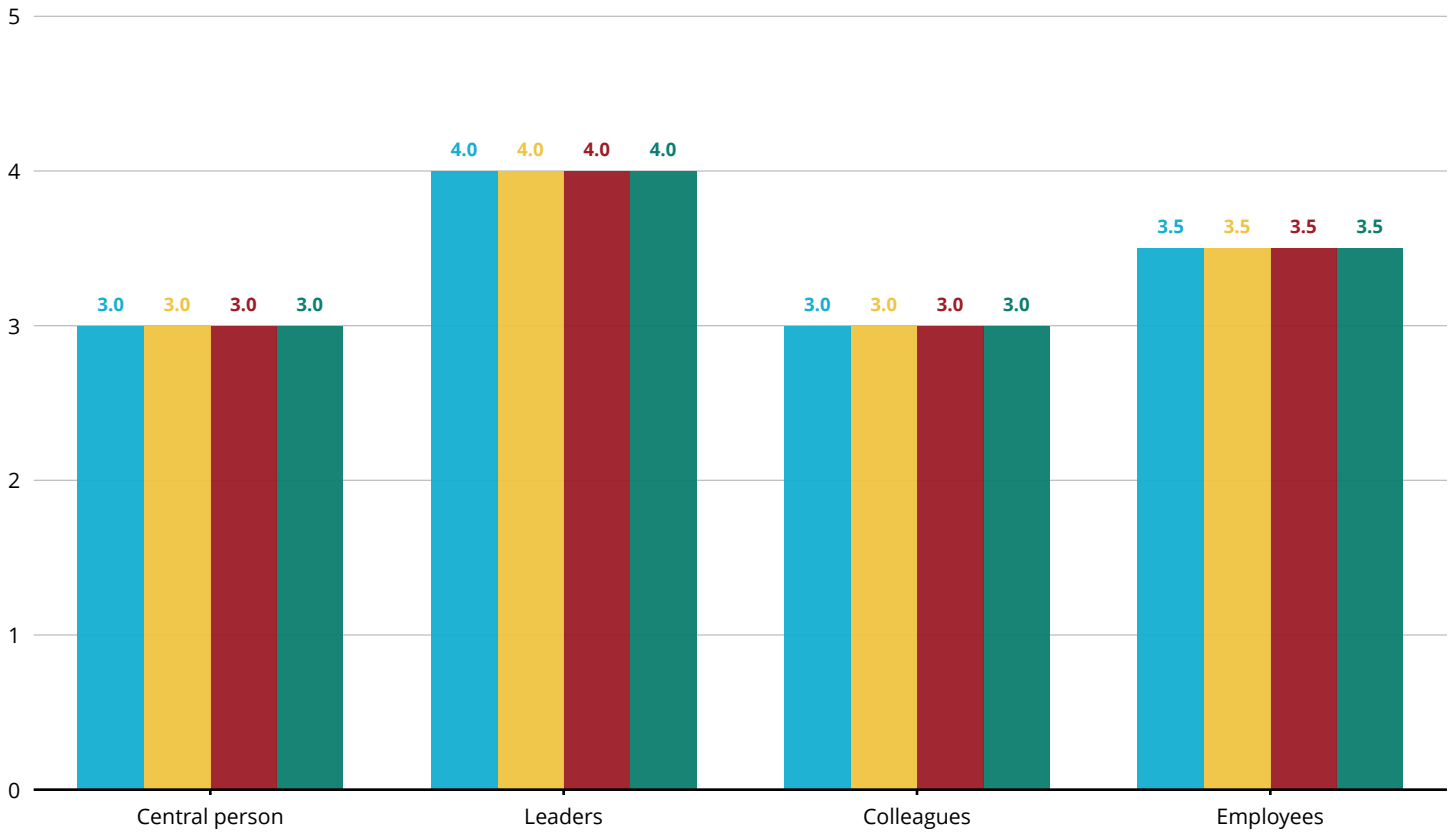
## Comments from the report responsables

write something here...

## Distribution of scores

		Central person	Leaders	Colleagues	Employees	Average others	GAP
	Number of respondents	1	1	1	4	6	
	<i>Number of scored answers</i>	1	1	1	4	6	
Builds trust through credibility and delivering what has been promised and agreed upon	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Communicates in an assertive way, clear and respectful way – displaying assertiveness and active listening	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Sees mistakes as learning opportunities and offers constructive feedback	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Work as a team player	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	

# Collaboration



- Builds trust through credibility and delivering what has been promised and agreed upon
- Communicates in an assertive way, clear and respectful way – displaying assertiveness and active listening
- Sees mistakes as learning opportunities and offers constructive feedback
- Work as a team player

# ***Collaboration***



## **Selected comments from respondents**

**Builds trust through credibility and delivering what has been promised and agreed upon**

*No comments were selected for this question*

**Communicates in an assertive way, clear and respectful way – displaying assertiveness and active listening**

*No comments were selected for this question*

**Sees mistakes as learning opportunities and offers constructive feedback**

*No comments were selected for this question*

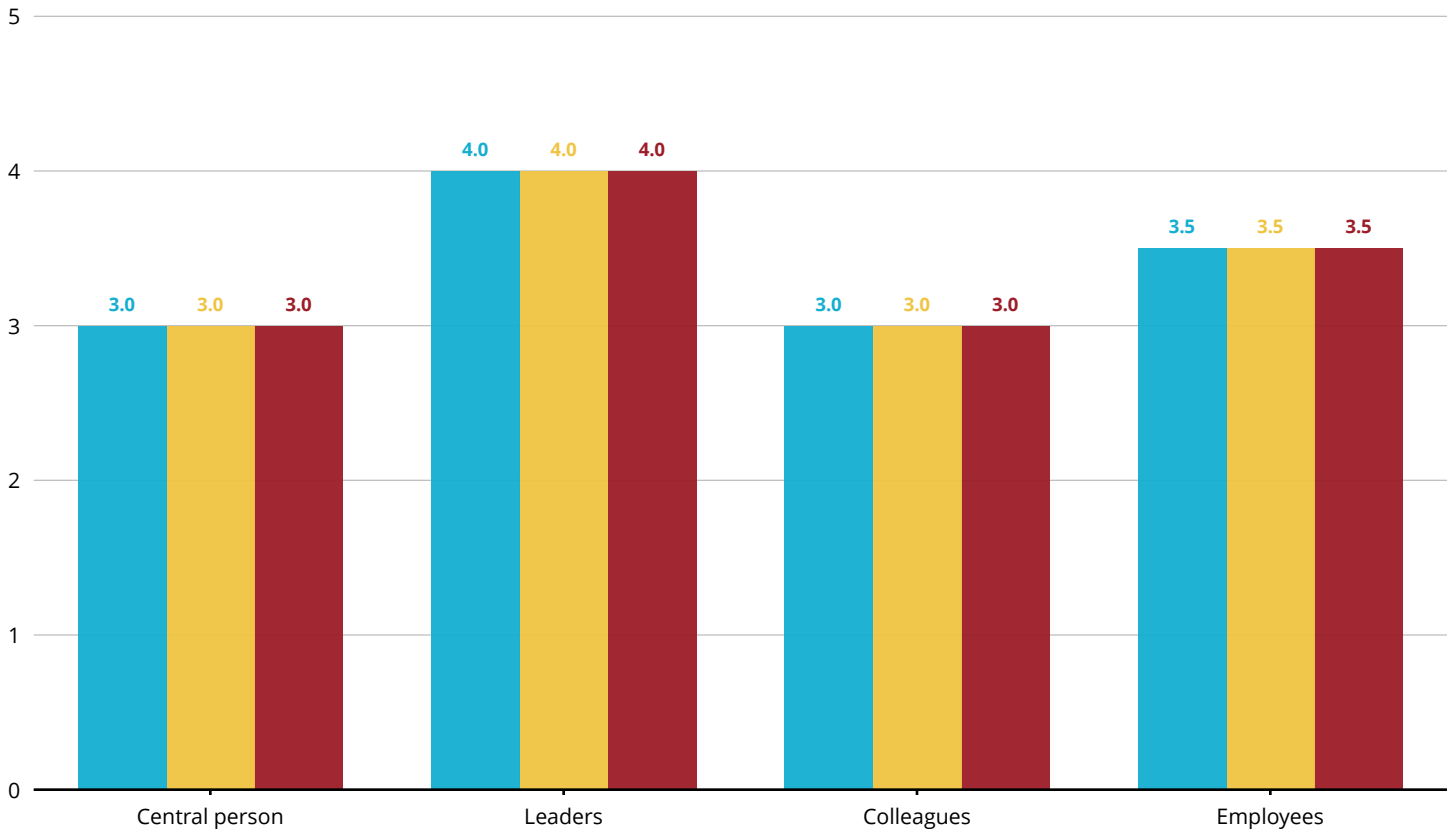
**Work as a team player**

*No comments were selected for this question*

## Distribution of scores

		Central person	Leaders	Colleagues	Employees	Average others	GAP
	Number of respondents	1	1	1	4	6	
	<i>Number of scored answers</i>	1	1	1	4	6	
Help others and seek others' advice across business functions with a big overview	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Sees beyond own tasks and responsibilities	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Works actively to clarify cross-organizational needs and opportunities	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-

# Cross-organizational awareness



- Help others and seek others' advice across business functions with a big overview
- Sees beyond own tasks and responsibilities
- Works actively to clarify cross-organizational needs and opportunities



# ***Cross-organizational awareness***



## **Selected comments from respondents**

### **Help others and seek others' advice across business functions with a big overview**

*No comments were selected for this question*

### **Sees beyond own tasks and responsibilities**

*No comments were selected for this question*

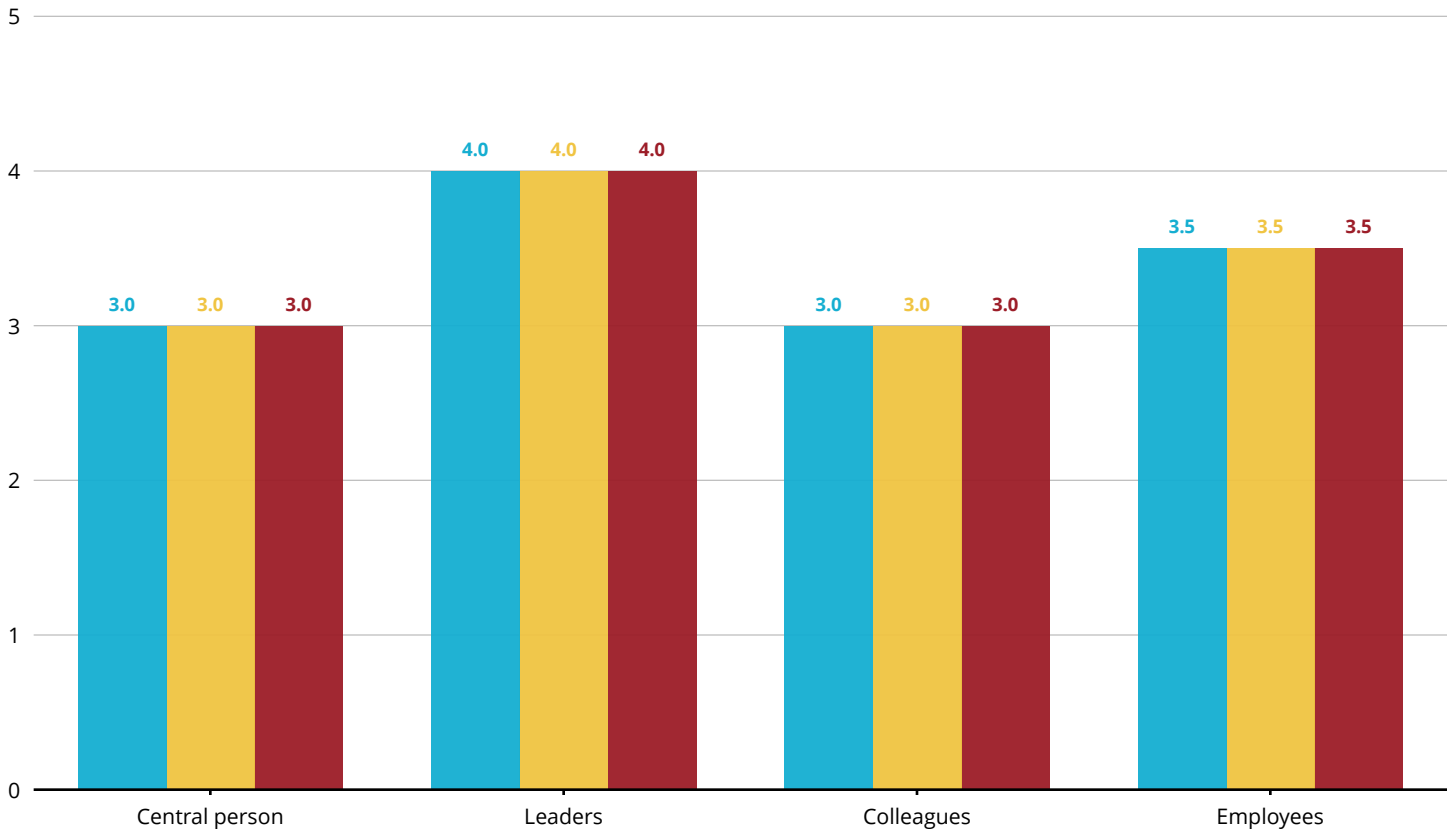
### **Works actively to clarify cross-organizational needs and opportunities**

*No comments were selected for this question*

## Distribution of scores

		Central person	Leaders	Colleagues	Employees	Average others	GAP
	Number of respondents	1	1	1	4	6	
	<i>Number of scored answers</i>	1	1	1	4	6	
Dares to be ambitious on behalf of self, unit and the organization as a whole	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Nurtures passion by seeking inspiration and inspire others	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Prioritizes also to have fun and celebrate achievements	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-

# Cultural drive



- Dares to be ambitious on behalf of self, unit and the organization as a whole
- Nurtures passion by seeking inspiration and inspire others
- Prioritizes also to have fun and celebrate achievements

# ***Cultural drive***



## **Selected comments from respondents**

### **Dares to be ambitious on behalf of self, unit and the organization as a whole**

*No comments were selected for this question*

### **Nurtures passion by seeking inspiration and inspire others**

*No comments were selected for this question*

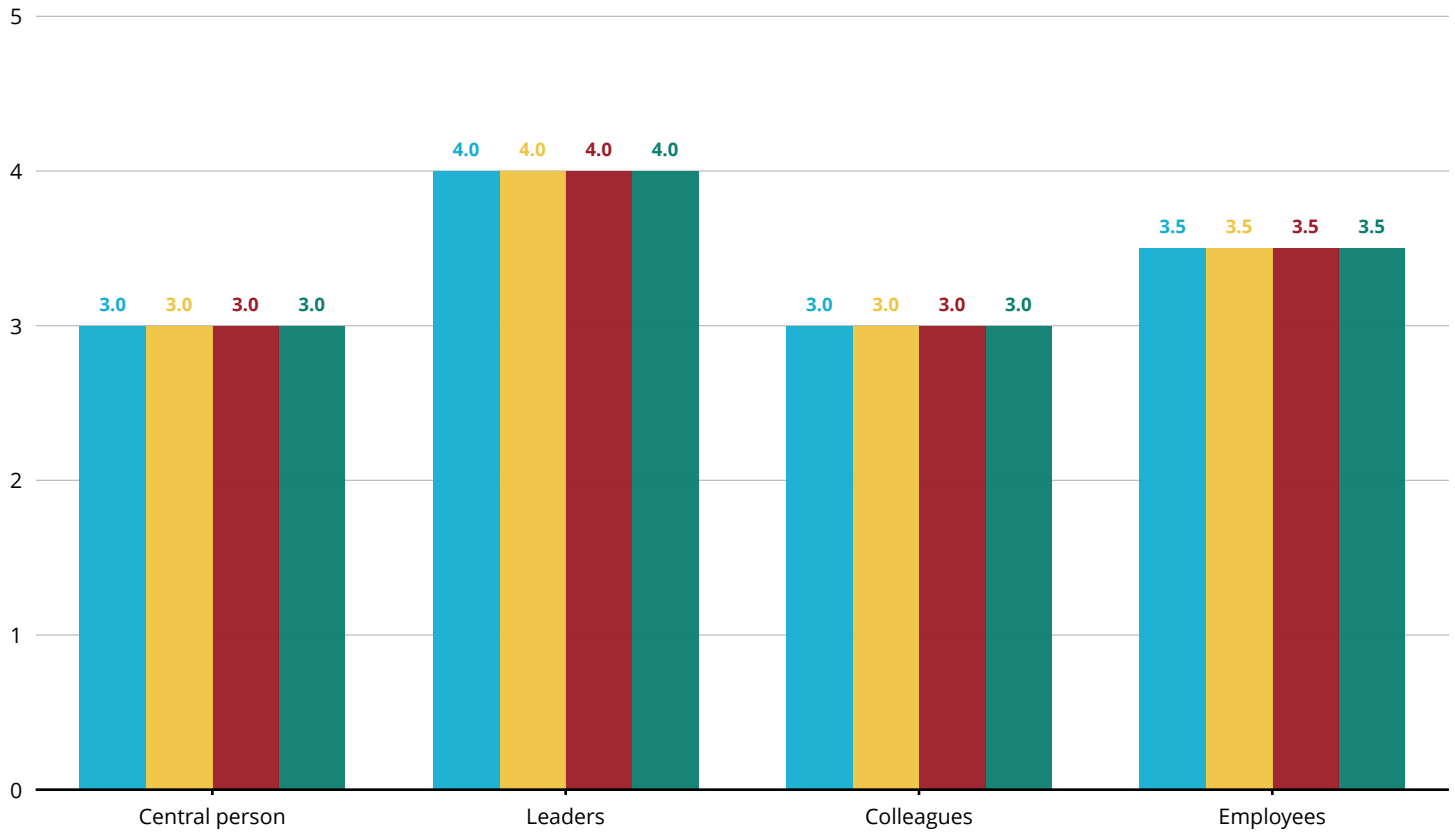
### **Prioritizes also to have fun and celebrate achievements**

*No comments were selected for this question*

## Distribution of scores

		Central person	Leaders	Colleagues	Employees	Average others	GAP
	Number of respondents	1	1	1	4	6	
	<i>Number of scored answers</i>	1	1	1	4	6	
Appears and acts genuine, trustworthy and with a great heart	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Balances group needs and individual needs	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Creates a work environment that supports and acknowledges creativity and innovation	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Strives to uncover and utilize resources and competencies within the team	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-

# Leadership



- Appears and acts genuine, trustworthy and with a great heart
- Balances group needs and individual needs
- Creates a work environment that supports and acknowledges creativity and innovation
- Strives to uncover and utilize resources and competencies within the team

# Leadership



## Selected comments from respondents

### **Appears and acts genuine, trustworthy and with a great heart**

*No comments were selected for this question*

### **Balances group needs and individual needs**

*No comments were selected for this question*

### **Creates a work environment that supports and acknowledges creativity and innovation**

*No comments were selected for this question*

### **Strives to uncover and utilize resources and competencies within the team**

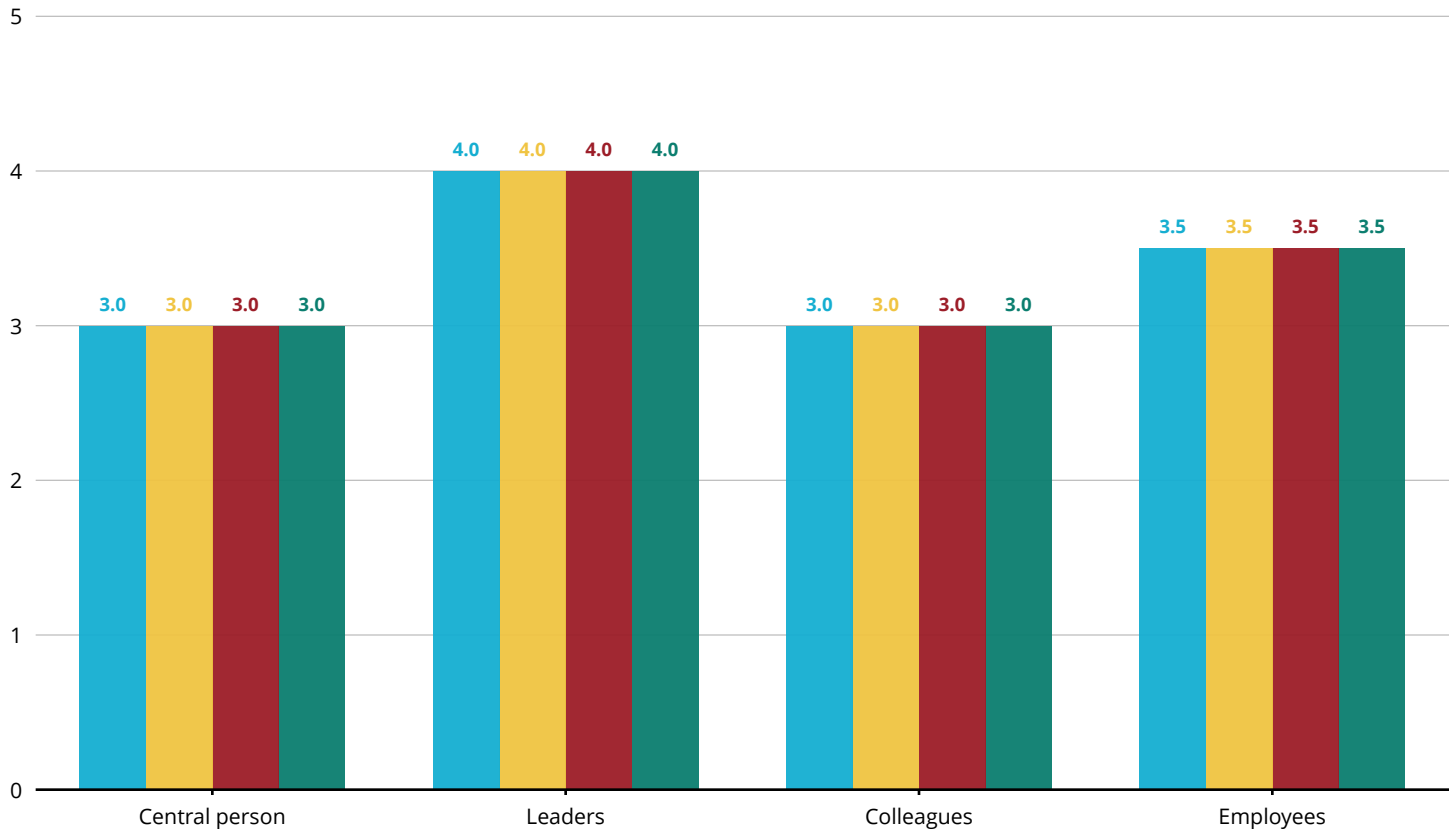
*No comments were selected for this question*

## Distribution of scores

		Central person	Leaders	Colleagues	Employees	Average others	GAP
	Number of respondents	1	1	1	4	6	
	<i>Number of scored answers</i>	1	1	1	4	6	
Acts as a role model, working with high energy and being thorough	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Addresses conflicts in timely matter respecting all parties	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Demonstrates a positive can-do attitude	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-
	<i>Number of scored answers</i>	1	1	1	4	6	
Shows focus on creating results	Highest	-	4.00	3.00	4.00	-	-
	<b>Average</b>	3.00	4.00	3.00	3.50	3.50	0.50
	Lowest	-	4.00	3.00	3.00	-	-



# Performance orientation



- Acts as a role model, working with high energy and being thorough
- Addresses conflicts in timely matter respecting all parties
- Demonstrates a positive can-do attitude
- Shows focus on creating results

# ***Performance orientation***



## **Selected comments from respondents**

**Acts as a role model, working with high energy and being thorough**

*No comments were selected for this question*

**Addresses conflicts in timely matter respecting all parties**

*No comments were selected for this question*

**Demonstrates a positive can-do attitude**

*No comments were selected for this question*

**Shows focus on creating results**

*No comments were selected for this question*