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Feedback is a key element to keeping your employees engaged and motivated at work. And 360-degree feedback, or multi-rater feedback, is growing in popularity. This type of feedback gives a view of employee performance from different people. So peers, managers, and direct reports provide anonymous employee feedback. When done right, 360-feedback has a host of benefits. These include strengthening accountability and collaboration among teams and reducing biases. But this kind of feedback isn't without its flaws. We'll unpack those later, but first, let's look at what 360-degree feedback is and how it can benefit your business. It's still standard for employees to only receive structured, formal feedback from their manager. And this is usually during an annual performance review. In fact, for many companies, feedback is synonymous with the yearly performance evaluation. In addition to this feedback cycle, 360-degree feedback provides extra insight. As we noted earlier, multi-rater feedback facilitates anonymous input from various sources related to an employee. It usually involves eight to 10 people, all chosen because they work closely with a given employee. They receive a curated survey or questions about employees' work ethic, work style, competencies, and areas of improvement. These questions also leave space for written answers. This space allows all reviewers to give extra context and specific examples to support their feedback. Getting more frequent and constructive feedback from different viewpoints can help your employees grow. It's also been shown to improve the employee experience as workers feel more appreciated. Examples of 360-degree feedback Questions and written answers can run the gamut given the breadth of insight 360-degree feedback offers. Here are some examples of the kind of feedback raters can give: Creativity: "This person often seeks out ways to improve our current processes and offers new ideas to streamline our work." Communication: "This coworker has a hard time listening to other people's ideas. They rarely provide context or evidence to support their decisions and instead prioritize their own ideas." Teamwork: "This person helps delegate tasks and organize the team during group projects. They put forth their best effort promptly, so other team members have time to deliver their work as well." As you can see, responses can be candid or vague. So, once this information is collected, it's essential to review and organize it strategically. Pros and cons of 360-degree feedback No review system is perfect. Just like other systems, 360-degree feedback has its benefits and drawbacks. Let's look at the pros and cons of 360-degree feedback. Benefits of 360-degree feedback 360-degree feedback and bias One significant benefit of 360-degree feedback is how it can combat managerial or team bias. According to Deloitte's 2019 State of Inclusion Survey, bias continues to be a big issue for many companies: A reported 68% of people say bias negatively impacted their productivity 84% say that bias impeded their happiness, confidence, or well-being 70% say that experiencing or witnessing bias negatively impacted how engaged they felt at work Experiencing or witnessing bias can create a hostile work environment. And unfortunately, over 60% of employees feel bias is still present in their workplace. There's room for improvement here. 360-degree feedback can help employees receive fairer and more balanced assessments. Downsides to 360-degree feedback While there are many benefits to 360-degree feedback, there are still some critical drawbacks that you shouldn't overlook. Creating a 360-degree feedback structure can be challenging. And a poorly developed program may damage team and employee morale. Some cons of 360-degree feedback include: Encouraging competition, leading to jealousy or hurt feelings Anonymous ratings without commentary can increase insecurity and damage trust in teams Being too focused on weaknesses or negativity Lack of follow-up and support by a coach or manager to empower the individual to use data to improve Taking a lot of time and resources to garner, anonymize, and sort through feedback Balancing the pros and cons can help you decide if 360-degree feedback is a good fit for your organization. How to use 360-degree feedback Survey questions looking for 360-degree feedback can give managers deep insight into how employees work. Areas of inquiry include employee communication, leadership, teamwork, and conflict resolution abilities. This information is then often used in one of two ways: 1. As an employee development tool Such insight is helpful for managers to see where employees excel and to see their areas of improvement. This can clarify if there's a better opportunity or skillset needed for that particular employee to thrive. In short: which skills can they develop, and what do they already do well? 2. Performance management A 360-degree feedback system can also be used as part of a more extensive performance management system. It is not advised, though, as this can erode trust between employees over time. Also, 360-degree feedback focuses on competencies rather than the ability to fill their role's requirements. So it may not offer the best data to make an informed decision. 360-degree feedback in action Regardless of how managers use the information, most 360-degree feedback initiatives follow the same basic steps. After project completion, managers ask team members who worked closely with one another, including peers, and other managers, for feedback. Raters receive pre-designed questionnaires via email. Respondents anonymously complete the questionnaires. They share the employee's strengths, weaknesses, opportunities, and wins on the project via these forms. Human resources collects the data and creates a report showing common themes, recognition, and feedback from the reviews. A manager reviews the feedback report with their employee to create a plan for ongoing leadership development. Ideally, this process is a comfortable one for all parties. Hopefully, the employee feels acknowledged, recognized, and less intimidated by the constructive criticism provided. This type of feedback has benefited teams for some time. But its value has grown thanks to this new normal. Now that remote work is the norm, leaders may not have a clear picture of where their employees are thriving and where they can improve. That makes 360-degree feedback a considerable asset for any organization from today forward. Plus, 360-degree feedback has a range of social and psychological benefits: Helps team members identify strengths and weaknesses Develops stronger working relationships with colleagues Employees feel more comfortable in an open and transparent work environment Reduced imposter syndrome and related workplace insecurities Can boost employee engagement by seeking input from all levels or the organization But 360-degree feedback does not only help employees. It can also help leaders make better career development plans. The insight into team dynamics helps managers develop more effective training plans. This leveling up of current employees addresses skill gaps and can boost retention. Ready to take your leaders to the next level? Try a demo of BetterUp. For 360-degree feedback to be most effective, it has to come from various sources. Asking people from all levels and teams to contribute feedback for an employee is the best way to go. It offers a well-rounded view of what it is like to work with that person. Plus, it can ensure that employees get the recognition they deserve for work that might otherwise go unrecognized. A 360-degree feedback program can involve the following people: The employee under review Their manager Their subordinates Their colleagues Their business partners or customers Typically, eight to 10 people make up a 360-degree review. More raters can help maintain anonymity and provide a more nuanced view of an employee. After a project, it may be more beneficial to get 360-degree feedback from a business partner or customer. However, during a review period, input from a direct report or colleague may be more valuable. There is usually a self-reviewing component for the employee in both cases. Each rater receives an anonymous feedback form with different questions. These questionnaires detail what an employee did well and where they could improve. Using customized employee feedback surveys gives a well-rounded view of each employee. They also better reflect the relationship between the reviewer and the reviewer. Facilitating 360-degree feedback with company culture Leadership can use an effective 360-degree feedback tool here. It can facilitate getting formal, anonymous feedback from direct reports, managers, and peers. However, 360-degree feedback goes well beyond using the right software and processes. Integrating multi-source feedback programs calls for a culture shift, too. Creating a culture where employees get honest feedback can reduce bias, boost employee confidence, and increase transparency. Constructive feedback, given at the right moment, benefits employee development and career advancement. Positive feedback is also proven to have positive business outcomes. A 360-degree feedback process also makes it easier for team members to acknowledge one another. It creates space for additional acknowledgment, leading to more engaged, empowered employees. While 360-degree appraisal has its value, it's often not as effective or appreciated as 360-degree feedback. 360-degree feedback can be given or received at any time and often is less biased since it involves an employee's work on a specific project. A 360-degree performance review, however, is more formalized. It's usually during a review period when employee pay and compensation are part of the conversation. While many employees find 360-degree feedback to be helpful, they often feel wary of 360-degree performance evaluations. But, that doesn't mean 360-degree feedback has no place in yearly reviews. Collecting 360-degree feedback throughout the year can help prepare for performance reviews. When an employee receives feedback year-round, they can incorporate it more quickly. With ongoing 360-degree feedback, employees can reflect on their year during performance review time. Plus, managers have a resource to recall what employees worked on throughout the year and see how they progressed. Yearly reviews are a vital time to set new goals and recognize employees for their growth. 82% of employees see recognition as an important part of happiness at work. 360-degree feedback offers more frequent recognition, so employees are inspired to do their best. However, 360-degree appraisals don't often have the same effect. 360-degree feedback can be a helpful tool to foster teamwork and offer employee recognition. This multi-source feedback program can help your company create more relevant and personal and professional development plans for team members. If peer-to-peer feedback isn't common in your company, 360-degree feedback is a helpful tool. Use it strategically to shift how your employees relate to and connect with one another. Great leaders aren't born, they're built. Elevate your leadership skills with personalized coaching designed to help you navigate challenges, inspire your team, and drive real results. Great leaders aren't born, they're built. Elevate your leadership skills with personalized coaching designed to help you navigate challenges, inspire your team, and drive real results. A metodologia 360 graus é uma abordagem estratégica que visa analisar e avaliar uma organização ou projeto em todas as suas dimensões, levando em consideração todos os aspectos que podem influenciar seu desempenho e sucesso. Essa metodologia busca uma visão ampla e completa, considerando todas as perspectivas e partes interessadas envolvidas. Essa abordagem é chamada de 360 graus porque busca olhar para todos os ângulos e aspectos relevantes de uma organização ou projeto, indo além das análises tradicionais que se concentram apenas em algumas áreas específicas. Com a metodologia 360 graus, é possível ter uma visão mais abrangente e integrada, identificando oportunidades de melhoria e desenvolvimento em todas as áreas. Como funciona a Metodologia 360 Graus A metodologia 360 graus envolve a coleta de informações e dados de diferentes fontes e perspectivas, como colaboradores, clientes, fornecedores, parceiros e outros stakeholders relevantes. Essa coleta de informações pode ser feita por meio de pesquisas, entrevistas, análise de dados e outras técnicas de coleta de informações. Após a coleta de informações, é feita uma análise detalhada e integrada de todos os dados, levando em consideração as diferentes perspectivas e pontos de vista. Essa análise permite identificar pontos fortes e fracos, oportunidades e desafios em todas as áreas da organização ou projeto. Com base nessa análise, são definidas estratégias e ações para melhorar o desempenho e o sucesso da organização ou projeto. Essas estratégias podem envolver mudanças em processos, políticas, estrutura organizacional, cultura empresarial e outras áreas relevantes. Benefícios da Metodologia 360 Graus A metodologia 360 graus traz uma série de benefícios para as organizações e projetos que a utilizam. Alguns dos principais benefícios incluem: Visão abrangente: A metodologia 360 graus permite uma visão completa e integrada de uma organização ou projeto, considerando todas as áreas e perspectivas relevantes. Isso ajuda a identificar oportunidades de melhoria e desenvolvimento em todas as áreas. Maior alinhamento: Ao considerar todas as perspectivas e partes interessadas, a metodologia 360 graus ajuda a garantir um maior alinhamento entre as diferentes áreas e pessoas envolvidas. Isso contribui para uma maior eficiência e eficácia nas operações. Melhoria contínua: A metodologia 360 graus é uma abordagem dinâmica e contínua, que busca constantemente identificar oportunidades de melhoria e desenvolvimento. Isso permite que a organização ou projeto esteja sempre evoluindo e se adaptando às mudanças do ambiente. Maior engajamento: Ao envolver diferentes partes interessadas e considerar suas perspectivas, a metodologia 360 graus ajuda a promover um maior engajamento e comprometimento de todos os envolvidos. Isso contribui para um ambiente de trabalho mais colaborativo e produtivo. Exemplos de aplicação da Metodologia 360 Graus A metodologia 360 graus pode ser aplicada em diferentes contextos e áreas, tanto no setor público quanto no privado. Alguns exemplos de aplicação da metodologia 360 graus incluem: Avaliação de desempenho: A metodologia 360 graus pode ser utilizada para avaliar o desempenho de colaboradores, considerando não apenas a visão do gestor, mas também a visão de colegas, subordinados e clientes. Análise de mercado: Ao analisar o mercado de forma abrangente, considerando não apenas os concorrentes, mas também os clientes, fornecedores e outros stakeholders, é possível identificar oportunidades e ameaças de forma mais precisa. Gestão de projetos: A metodologia 360 graus pode ser aplicada na gestão de projetos, considerando não apenas os aspectos técnicos, mas também os aspectos financeiros, humanos, ambientais e sociais. Gestão de qualidade: Ao considerar todas as áreas e processos relevantes, a metodologia 360 graus pode ajudar a identificar oportunidades de melhoria e desenvolvimento na gestão da qualidade. Conclusão A metodologia 360 graus é uma abordagem estratégica que busca uma visão completa e integrada de uma organização ou projeto, considerando todas as áreas e perspectivas relevantes. Essa abordagem traz uma série de benefícios, como uma visão abrangente, maior alinhamento, melhoria contínua e maior engajamento. A metodologia 360 graus pode ser aplicada em diferentes contextos e áreas, contribuindo para uma gestão mais eficiente e eficaz. Portanto, é uma abordagem que vale a pena ser considerada por organizações e projetos que buscam um maior sucesso e desenvolvimento. , the free encyclopedia that anyone can edit. 117,922 active editors 6,998,627 articles in English An RATP Group electric Heuliez Bus shuttles athletes from the Olympic Village. Transportation during the 2024 Summer Olympics and Paralympics constituted a major challenge for the organisers due to the scale of the event. Over €500 million was invested in improvements to transportation infrastructure for the games. A mobile app was developed to facilitate travel by offering a route calculator, and 5,000 agents were deployed at stations and bus stops to assist travellers. A goal of Paris 2024 was to halve the average carbon footprint of the London 2012 and Rio 2016 games. The organisers estimated that more than a third of the greenhouse gas emissions would be from the transport of athletes and spectators. All venues were made accessible by public transport and bicycle, with 415 kilometres (258 mi) of cycle paths created to link the venues and 27,000 bicycle racks installed. Public transport was extended and services increased. The goal was met, with an estimated 54.6% reduction, representing 1.59 million tonnes of CO2 equivalent. (Full article...) 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Augustine of Canterbury (d. 604)Isaac Franklin (b. 1789)Jeremy Corbyn (b. 1949)Elizabeth Peer (d. 1984) More anniversaries: May 25 May 26 May 27 Archive By email List of days of the year About Tom Cruise Top Gun: Maverick, a 2022 American action drama film directed by Joseph Kosinski, garnered accolades in a variety of categories, with particular recognition for Tom Cruise's (pictured) performance as well as its sound and visual effects, cinematography, and film editing. It received six nominations at the 95th Academy Awards, including Best Picture, and won Best Sound. At the 76th British Academy Film Awards, The film was nominated for Best Cinematography, Best Editing, Best Sound, and Best Special Visual Effects. Maverick received six nominations at the 28th Critics' Choice Awards and won Best Cinematography. It garnered two nominations at the 80th Golden Globe Awards. In addition to two National Board of Review Awards, Maverick was named one of the ten-best films of 2022 by the American Film Institute. (Full list...) Recently featured: National preserve 76th Primetime Emmy Awards Historic places in Mackenzie District Archive More featured lists The bluespotted ribbontail ray (Taeniura lymma) is a species of stingray in the family Dasyatidae. Found from the intertidal zone to a depth of 30 m (100 ft), this species is common throughout the tropical Indian and western Pacific Oceans in nearshore, coral reef-associated habitats. It is a fairly small ray, not exceeding 35 cm (14 in) in width, with a mostly smooth, oval pectoral fin disc, large protruding eyes, and a relatively short and thick tail with a deep fin fold underneath. It can be easily identified by its striking color pattern of many electric blue spots on a yellowish background, with a pair of blue stripes on the tail. This bluespotted ribbontail ray was photographed in the Red Sea off the coast of Egypt. Photograph credit: Diego Delso Recently featured: Black Lives Matter art Germanicus The Cocoanuts Archive More featured pictures Community portal – The central hub for editors, with resources, links, tasks, and announcements. Village pump – Forum for discussions about Wikipedia itself, including policies and technical issues. Site news – Sources of news about Wikipedia and the broader Wikimedia movement. Teahouse – Ask basic questions about using or editing Wikipedia. Help desk – Ask questions about using or editing Wikipedia. Reference desk – Ask research questions about encyclopedic topics. Content portals – A unique way to navigate the encyclopedia. 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For the ceremony held in 1995, see 67th Academy Awards, the ceremony for films released in 1995, see 68th Academy Awards. 95th Academy AwardsOfficial posterDateMarch 12, 2023SiteDolby TheatreHollywood, Los Angeles, California, U.S.Hosted byJimmy KimmelPreshow hosts Ashley Graham Vanessa Hudgens Lilly Singh[1] Produced by Glenn Weiss Ricky Kirshner Directed byGlenn WeissHighlightsBest PictureEverything Everywhere All at OnceMost awardsEverything Everywhere All at Once (7)Most nominationsEverything Everywhere All at Once (11)TV in the United StatesNetworkABCDuration3 hours, 37 minutes[2]Ratings 18.75 million[3] 9.9% (Nielsen ratings) ← 94th Academy Awards 96th → The 95th Academy Awards ceremony, presented by the Academy of Motion Picture Arts and Sciences (AMPAS), took place on March 12, 2023, at the Dolby Theatre in Hollywood, Los Angeles. During the gala, the AMPAS presented Academy Awards (commonly referred to as Oscars) in 23 categories honoring films released in 2022. The ceremony, televised in the United States by ABC, was produced by Glenn Weiss and Ricky Kirshner, with Weiss also serving as director. Comedian Jimmy Kimmel hosted the show for the third time, following the 89th ceremony in 2017 and the 90th ceremony in 2018.[4] In related events, the Academy held its 13th annual Governors Awards ceremony at the Fairmont Century Plaza Hotel in Century City, California, on November 19, 2022. The Academy Scientific and Technical Awards were presented by host Simu Liu on February 24, 2023, in a ceremony at the Academy Museum of Motion Pictures in Los Angeles.[5] Everything Everywhere All at Once won seven awards, including Best Picture.[6][7] Other winners included All Quiet on the Western Front with four awards, The Whale with two, and Avatar: The Way of Water, Black Panther: Wakanda Forever, The Boy, the Mole, the Fox and the Horse, The Elephant Whisperers, Guillermo del Toro's Pinocchio, An Irish Goodbye, Navalny, RRR, Top Gun: Maverick, and Women Talking with one. The telecast drew 18.75 million viewers in the United States.[3] The nominees for the 95th Academy Awards were announced on January 24, 2023, at the Samuel Goldwyn Theater in Beverly Hills, by actors Riz Ahmed and Allison Williams.[8] Everything Everywhere All at Once led all nominees with eleven nominations; All Quiet on the Western Front and The Banshees of Inisherin tied for second with nine nominations each.[9][10] The winners were announced during the awards ceremony on March 12, 2023. Everything Everywhere All at Once became the first science fiction film to win Best Picture,[11] and became the third film, alongside A Streetcar Named Desire (1951) and Network (1976), to win three acting awards.[12] Best Director winners Daniel Kwan and Daniel Scheinert became the third pair of directors to win for the same film.[a] For the first time since the 7th ceremony in 1935, all five Best Actor nominees were first-time nominees.[13] Michelle Yeoh became the first Asian winner for Best Actress and the second woman of color overall after Halle Berry, who won for her performance in Monster's Ball (2001).[14] Furthermore, she became the first woman to identify as Asian to be nominated in that category.[b] Ke Huy Quan became the first Vietnamese person to win an Oscar and the second Asian winner for Best Supporting Actor after Haing S. Ngor, who won for his role in The Killing Fields (1984).[15][16] The 42-year span between Judd Hirsch's first nomination, for his supporting role in Ordinary People (1980), and his second, for The Fabelmans, set the record for the longest gap between Oscar nominations.[13] At age 90, Best Original Score nominee John Williams became the oldest person nominated competitively in Oscars history.[13] Best Costume Design winner Ruth E. Carter became the first Black woman to win two Oscars.[17] Daniel Scheinert and Daniel Kwan, Best Picture co-winners, and Best Director and Best Original Screenplay winners Brendan Fraser, Best Actor winner Michelle Yeoh, Best Actress winner Ke Huy Quan, Best Supporting Actor winner Jamie Lee Curtis, Best Supporting Actress winner Sarah Polley, Best Adapted Screenplay winner Guillermo del Toro, Best Animated Feature co-winner Edward Berger, Best International Feature Film winner Daniel Roher, Best Documentary Feature Film co-winner Kartiki Gonsalves, Best Documentary Short Subject co-winner Volker Bertelmann, Best Original Score winner M. M. Keeravani, Best Original Song co-winner James Friend, Best Cinematography winner Ruth E. Carter, Best Costume Design winner Paul Rogers, Best Film Editing winner Joe Letteri, Best Visual Effects co-winner Eric Saindon, Best Visual Effects co-winner Winners are listed first, highlighted in boldface, and indicated with a double dagger (‡).[18] Best Picture Everything Everywhere All at Once – Daniel Kwan, Daniel Scheinert, and Jonathan Wang, producers‡ All Quiet on the Western Front – Malte Grunert, producer Avatar: The Way of Water – James Cameron and Jon Landau, producers The Banshees of Inisherin – Graham Broadbent, Peter Czernin, and Martin McDonagh, producers Elvis – Baz Luhrmann, Catherine Martin, Gail Berman, Patrick McCormick, and Schuyler Weiss, producers The Fabelmans – Kristie Macosko Krieger, Steven Spielberg, and Tony Kushner, producers Tár – Todd Field, Alexandra Milchan, and Scott Lambert, producers Top Gun: Maverick – Tom Cruise, Christopher McQuarrie, David Ellison, and Jerry Bruckheimer, producers Triangle of Sadness – Erik Hemmendorff and Philippe Bober, producers Women Talking – Dede Gardner, Jeremy Kleiner, and Frances McDormand, producers Best Directing Daniel Kwan and Daniel Scheinert – Everything Everywhere All at Once‡ Martin McDonagh – The Banshees of Inisherin Steven Spielberg – The Fabelmans Todd Field – Tár Ruben Östlund – Triangle of Sadness Best Actor in a Leading Role Brendan Fraser – The Whale as Charlie‡ Austin Butler – Elvis as Elvis Presley Colin Farrell – The Banshees of Inisherin as Pádraic Súilleabháin Paul Mescal – Aftersun as Calum Patterson Bill Nighy – Living as Mr. Rodney Williams Best Actress in a Leading Role Michelle Yeoh – Everything Everywhere All at Once as Evelyn Quan Wang‡ Cate Blanchett – Tár as Lydia Tár Ana de Armas – Blonde as Norma Jeane Andrea Riseborough – To Leslie as Leslie Rowlands Michelle Williams – The Fabelmans as Mitzi Fabelman Best Actor in a Supporting Role Ke Huy Quan – Everything Everywhere All at Once as Waymond Wang‡ Brendan Gleeson – The Banshees of Inisherin as Colm Doherty Brian Tyree Henry – Causeway as James Aucoin Judd Hirsch – The Fabelmans as Uncle Boris Barry Keoghan – The Banshees of Inisherin as Dominic Kearney Best Actress in a Supporting Role Jamie Lee Curtis – Everything Everywhere All at Once as Deirdre Beaubeirdre‡ Angela Bassett – Black Panther: Wakanda Forever as Queen Ramonda Hong Chau – The Whale as Liz Kerry Condon – The Banshees of Inisherin as Siobhán Súilleabháin Stephanie Hsu – Everything Everywhere All at Once as Joy Wang / Jobu Tupaki Best Writing (Original Screenplay) Everything Everywhere All at Once – Daniel Kwan and Daniel Scheinert‡ The Banshees of Inisherin – Martin McDonagh The Fabelmans – Steven Spielberg and Tony Kushner Tár – Todd Field Triangle of Sadness – Ruben Östlund Best Writing (Adapted Screenplay) Women Talking – Sarah Polley; based on the novel by Miriam Toews‡ All Quiet on the Western Front – Edward Berger, Lesley Paterson, and Ian Stokell; based on the novel by Erich Maria Remarque Glass Onion: A Knives Out Mystery – Rian Johnson; based on characters created by Johnson and the film Knives Out Living – Kazuo Ishiguro; based on the original motion picture screenplay Ikiru by Akira Kurosawa, Shinobu Hashimoto, and Hideo Oguni Top Gun: Maverick – Screenplay by Ehren Kruger, Eric Warren Singer, and Christopher McQuarrie; story by Peter Craig and Justin Marks; based on the film Top Gun written by Jim Cash and Jack Epps Jr. Best Animated Feature Film Guillermo del Toro's Pinocchio – Guillermo del Toro, Mark Gustafson, Gary Ungar, and Alex Bulkley‡ Marcel the Shell with Shoes On – Dean Fleischer Camp, Elisabeth Holm, Andrew Goldman, Caroline Kaplan, and Paul Mezey Puss in Boots: The Last Wish – Joel Crawford and Mark Swift The Sea Beast – Chris Williams and Jed Schlanger Turning Red – Domee Shi and Lindsey Collins Best International Feature Film All Quiet on the Western Front (Germany) – directed by Edward Berger‡ Argentina, 1985 (Argentina) – directed by Santiago Mitre Close (Belgium) – directed by Lukas Dhont EO (Poland) – directed by Jerzy Skolimowski The Quiet Girl (Ireland) – directed by Colm Bairéad Best Documentary Feature Film Navalny – Daniel Roher, Odessa Rae, Diane Becker, Melanie Miller, and Shane Boris‡ All That Breathes – Shaunak Sen, Aman Mann, and Teddy Leifer All the Beauty and the Bloodshed – Laura Poitras, Howard Gertler, John Lyons, Nan Goldin, and Yoni Golijov Fire of Love – Sara Dosa, Shane Boris, and Ina Fichman A House Made of Splinters – Simon Lereng Wilmont and Monica Hellström Best Documentary Short Film The Elephant Whisperers – Kartiki Gonsalves and Guneet Monga‡ Haulout – Evgenia Arbugaeva and Maxim Arbugaev How Do You Measure a Year? – Jay Rosenblatt The Martha Mitchell Effect – Anne Alvergue and Beth Levison Stranger at the Gate – Joshua Seftel and Conall Jones Best Short Film (Live Action) An Irish Goodbye – Tom Berkeley and Ross White‡ Ivalu – Anders Walter and Rebecca Pruzan Le pupille – Alice Rohrwacher and Alfonso Cuarón Night Ride – Eirik Tveiten and Gaute Lid Larssen The Red Suitcase – Cyrus Neshvad Best Short Film (Animated) The Boy, the Mole, the Fox and the Horse – Charlie Mackesy and Matthew Freud‡ The Flying Sailor – Wendy Tilby and Amanda Forbis Ice Merchants – João Gonzalez and Bruno Caetano My Year of Dicks – Sara Gunnarsdóttir and Pamela Ribon An Ostrich Told Me the World Is Fake and I Think I Believe It – Lachlan Pendragon Best Music (Original Score) All Quiet on the Western Front – Volker Bertelmann‡ Babylon – Justin Hurwitz The Banshees of Inisherin – Carter Burwell Everything Everywhere All at Once – Son Lux The Fabelmans – John Williams Best Music (Original Song) "Naatu Naatu" from RRR – Music by M. M. Keeravani; lyrics by Chandrabose‡ "Applause" from Tell It Like a Woman – Music and lyrics by Diane Warren "Hold My Hand" from Top Gun: Maverick – Music and lyrics by Lady Gaga and BloodPop "Lift Me Up" from Black Panther: Wakanda Forever – Music by Tems, Rihanna, Ryan Coogler, and Ludwig Göransson; lyrics by Tems and Ryan Coogler "This Is a Life" from Everything Everywhere All at Once – Music by Ryan Lott, David Byrne, and Mitski; lyrics by Ryan Lott and David Byrne Best Sound Top Gun: Maverick – Mark Weingarten, James H. Mather, Al Nelson, Chris Burdon, and Mark Taylor‡ All Quiet on the Western Front – Viktor Prášil, Frank Kruse, Markus Stemler, Lars Ginzel, and Stefan Korte Avatar: The Way of Water – Julian Howarth, Gwendolyn Yates Whittle, Dick Bernstein, Christopher Boyes, Gary Summers, and Michael Hedges The Batman – Stuart Wilson, William Files, Douglas Murray, and Andy Nelson Elvis – David Lee, Wayne Pashley, Andy Nelson, and Michael Keller Best Production Design All Quiet on the Western Front – Production design: Christian M. Goldbeck; set decoration: Ernestine Hipper‡ Avatar: The Way of Water – Production design: Dylan Cole and Ben Procter; set decoration: Vanessa Cole Babylon – Production design: Florencia Martin; set decoration: Anthony Carlino Elvis – Production design: Catherine Martin and Karen Murphy; set decoration: Bev Dunn The Fabelmans – Production design: Rick Carter; set decoration: Karen O'Hara Best Cinematography All Quiet on the Western Front – James Friend‡ Bardo, False Chronicle of a Handful of Truths – Darius Khondji Elvis – Mandy Walker Empire of Light – Roger Deakins Tár – Florian Hoffmeister Best Makeup and Hairstyling The Whale – Adrien Morot, Judy Chin, and Annemarie Bradley‡ All Quiet on the Western Front – Heike Merker and Linda Eisenhamerová The Batman – Naomi Donne, Mike Marino, and Mike Fontaine Black Panther: Wakanda Forever – Camille Friend and Joel Harlow Elvis – Mark Coulier, Jason Baird, and Aldo Signoretti Best Costume Design Black Panther: Wakanda Forever – Ruth E. Carter‡ Babylon – Mary Zophres Elvis – Catherine Martin Everything Everywhere All at Once – Shirley Kurata Mrs. Harris Goes to Paris – Jenny Beavan Best Film Editing Everything Everywhere All at Once – Paul Rogers‡ The Banshees of Inisherin – Mikkel E. G. Nielsen Elvis – Matt Villa and Jonathan Redmond Tár – Monika Willi Top Gun: Maverick – Eddie Hamilton Best Visual Effects Avatar: The Way of Water – Joe Letteri, Richard Baneham, Eric Saindon, and Daniel Barrett‡ All Quiet on the Western Front – Frank Petzold, Viktor Müller, Markus Frank, and Kamil Jafar The Batman – Dan Lemmon, Russell Earl, Anders Langlands, and Dominic Tuohy Black Panther: Wakanda Forever – Geoffrey Baumann, Craig Hammack, R. Christopher White, and Dan Sudick Top Gun: Maverick – Ryan Tudhope, Seth Hill, Bryan Litson, and Scott R. Fisher The Academy held its 13th annual Governors Awards ceremony on November 19, 2022, during which the following awards were presented:[19] To Euzhan Palcy, a masterful filmmaker who broke ground for Black women directors and inspired storytellers of all kinds across the globe.[20] To Diane Warren, for her genius, generosity and passionate commitment to the power of song in film.[20] To Peter Weir, a fearless and consummate filmmaker who has illuminated the human experience with his unique and expansive body of work.[20] Michael J. Fox – "For his tireless advocacy of research on Parkinson's disease alongside his boundless optimism exemplifies the impact of one person in changing the future for millions."[21] Films with multiple nominations Nominations Film 11 Everything Everywhere All at Once 9 All Quiet on the Western Front The Banshees of Inisherin 8 Elvis 7 The Fabelmans 6 Tár Top Gun: Maverick 5 Black Panther: Wakanda Forever 4 Avatar: The Way of Water 3 Babylon The Batman Triangle of Sadness The Whale 2 Living Women Talking Films with multiple wins Awards Film 7 Everything Everywhere All at Once 4 All Quiet on the Western Front 2 The Whale The following individuals, listed in order of appearance, presented awards or performed musical numbers:[22] Presenters Name(s) Role Sylvia Villagran Served as announcer for the 95th Academy Awards[23] Emily Blunt Dwayne Johnson Presented the award for Best Animated Feature Ariana DeBose Troy Kotsur Presented the awards for Best Supporting Actor and Best Supporting Actress Cara Delevingne Introduced the performance of "Applause" Riz Ahmed Ahmir "Questlove" Thompson Presented the award for Best Documentary Feature Film and Best Live Action Short Film Halle Bailey Melissa McCarthy Presented the trailer for The Little Mermaid Michael B. JordanJonathan Majors Presented the award for Best Cinematography Donnie Yen Introduced the performance of "This Is a Life" Jennifer ConnellySamuel L. Jackson Presented the award for Best Makeup and Hairstyling Morgan FreemanMargot Robbie Presented the Warner Bros. 100 Years tribute Paul DanoJulia Louis-Dreyfus Presented the award for Best Costume Design Deepika Padukone Introduced the performance of "Naatu Naatu" Eva LongoriaJanet Yang Presented a montage promoting the Academy Museum of Motion Pictures Antonio BanderasSalma Hayek Pinault Presented the award for Best International Feature Film Elizabeth OlsenPedro Pascal Presented the awards for Best Documentary Short Film and Best Animated Short Film Hugh GrantAndie MacDowell Presented the award for Best Production Design John ChoMindy Kaling Presented the award for Best Original Score Elizabeth Banks Presented the award for Best Visual Effects Danai Gurira Introduced the performance of "Lift Me Up" Andrew GarfieldFlorence Pugh Presented the awards for Best Original Screenplay and Best Adapted Screenplay Kate HudsonJanelle Monáe Presented the award for Best Sound and Best Original Song John Travolta Presented the "In Memoriam" segment Zoe SaldañaSigourney Weaver Presented the award for Best Film Editing Idris ElbaNicole Kidman Presented the award for Best Director Halle BerryJessica Chastain Presented the awards for Best Actor and Best Actress Harrison Ford Presented the award for Best Picture Performers Name Role Work Rickey Minor Music director Conductor Orchestral Sofia Carson Diane Warren Performers "Applause" from Tell It Like a Woman David Byrne Stephanie Hsu Son Lux Performers "This Is a Life" from Everything Everywhere All at Once[24] Kaala Bhairava Rahul Sipligunj Performers "Naatu Naatu" from RRR Lady Gaga Performer "Hold My Hand" from Top Gun: Maverick Rihanna Performer "Lift Me Up" from Black Panther: Wakanda Forever Lenny Kravitz Performer "Calling All Angels" during the annual "In Memoriam" tribute Jimmy Kimmel hosted the 95th Academy Awards. In September 2022, the Academy hired television producers Glenn Weiss and Ricky Kirshner to oversee production of the 2023 ceremony.[25] AMPAS president Janet Yang and CEO Bill Kramer remarked that they looked "to deliver an exciting and energized show" with Weiss and Kirshner.[26] Two months later, comedian and talk show host Jimmy Kimmel was announced as host of the gala. "Being invited to host the Oscars for a third time is either a great honor or a trap," Kimmel stated in a press release regarding his selection. "Either way, I am grateful to the Academy for asking me so quickly after everyone good said no", he concluded.[27] Furthermore, AMPAS announced that all 23 categories would be presented live during the gala. The announcement came in response to an internal survey which indicated negative feedback regarding the previous year's decision to present eight below-the-line categories prior to the live portion of last year's gala.[28] In light of the Chris Rock–Will Smith slapping incident during the previous year's telecast, AMPAS announced that the organization hired a "crisis team" in the event a similar altercation or if an unexpected fiasco arose.[29] In an interview published by Time magazine, Kramer explained: "We have a whole crisis team, something we've never had before, and many plans in place. We've run many scenarios. So it is our hope that we will be prepared for anything that we may not anticipate right now but that we're planning for just in case it does happen."[