

# Linking Leader Profile (LLP | 360)



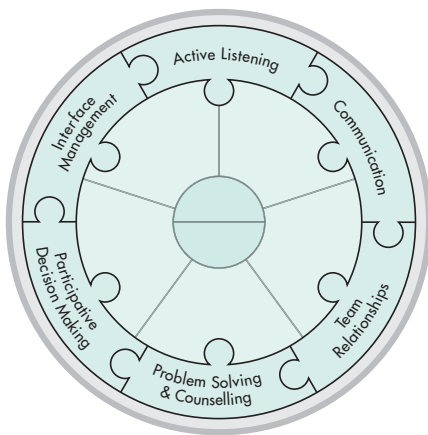
**The Team Management Systems view on leadership is that it is primarily about relationships. Excellent leaders monitor and develop relationships with their team members and ensure that this emphasis cascades throughout the organisation.**

## What is Linking?

The concept of Linking was developed from the empirical studies carried out by Drs. Margerison and McCann. Their research into teams and leaders identified **13 Linking Skills** essential to effectively integrate the work of individuals and teams.

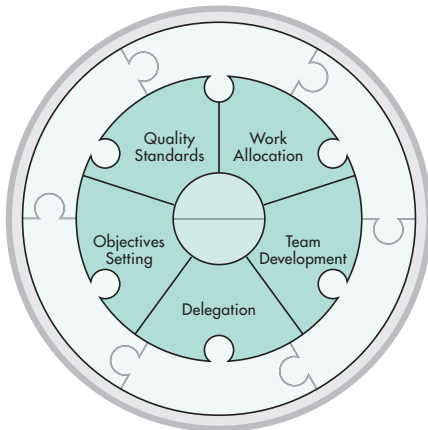
The Linking Leader Model describes three levels of Linking: People Linking, Task Linking and Leadership Linking. Each level is necessary for successful leadership and teamwork and together they ensure sustainable high performance in organisations.

## The Linking Leader Profile (LLP | 360):



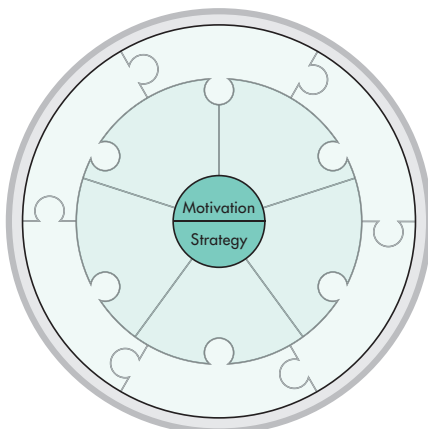
### People Linking Skills

The outer level of the Linking Leader Model shows the six People Linking Skills. In order to have a strong and effective team, it is essential for all team members to implement these six universal skills. This is because People Linking Skills shape the team's working environment, fostering a sense of alignment and trust among its members.



### Task Linking Skills

The middle level of the Linking Leader Model describes the Task Linking Skills. Task Linking includes five core skills that relate to collective team tasks, relevant for those who are responsible for the performance of others.



### Leadership Linking Skills

At the core of the Linking Leader Model are the two Leadership Linking Skills, which relate specifically to transformational leadership skills.

## Benefits

- Measures performance across 13 essential competencies for effective leadership, providing a basis for customised training and development plans.
- Offers a constructive framework for discussions aimed at leveraging strengths and identifying key focus areas.
- Facilitates open dialogue through the use of a positively phrased report.
- Offers objective, meaningful 360 degree feedback for enhancing leadership performance.
- Provides specific developmental guidance for each competency.
- Flexible design accommodates different approaches to debrief.
- Facilitates the documentation and benchmarking of performance over time.
- Easily implemented across all organisational areas, supporting leaders to develop and sustain high performance in their teams.

## Connection to Leadership Theory

Well-recognised theories have been developed based on the identification of specific leadership behaviours. Transformational Leadership and Situational Leadership are two of these theories. This context for the Linking Leader Model can be helpful when integrating the LLP | 360 into a broader leadership development program that incorporates competencies from other models.

**Transformational leadership** is a leadership approach that instigates change in individuals and social systems. It creates valuable and positive change in teams through a variety of mechanisms, resulting in increased levels of engagement and performance. Nine Linking Skills measured in the LLP | 360 strongly correlate to the key transformational leadership skills.

**Situational Leadership** focuses on a concern for the individual and a concern for the task. It meets people at different levels of ability or development, by tailoring the approach with a combination of supportive and directive behaviours. These behaviours are well catered for in the LLP | 360 Questionnaire.

## Applications

- Leadership Development
- Management Programmes
- Performance Coaching
- Executive and Mentoring Programmes
- Individual and Team Development Programmes

## Unique Features

A unique feature of the LLP | 360 Profile is the two-question approach to design, which builds inherent validity into the instrument.

Respondents can choose which of the leadership competencies are important to their organisation and then assess the leader against the level of importance chosen. As a result, the instrument is shaped by respondents to meet the perceived ideal leadership style for any leader. This creates flexibility for the instrument in terms of the seniority of leadership and differences in the role (for example, few versus many direct reports).

The simple format of the profile provides a great foundation for discussions focused on effective leadership, and is often used to benchmark and monitor performance improvement over time.

“ The overwhelming response from those managers, is the **Linking Leader Profile** provides a wealth of practical and detailed feedback against which they can compare their self-perceptions. ”

**Paul Jones**, Paul Jones & Associates

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