

# Leadership Development with the Linking Skills Profile

## THE PROBLEM

The Learning and Development Team within a large financial institution needed a Leadership Development Program to encompass broad learning outcomes:

Managers needed to be competent to work effectively as team leaders, as the firm was increasingly using multi-disciplinary project teams.

The Leadership Development Program competencies needed to be universal. A major driver behind this was a large number of 'generation X' employees within the company and their aspirations to develop skills, not only for their current role, but also for their career in general.

## ACTION TAKEN

The L&D team opted to include the **Linking Leader Profile (LLP)** as part of their program as an individual 360° diagnostic of performance. The reasons being:

- The Profile is based on the Linking Skills Model, a rigorous model of teamwork competencies.
- The model is general enough that it could be applied throughout the division and more broadly to the rest of the organisation.
- The report offered enough detailed information that respondents could clearly identify their learning needs.
- The report costs were reasonable enough to afford repeated measurement (data collected at the start for needs analysis and at the end for evaluation and identification of further needs).
- The Linking Skills component would dove-tail with the self-awareness component of the program which included another TMS instrument, the Team Management Profile.

The designers developed a 7-month Leadership Development Program that applied Project-Based methodology and incorporated self-report and 360° feedback. The program commenced with a 1/2 day introduction and induction workshop to explain the process, administration and logistics. This was followed by a 3-day residential program, where feedback from the Linking Skills Profile was discussed and learning projects were established. Three months later, the group convened a 1/2 day review and progress check. The last component was another residential program for 2 days. Workshop learning was supported by 1-on-1 and telephone coaching as well as optional, self-paced e-learning.

## OUTCOMES

The Linking Skills Model provided a great foundation for the learners to discuss their leadership competencies. All of the participant's received a net increase in the Linking Skills evaluations on the second administration. For example, one Linking Skills satisfaction rate improved from 63% to 89%, a 26% improvement. More importantly, the performance reviews of all managers showed significant improvements on all of their internal Key Performance Indicators.

Consequently, the Leadership Development Program was evaluated by all stakeholders (learners, their managers and their teams) as being a great success.

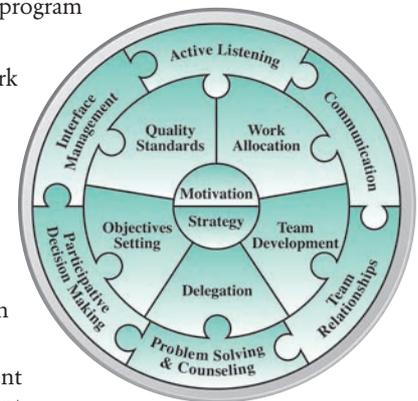
The L&D team plan to run the program annually throughout their division. Furthermore, they hope to include learners from other divisions within the firm. For the company, the benefit has been a cost-effective method to build leadership capabilities, generate internal networks, cross-pollination of ideas throughout the division and motivation of their staff.

**Industry:** Banking and Financial Services

**TMS Product:** Linking Skills Profile

**Total Staff Number:** 2300

**Organizational Challenge:** Leadership Development



The Linking Skills Model

## THE LINKING SKILLS PROFILE

Exclusive interviews with teams and team leaders throughout the world have highlighted common skills, which are essential to effectively integrate the work of individuals, teams and organizations. These skills are shown on the Linking Skills Model (Figure 1) and are made up of People Linking Skills, Task Linking Skills and Leadership Linking Skills. The Linking Skills Profile is an individual 360-degree feedback instrument that explores the extent to which an individual should and does demonstrate these key activities and behaviors.

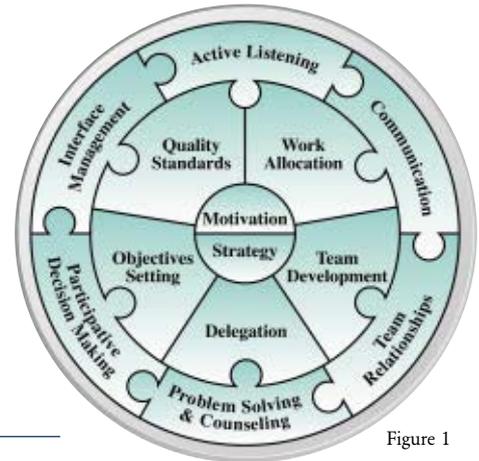


Figure 1

### THE QUESTIONNAIRE APPLICATIONS

3 versions available:

- The 36-item Linking of People Profile Questionnaire - suitable for all team members
- The 66-item Linking of People and Tasks Profile Questionnaire - ideal for senior team members
- The 78-item Linking Leader Profile Questionnaire - designed for anyone with leadership responsibilities

- Obtains 360-degree feedback - most commonly from the individual, their supervisor, team members and peers
- Available electronically or paper based
- Takes approximately 15-20 minutes to complete
- Rigorously researched and validated
- Written in straightforward, positive language
- Based on a universal set of competencies
- Focused on specific, actionable behaviors

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

Paul Jones, Paul Jones & Associates

- Performance Management
- Management and Leadership Programs
- Coaching and Mentoring Programs
- Individual and Team Development Programs
- One on One Executive Development Programs

### BENEFITS

- Provides non-confrontational feedback on key managerial and leadership skills
- Gives insight into what key stakeholders think
- Highlights most important activities for the individual to focus on
- Improves team and leadership performance

The Linking Skills Workbook is included with every Linking Skills Profile and is used to help individuals develop action plans for improving their own linking skills.



*“I have successfully used the Linking Skills Profile as a leadership development tool over the last 7 years. The 360-degree feedback, which is based on observable behaviors, makes it invaluable for identifying strengths and areas for improvement”.*

Peter Martini,  
Corporate Outdoor Training