

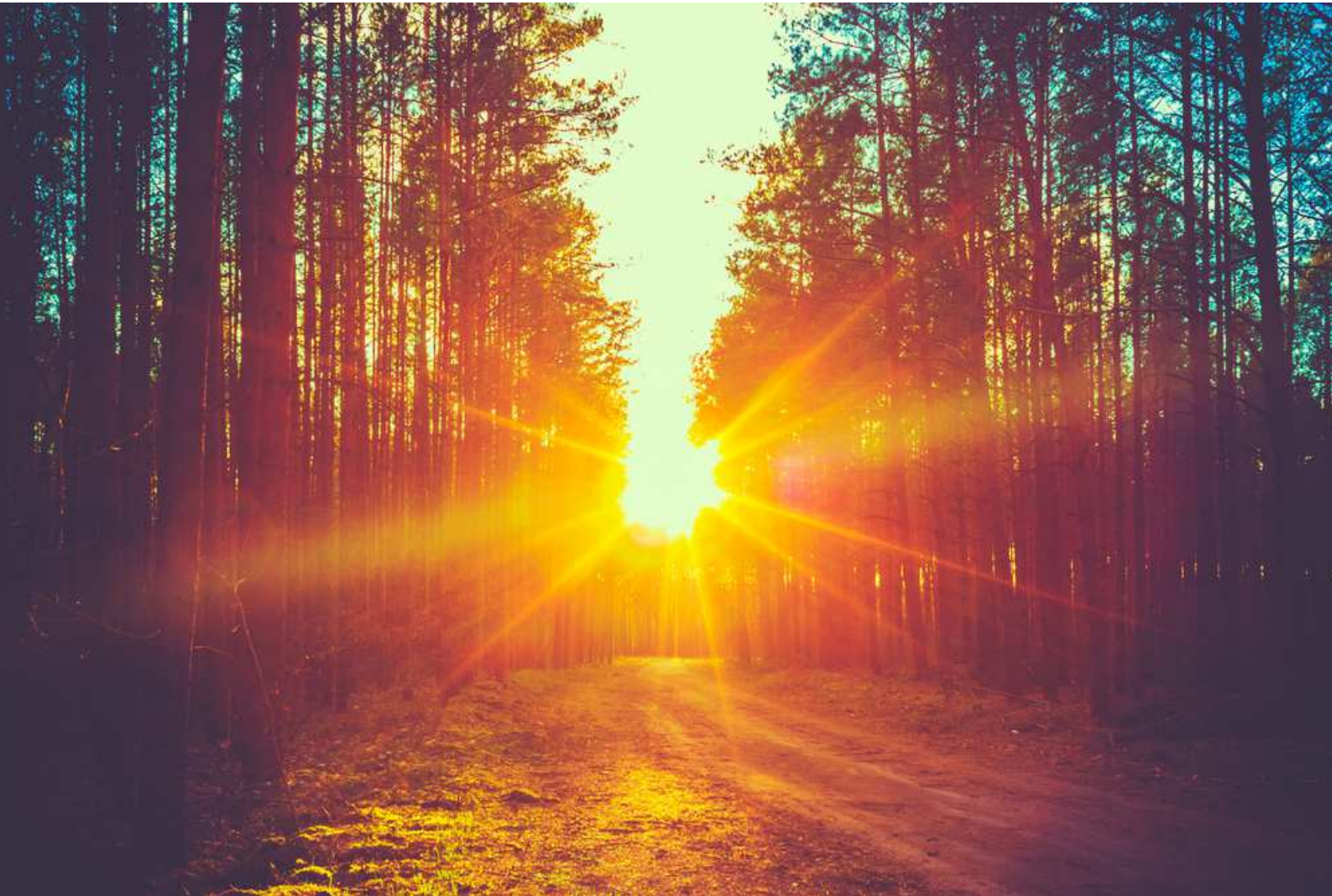


360 REPORT



# The ten Golden Rules of Leadership

## 360 Feedback Report - Sample



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## The ten Golden Rules of Leadership – 360 Degree Report

This report details all the feedback you have received from your nominated observers, together with your own self-rating. The feedback from your observers is anonymous, with the exception of your line manager.

It is important as you read through the report not to try and identify who said what, but to look at the patterns and any consistent messages in the ratings and/or the comments you have received from your observers. It is this information that will provide you with valuable insight into how others perceive you and the impact you have on them.

Isolated or single high or low ratings/comments should be interpreted carefully. They may be useful, and the specific comments may provide some development areas, but if they are not common they may not be as relevant an indicator of a strength or development need for you.

Once you have had the opportunity to review your report we suggest the first thing you do is go and thank each one of your nominated observers for completing it, even if the report indicates not everyone you nominated did. Those that have completed it have spent time giving you the feedback and have invested in your development; therefore it is only right to thank them.

## The ten Golden Rules of Leadership

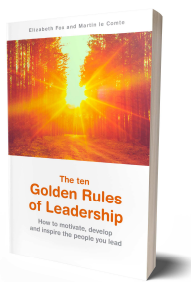
This 360 degree report is based on the ten Golden Rules of Leadership, as devised by tendevlopment. These are a set of guiding principles that when consistently demonstrated will help people to become effective and inspiring leaders.

The Golden Rules have been developed using over 40 years of leadership experience, and have been created from situations when things have gone well, but more importantly from lessons that have been learnt when things went badly wrong.

The simple, but practical nature of the 'rules' are a great anchor and can serve as a constant reminder for what individuals need to be doing to motivate, develop and inspire the people they lead.

This 360 report is designed to help individuals understand which of these Golden Rules they currently demonstrate on a consistent basis, and which, if any, they may need to focus on enhancing.

As an additional resource and an accompaniment to this 360 report, we would also recommend reading the book – *The ten Golden Rules of Leadership*



Presented as an approachable and helpful guide, the book explains each one of the Golden Rules in detail, helping readers to understand them, while at the same time explaining why they are so important to anyone leading and managing others.

The book is packed full of helpful hints and tips and practical ways to help the reader demonstrate each of the 'rules' on a day to day basis.

Martin and Elizabeth, the partners of tendevlopment, have shared their own personal experiences within the book, in the hope they can help leaders avoid making some of the same mistakes they did.

## Your 360 Degree Report

You were asked to nominate up to 12 observers to complete the feedback for you, including your line manager. You should also have completed the questionnaire yourself.

The following table indicates how many of your observers from each category have completed the questionnaire.

Please note, other than your own ratings and those of your line manager, all responses are anonymous. If less than 2 people in any one category have completed the feedback, in order to protect their anonymity their responses will be amalgamated into another category. For example if only 2 direct reports completed the questionnaire, their responses throughout the report will be included in either peers or others (which will be indicated below)

Nominated Observers	No. Surveys completed	No. surveys sent
Self	1	1
Line Manager	1	1
Direct reports	4	7
Peers	3	5
Others	3	4

## The Rating Scale

Each respondent who has completed your 360 questionnaire has been asked to rate you against 40 individual statements related to each one of the ten Golden Rules.

For each statement they were asked to choose one of the following options which they believe most accurately describes how often you demonstrate that particular behaviour.

- 1 = Almost Never**
- 2 = Rarely**
- 3 = Occasionally**
- 4 = Fairly Often**
- 5 = Frequently / Usually**
- 6 = Almost Always**

## How to use your report

Your report contains a lot of information, so once you have had time to study it we would suggest using the information to make some notes about your strengths and development areas, which can then inform any further development you may want to undertake.

Questions to ask yourself include:

Look at your highest and lowest rating statements – how did you rate yourself compared to your observers? Which of the Golden Rules are a particular strength and which might you need to focus on more? How many times did you over or under rate yourself against the majority of your observers? What does this tell you about how you see yourself and how others see you?

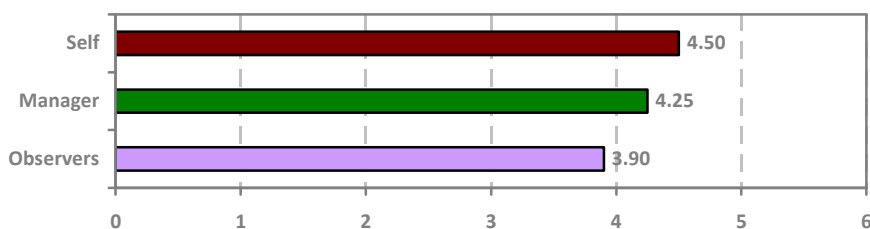
Finally share your results with your line manager and together create an individual development plan based on the results.

1 = Almost never	4 = Fairly often
2 = Rarely	5 = Frequently/ usually
3 = Occasionally	6 = Almost always

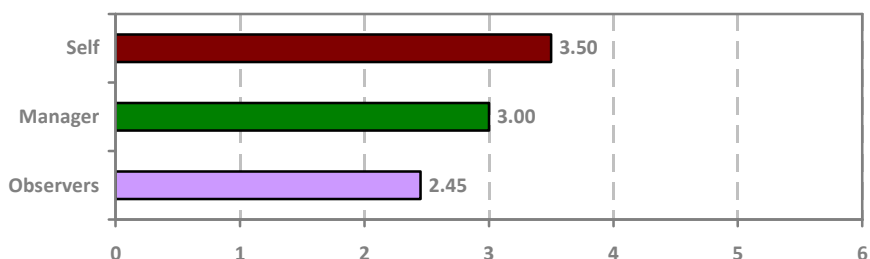
## The ten Golden Rules of Leadership

Detailed below are your summary results for each one of the Golden Rules. The self-column shows the average of your own responses to the four statements about each Golden Rule, and it's the same for the ratings of your line manager. The observers' column is the average for all your other observers (i.e. not including yourself or your line manager).

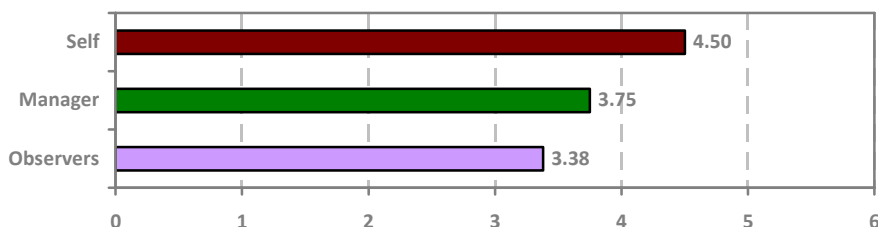
### Golden Rule No. 1: Know your people, know your people, know your people



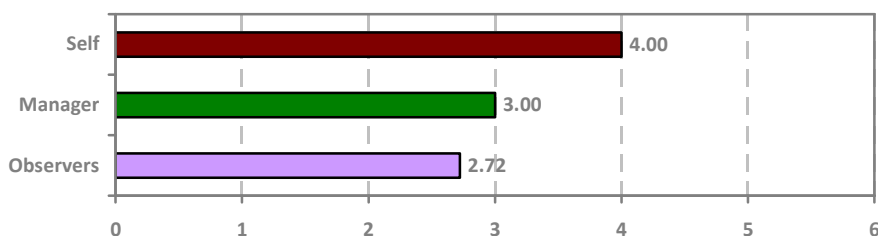
### Golden Rule No. 2: Treat people as they need to be treated



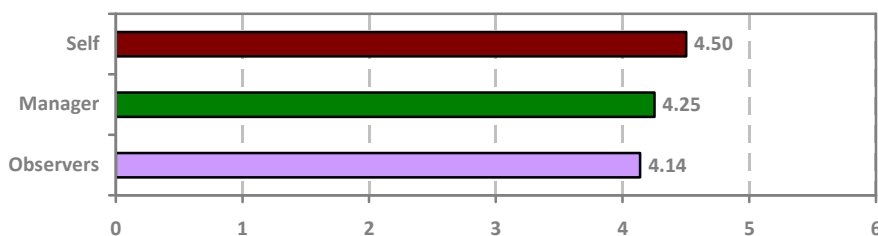
### Golden Rule No.3: You need to provide your people with clarity and certainty



### Golden Rule No. 4: There is no such thing as negative feedback

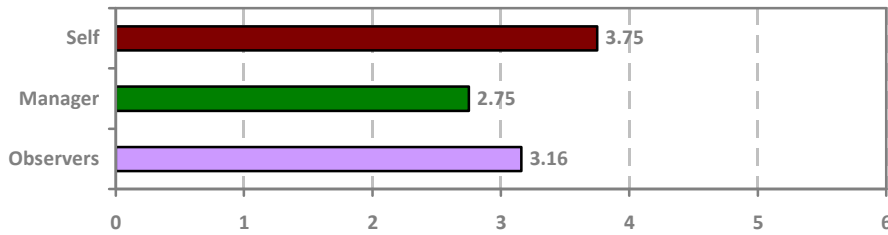


### Golden Rule No. 5: If you want someone to demonstrate a behaviour – go there first!

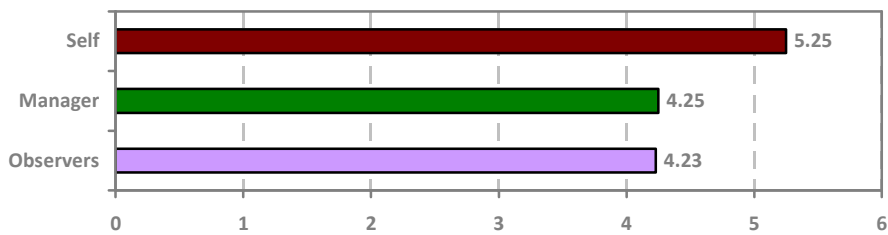


1 = Almost never	4 = Fairly often
2 = Rarely	5 = Frequently/ usually
3 = Occasionally	6 = Almost always

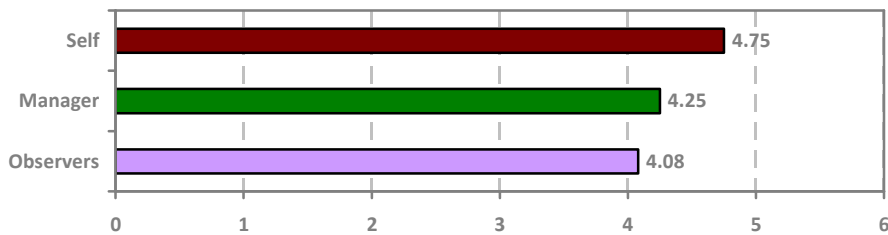
**Golden Rule No. 6: Never negotiate on behaviour**



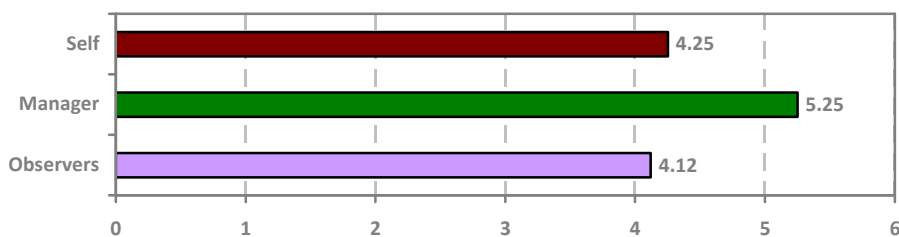
**Golden Rule No. 7: You can delegate the responsibility, but never the accountability**



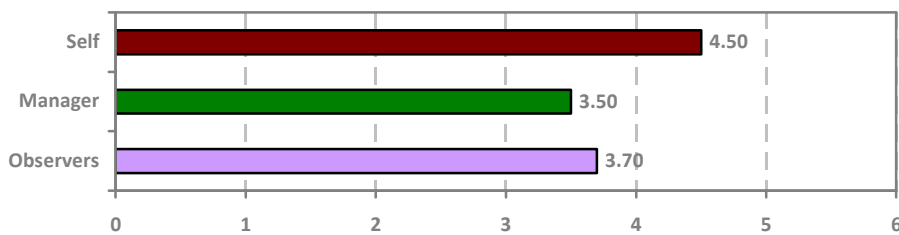
**Golden Rule No. 8: Your job is to be respected, not liked – you have enough friends**



**Golden Rule No. 9: Stop it – it’s not about you!**



**Golden Rule No. 10: Your job as a leader is to develop your people to a point where you are no longer required**











1 = Almost never	4 = Fairly often
2 = Rarely	5 = Frequently/ usually
3 = Occasionally	6 = Almost always









### Highest & Lowest Ranked Statements

The following statements are your highest and lowest ranked statements as rated by your observers. You can also see your self-review ratings compared with the average of all your observers.

#### HIGHEST STATEMENTS

Q31	<b>Golden Rule 8:</b> Your job is to be respected not liked – you have enough friends	Maintains a level of professionalism and avoids been drawn into compromising situations	Observers  5.25 Self  6.00
Q3	<b>Golden Rule 1:</b> Know your people, Know people, know your people	Builds trusting relationships by taking time to learn about and really understand the people they work with	Observers  5.08 Self  5.00
Q18	<b>Golden Rule 5:</b> If you want someone to demonstrate a behaviour – go there first!	Sets high personal and professional standards, demonstrating the behaviour they expect of others	Observers  4.93 Self  5.00
Q26	<b>Golden Rule 7:</b> You can delegate the responsibility, but never the accountability	Takes personal ownership and accountability when things go wrong	Observers  4.93 Self  6.00

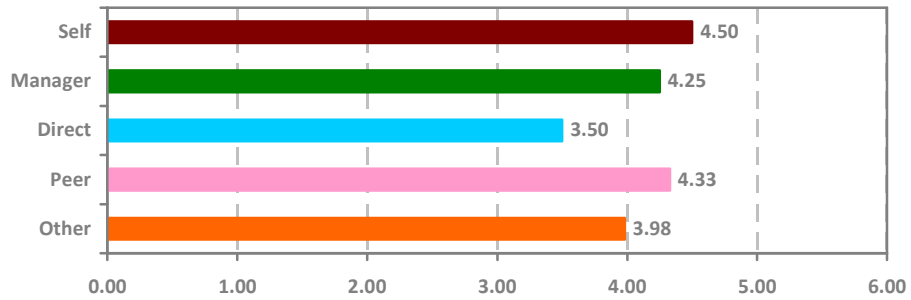
#### LOWEST STATEMENTS

Q22	<b>Golden Rule 6:</b> Never negotiate on behaviour	Challenges the inappropriate behaviour of others regardless of seniority or position	Observers  2.16 Self  2.00
Q6	<b>Golden Rule 2:</b> Treat people as they need to be treated	Judges issues objectively, considering what individuals need before making decisions	Observers  2.22 Self  4.00
Q14	<b>Golden Rule 4:</b> There is no such thing as negative feedback	Is not afraid to deliver difficult messages	Observers  2.31 Self  4.00
Q5	<b>Golden Rule 2:</b> Treat people as they need to be treated	Takes action that is in the best interests of the individual	Observers  2.60 Self  3.00

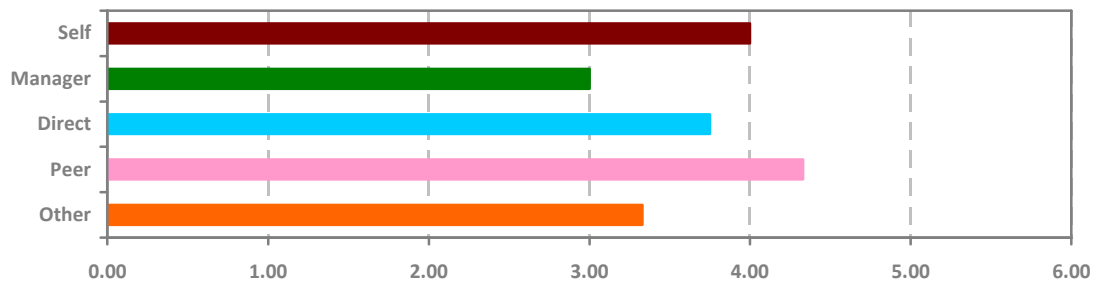
1 = Almost never	4 = Fairly often
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3 = Occasionally	6 = Almost always

### Golden Rule No. 1: Know Your People, know your people, know your people

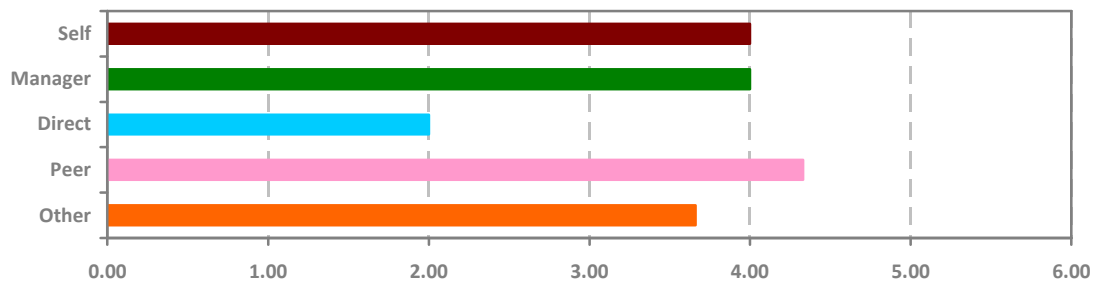
Summary



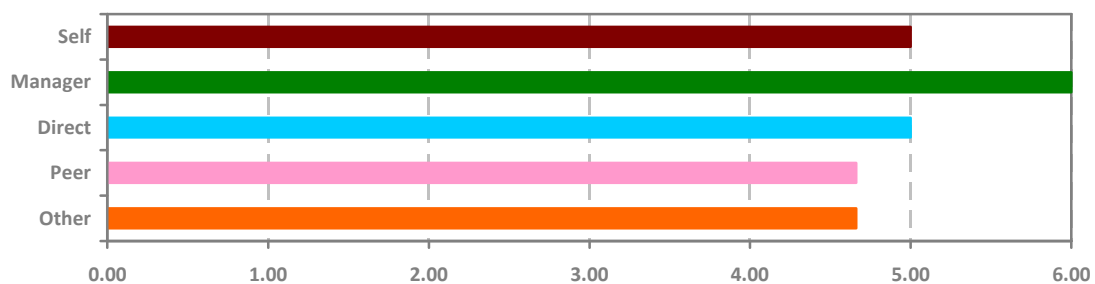
#### Q1: Accurately identifies people’s strengths and makes best use of these strengths



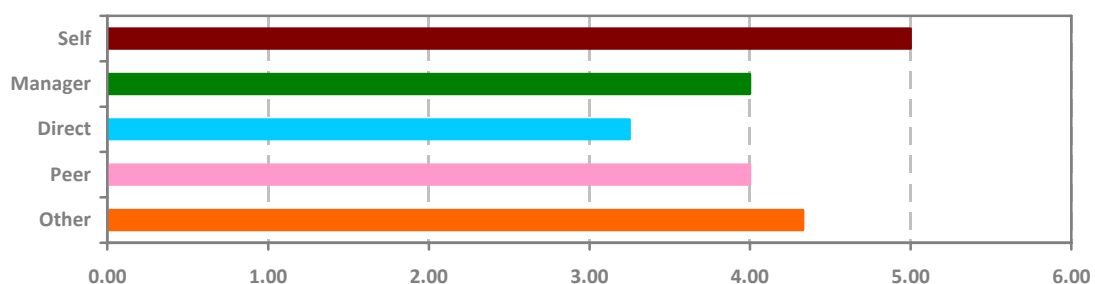
#### Q2: Proactively creates opportunities to work with individuals within their team



#### Q3: Builds trusting relationships by taking time to learn about and really understand the people they work with



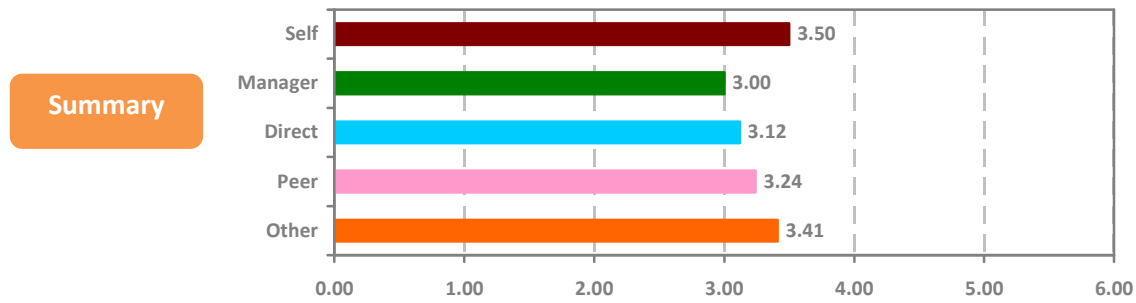
#### Q4: Displays an awareness of other people’s feelings and needs, and endeavours to manage the likely impact of decisions on these



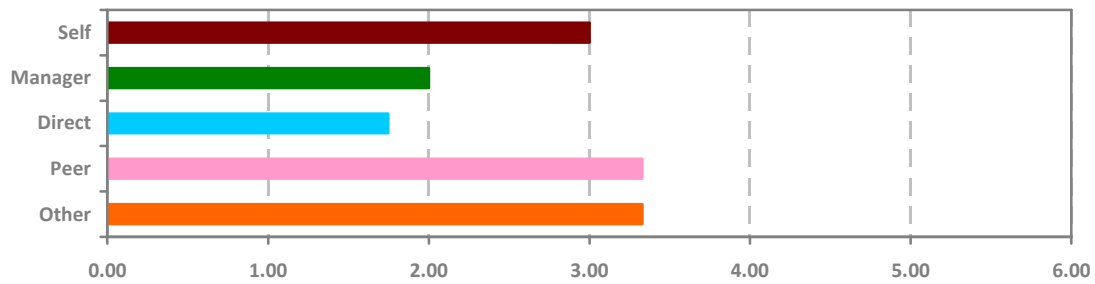


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3 = Occasionally	6 = Almost always

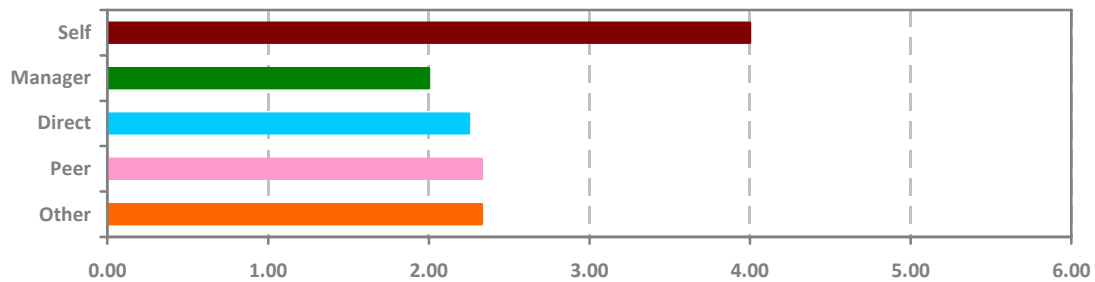
## Golden Rule No. 2: Treat People as they need to be treated



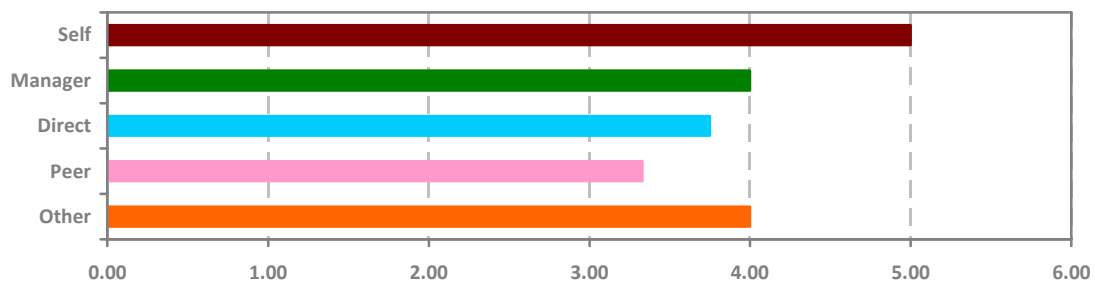
### Q5: Takes action that is in the best interests of the individual



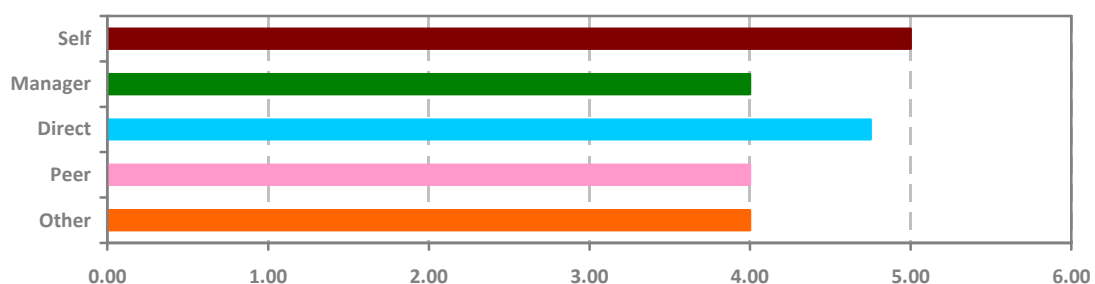
### Q6: Judges issues objectively, considering what individuals need before making decisions



### Q7: Challenges and supports people to take on new tasks and activities



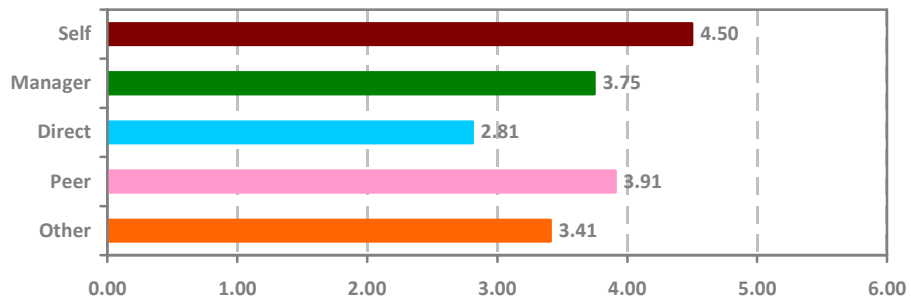
### Q8: Ensures people have a clear picture of how they are performing against agreed objectives and expectations



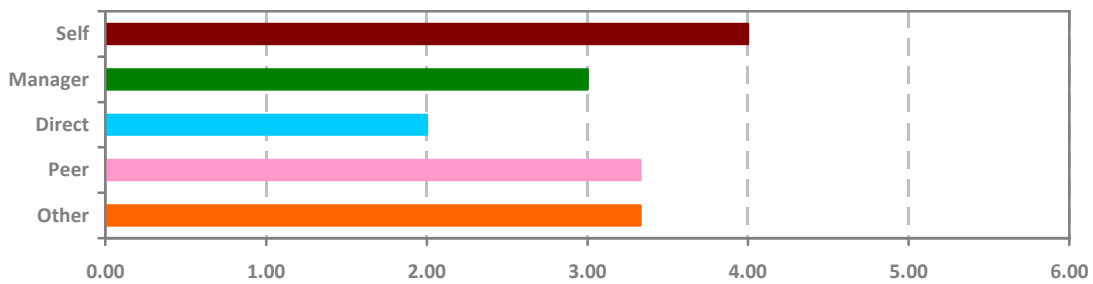
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3 = Occasionally	6 = Almost always

### Golden Rule No. 3: You need to provide your people with clarity and certainty

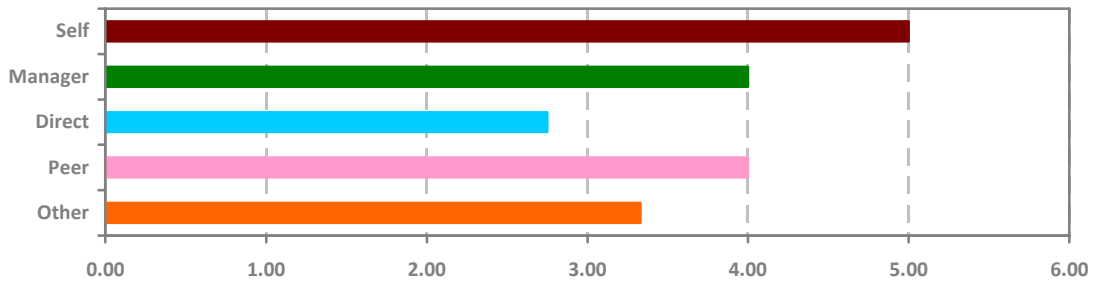
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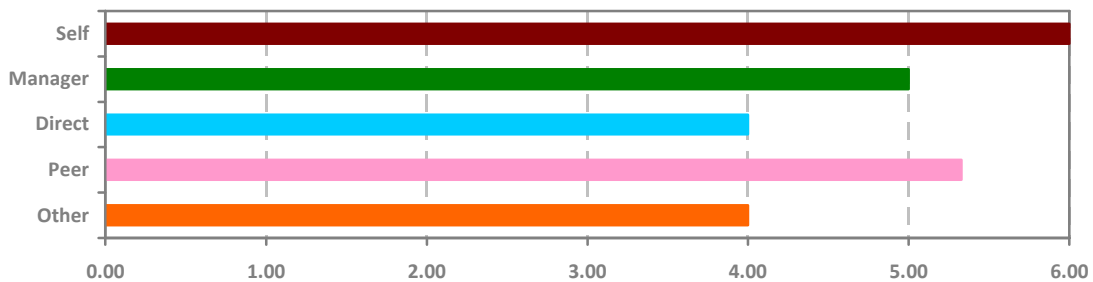
**Q9:** Sets clearly defined expectations for what people need to achieve and the behaviour they need to demonstrate



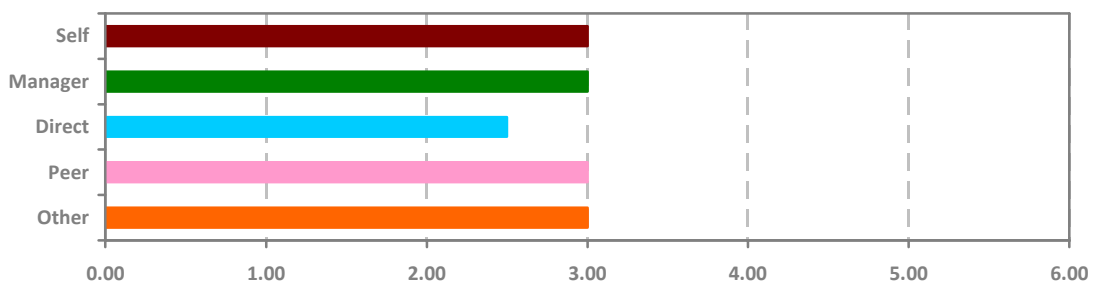
**Q10:** Takes time to ensure people understand exactly what's required of them



**Q11:** Conveys information and ideas clearly and in plain language



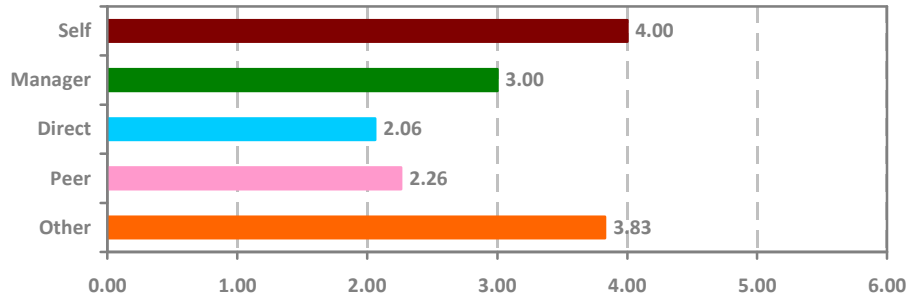
**Q12:** Communicates a compelling shared goal for success



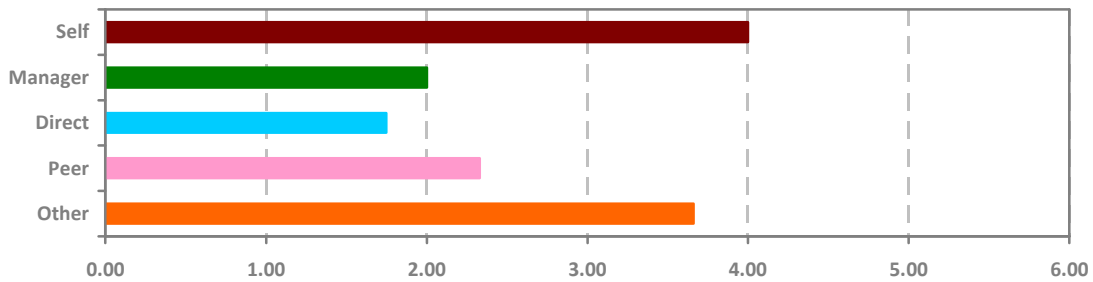
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**Golden Rule No. 4: There is no such thing as negative feedback**

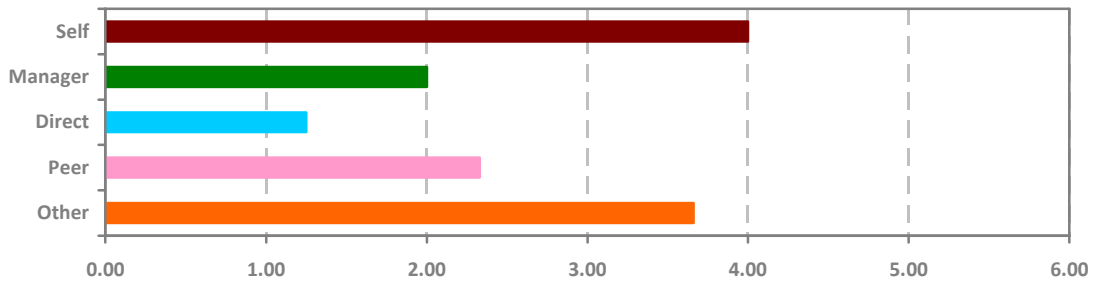
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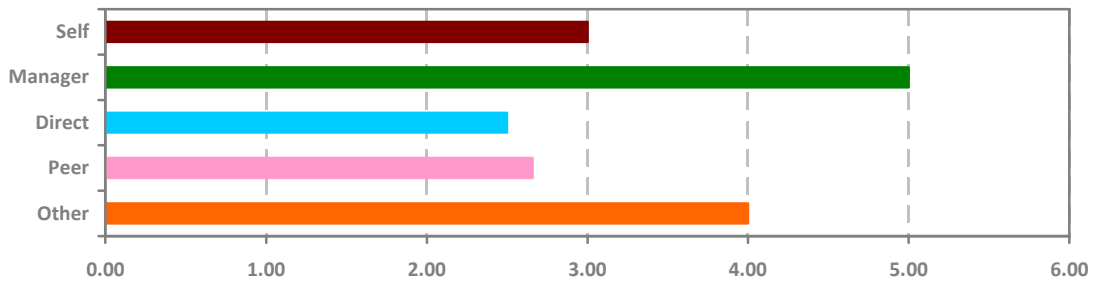
**Q13: Tells people specifically what they do well and what they need to do to improve**



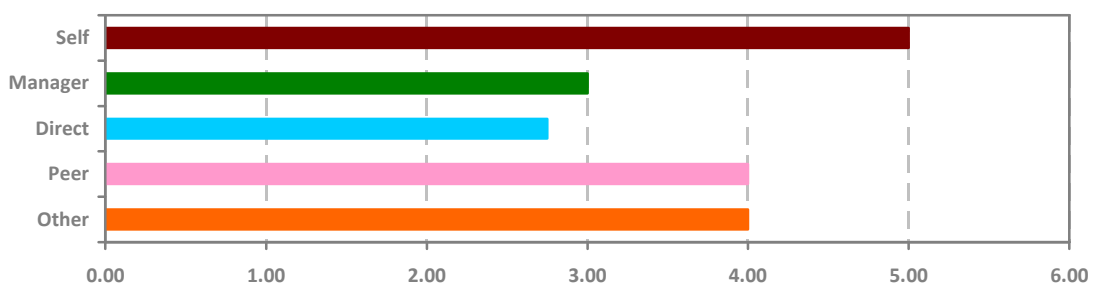
**Q14: Is not afraid to deliver difficult messages**



**Q15: Proactively seeks feedback about their own performance**



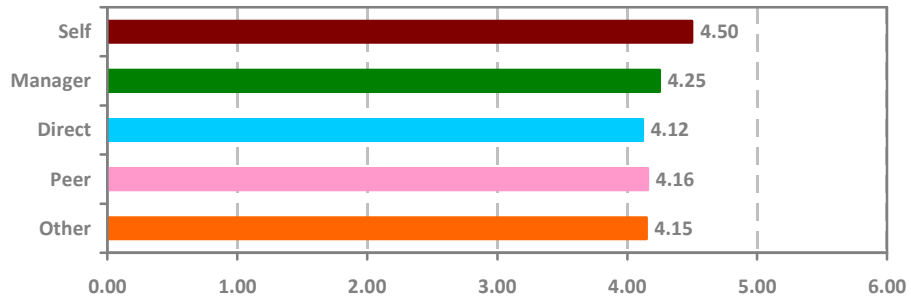
**Q16: Actively promotes feedback within their team, i.e. encourages team members to give and receive feedback to one another**



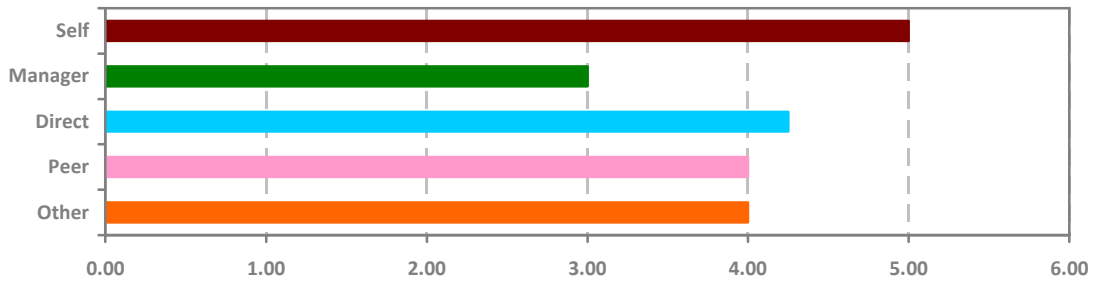
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**Golden Rule No. 5: If you want someone to demonstrate a behaviour – go there first!**

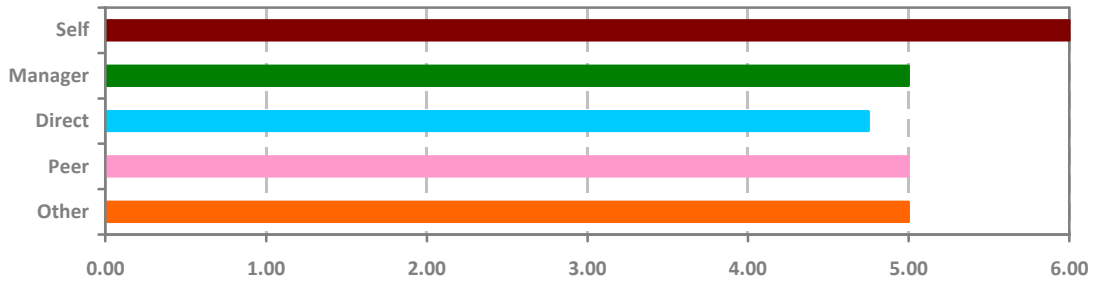
**Summary**



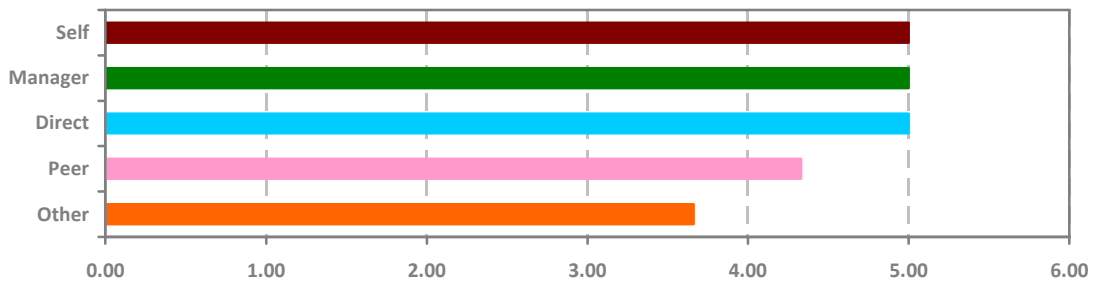
**Q17: Ensures what they say, what they do and how they behave are completely aligned**



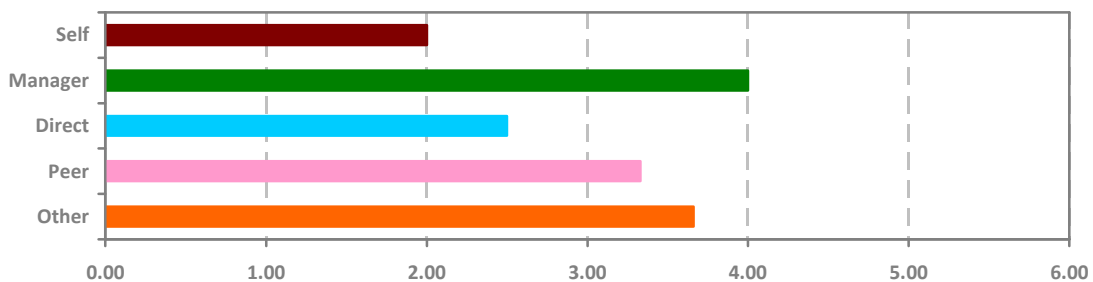
**Q18: Sets high personal and professional standards, demonstrating the behaviour they expect of others**



**Q19: Sets the example to others by regularly and critically analysing their own performance**



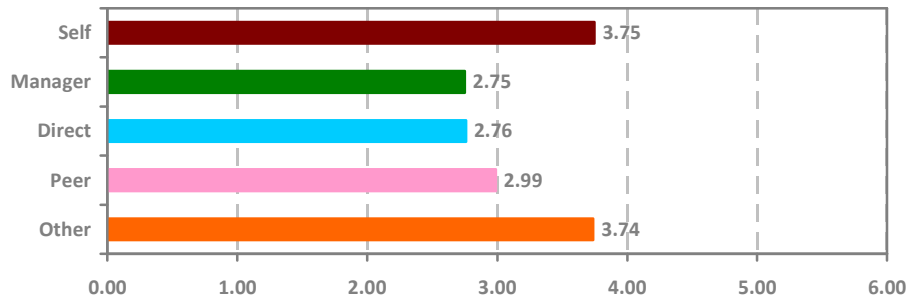
**Q20: Proactively seeks new opportunities to challenge and develop themselves**



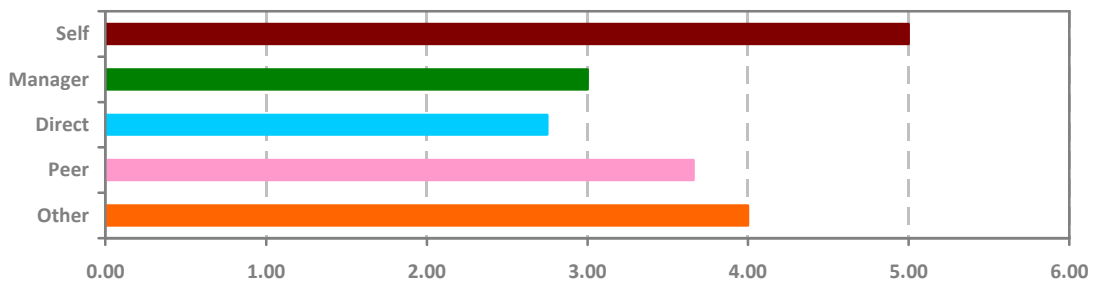
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**Golden Rule No. 6: Never negotiate on behaviour**

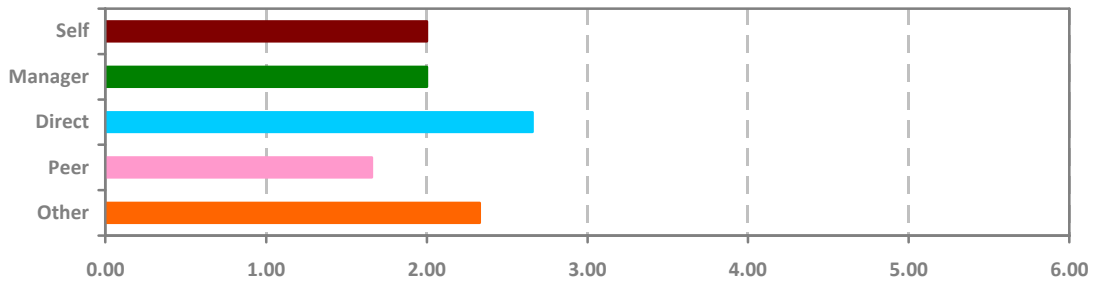
Summary



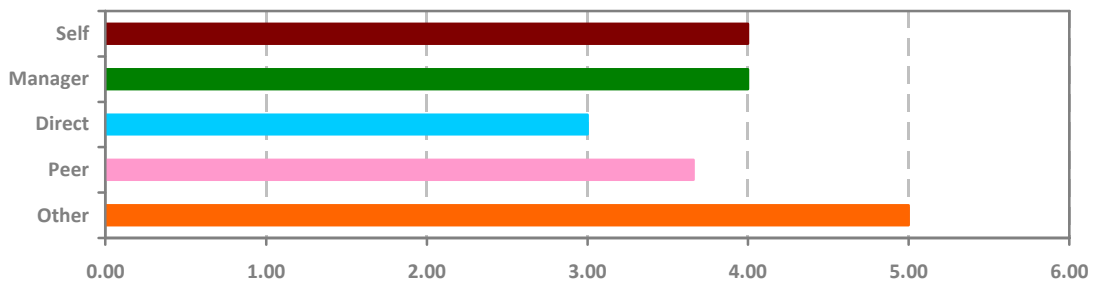
**Q21: Assesses behaviour as a key indicator of performance**



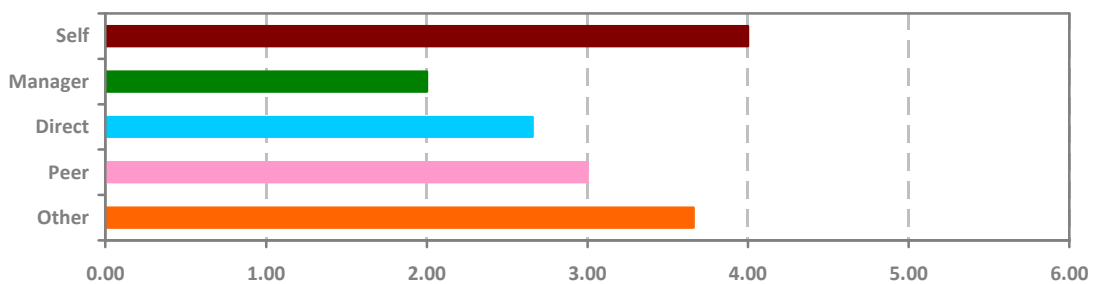
**Q22: Challenges the inappropriate behaviour of others regardless of seniority or position**



**Q23: Stops people gossiping about fellow colleagues**

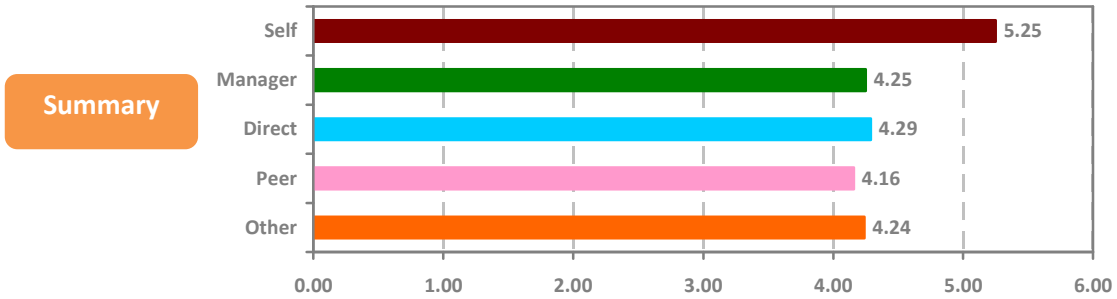


**Q24: Proactively addresses and resolves conflict within the team**

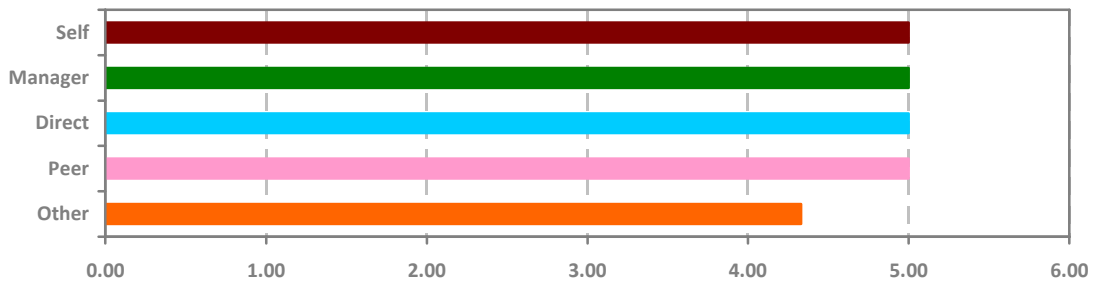


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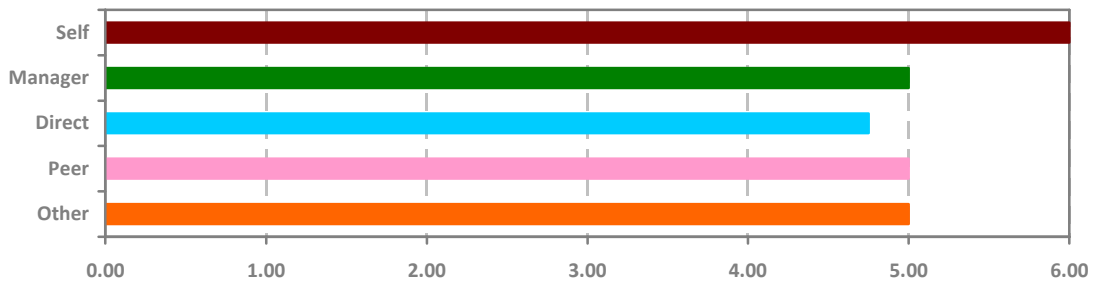
**Golden Rule No. 7: You can delegate the responsibility, but never the accountability**



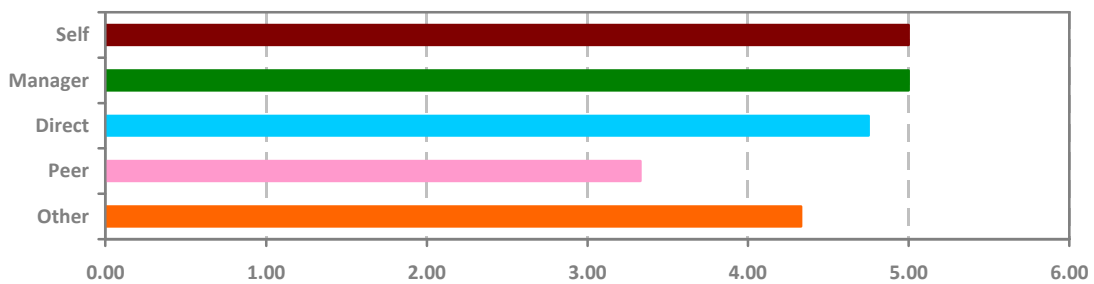
**Q25: Gives praise and recognition where appropriate**



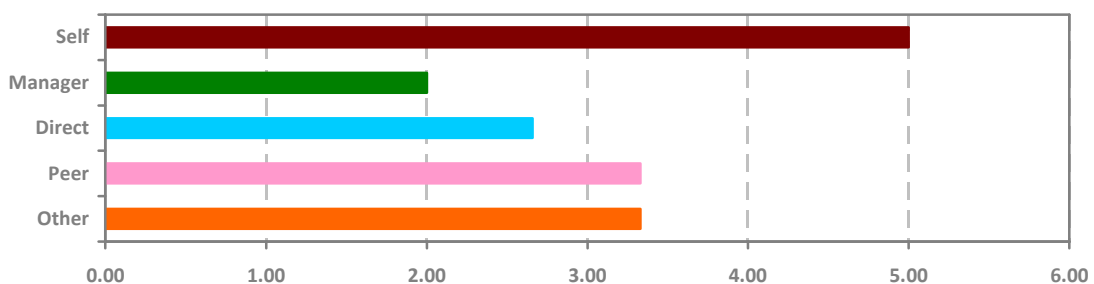
**Q26: Takes personal ownership and accountability when things go wrong**



**Q27: Admits mistakes and accepts responsibility for own work and actions**

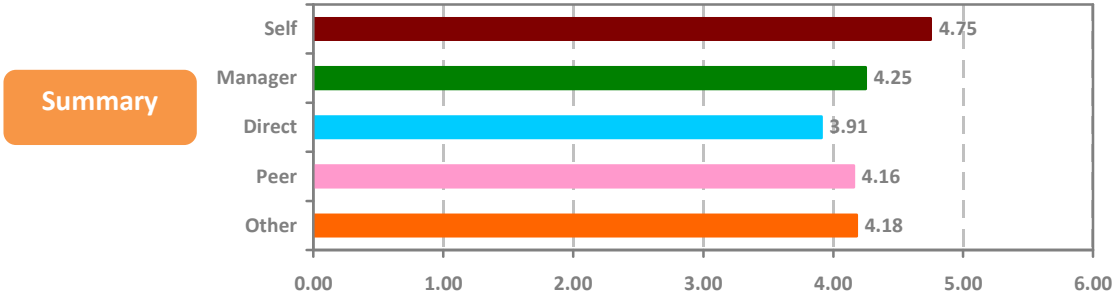


**Q28: Allows people to work independently and trusts them to deliver**

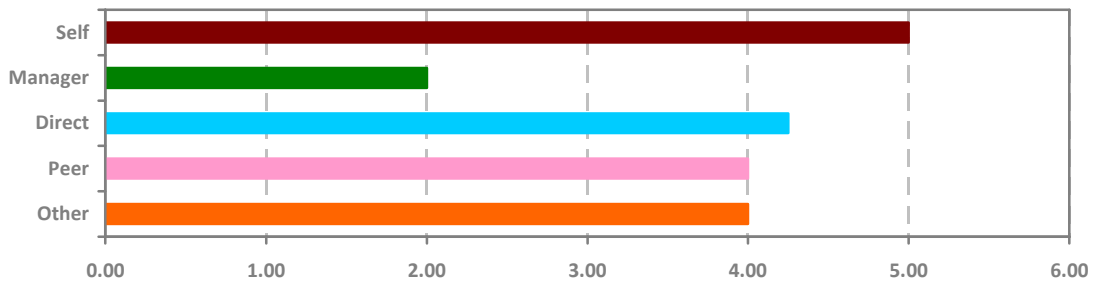


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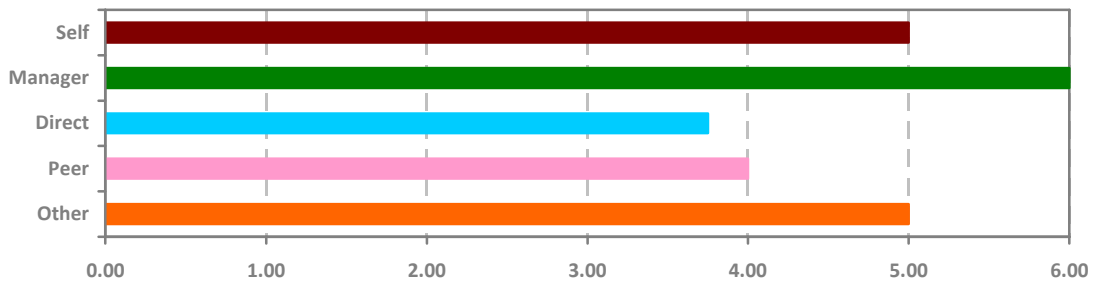
**Golden Rule No. 8: Your job is to be respected, not to be liked – you have enough friends**



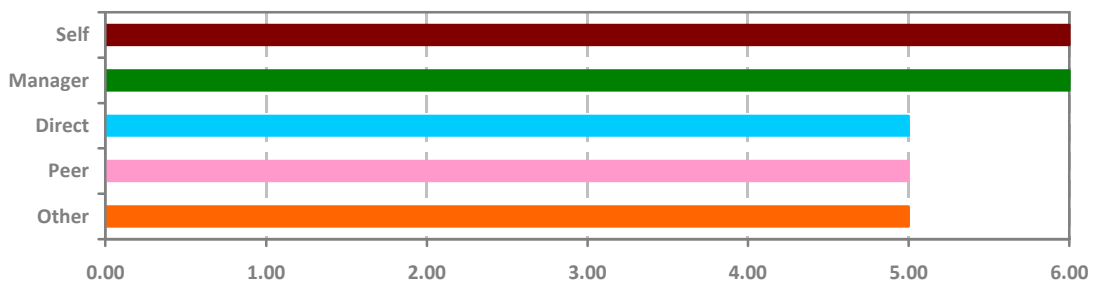
**Q29: Is willing to make tough or unpopular decisions when necessary**



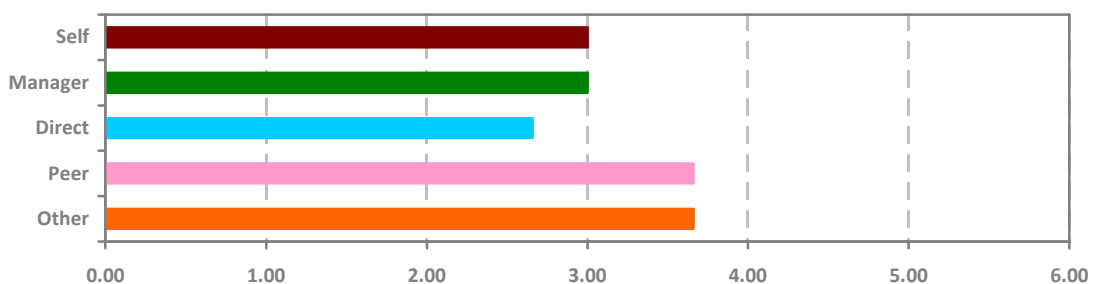
**Q30: Treats everyone in the team as equals, regardless of individual personal relationships**



**Q31: Maintains a level of professionalism and avoids been drawn into compromising situations**



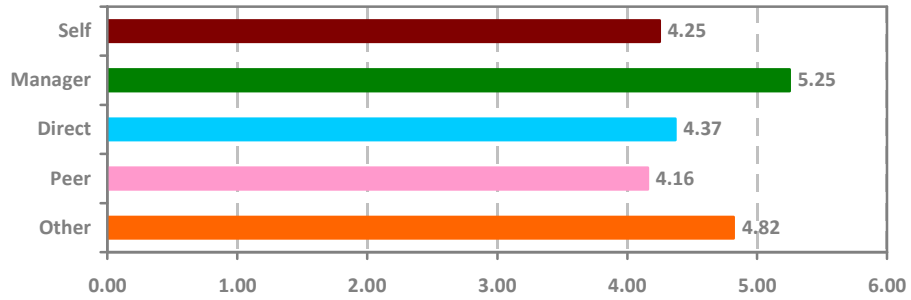
**Q32: Challenges the way things are done and/or bends the rules if it's in the best interests of the people**



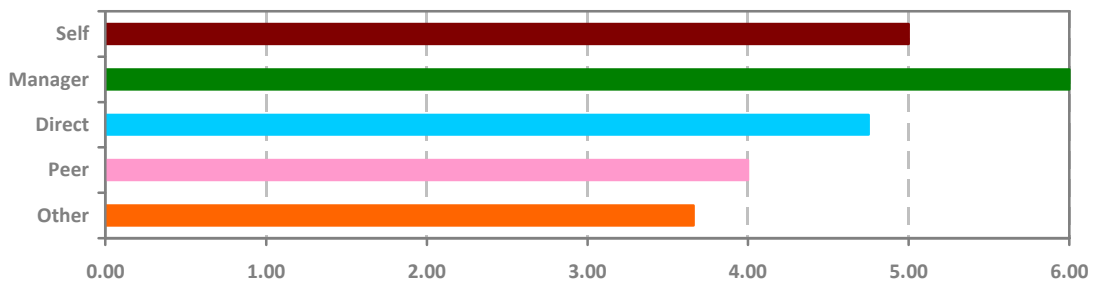
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### Golden Rule No.9: Stop it – it’s not about you!

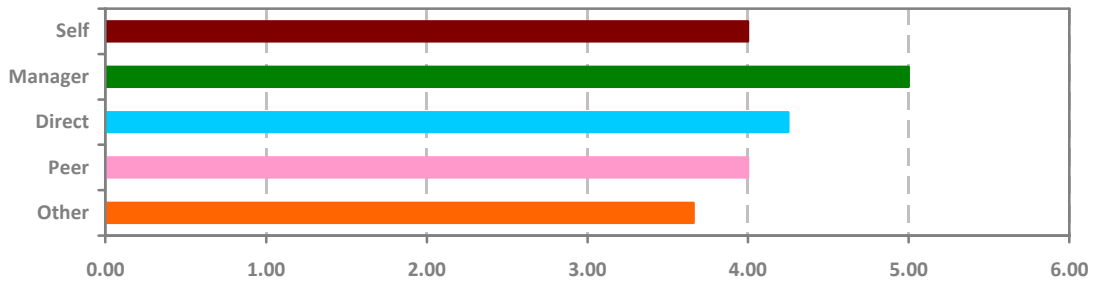
Summary



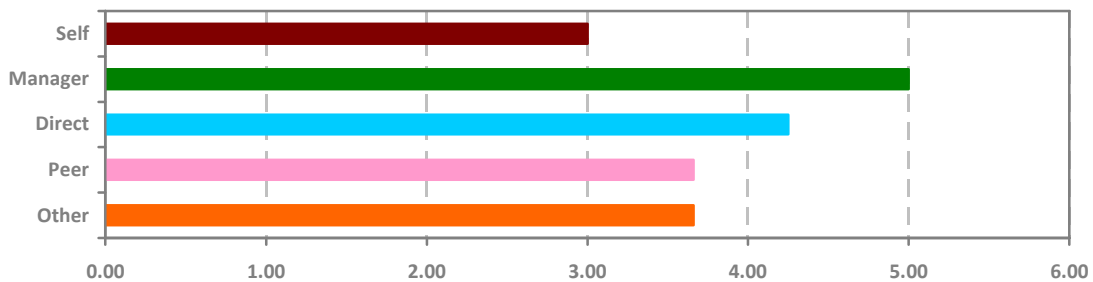
**Q33:** Demonstrates self-awareness by recognising their strengths, development areas and natural preferences



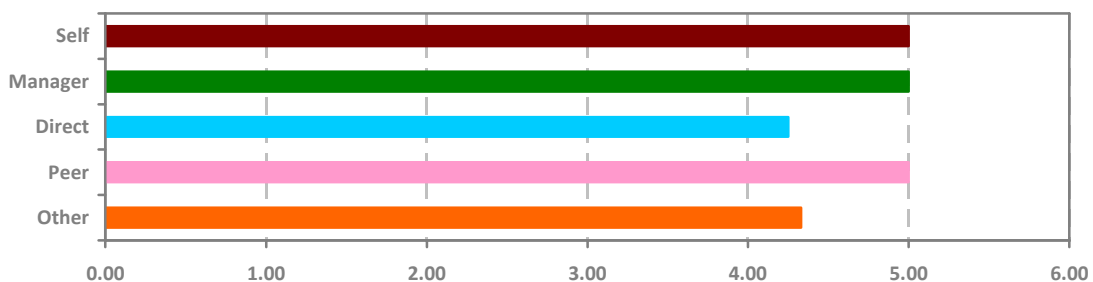
**Q34:** Puts the needs and development of their people above their own personal preferences



**Q35:** Asks others about their personal preferences to discover how they like to work



**Q36:** Openly shares own knowledge and experience for the benefit of others

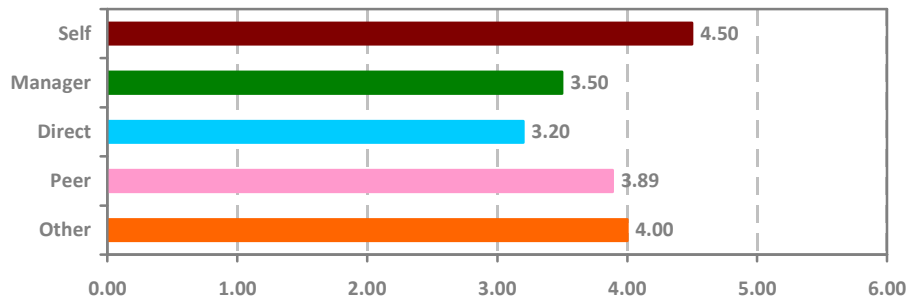




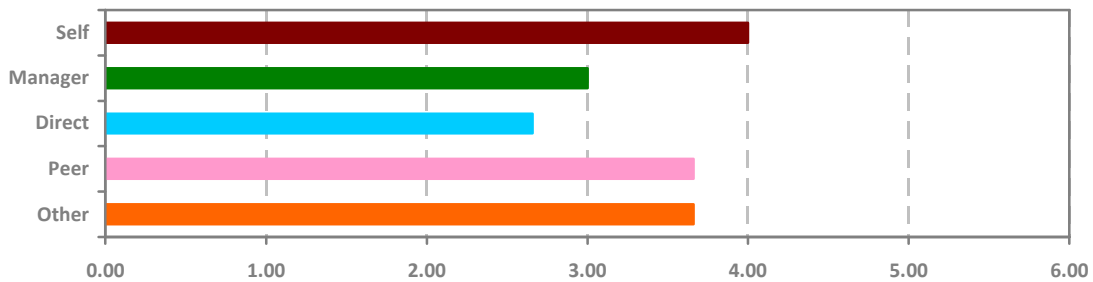
1 = Almost never	4 = Fairly often
2 = Rarely	5 = Frequently/ usually
3 = Occasionally	6 = Almost always

**Golden Rule No. 10: Your job as a leader is to develop your people to a point where you are no longer required**

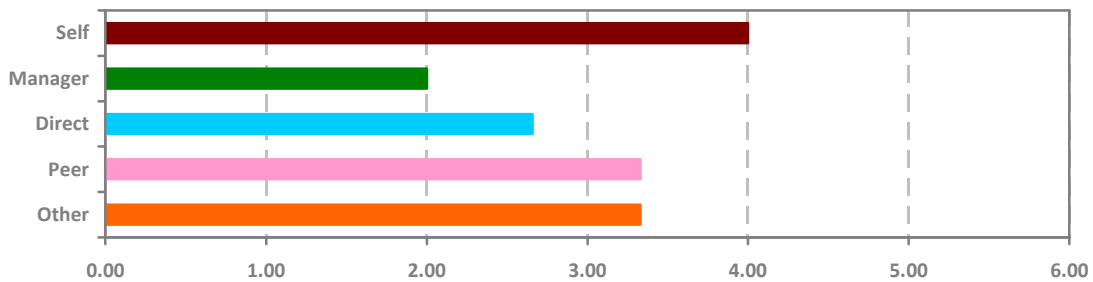
Summary



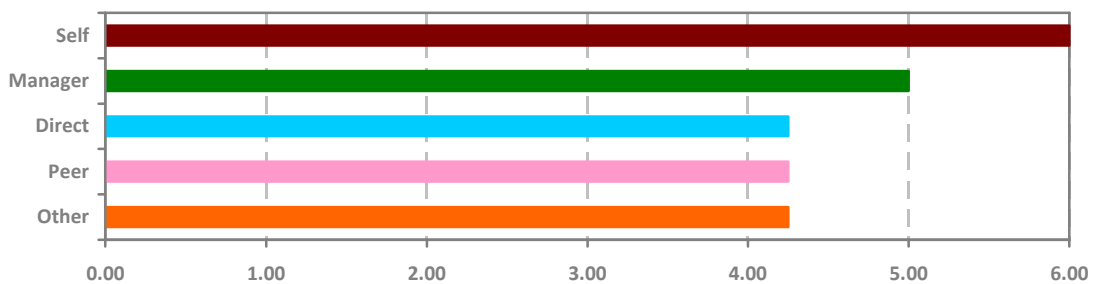
**Q37: Uses subject matter experts within the team to develop others**



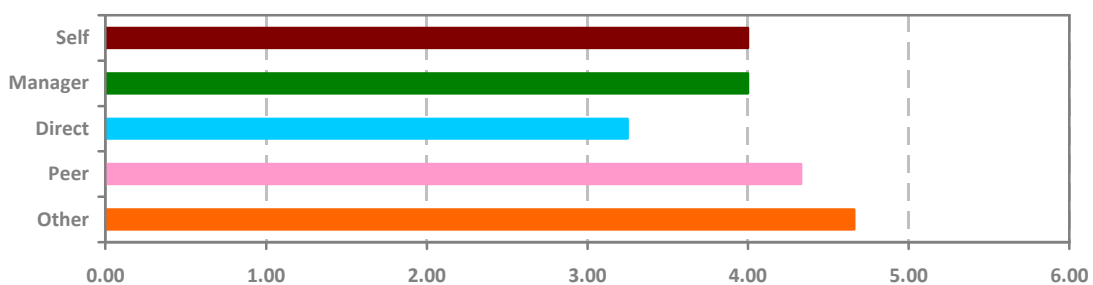
**Q38: Ensures people progress in their role by continually developing and challenging them**



**Q39: Encourages and empowers others, making them feel valued and important**



**Q40: Builds a pipeline of talent within the team, ensuring potential successors are identified**



## Written comments

### Q41: What do you see as this person's biggest leadership strength?

<b>Self</b>	I think I am well organised, reliable and always strive to deliver for the organisation
<b>Manager</b>	XXX is great at building strong working relationships with his team
<b>Direct Reports</b>	Always makes time for people and is always happy to help  Dedicated to the job and is extremely knowledgeable and professional  XXX cares about the people in our team and always willing to lend a hand to get projects delivered on time
<b>Peers</b>	He has really high personal standards  XXX is always looking for opportunities to work with people so he can get to know them better  XXX is a good listener and I often go to him for advice  Dedicated to his job and always does his best
<b>Others</b>	Always happy to help other people even when he is already busy  I have only worked with XXX on a couple of projects but have always found him to be very approachable and willing to help

### Q42: From a leadership perspective, what's the one thing this individual needs to start doing or develop to enhance their personal impact and level of performance?

<b>Self</b>	Sometimes I struggle with dealing with conflict and always try to keep everyone happy
<b>Manager</b>	XXX takes on too much and needs to delegate to his team more and develop his strategic thinking
<b>Direct Reports</b>	Be more assertive  Deal with the people in the team not pulling their weight  Feel that sometimes XXX is too close certain people in the team and lets them get away with things he shouldn't  Delegate more and stop doing too much yourself
<b>Peers</b>	XXX needs to speak up more and let people know what he thinks  XXX needs to learn how to say no sometimes to stop people taking advantage  XXX is sometimes too over protective of his team
<b>Others</b>	XXX needs to be more visible in the wider business  Needs to believe in himself more

**Q43: Please add any additional comments**

<b>Self</b>	
<b>Manager</b>	I look forward to discussing the report with XXX
<b>Direct Reports</b>	Thank you for asking me  I hope this makes a difference
<b>Peers</b>	XXX is a great guy and really good to work with
<b>Others</b>	I was surprised to have been asked to complete this , I hope it helps  I did find it difficult to answer what XXX could improve on as I haven't worked with him that much