

# The Margerison-McCann Linking Skills Profile

## In brief

Linking skills are a central part of the Team Management Systems approach, essential to high performance working. They are the responsibility of all team members, but most especially of the leader.

The Linking Skills Profile is a carefully researched multi-rater tool that clearly identifies your performance in fundamental people, task and leadership related skills. It explores the extent to which you should and you do demonstrate the key behaviours for each linking skill. Full colour graphics vividly show the range of responses and a comprehensive narrative report provides clear development guidelines.

*“When spider webs unite,  
they can tie up a lion”*

*Ethiopian proverb*

## The critical skills of Linking

### Linking of People

ACTIVE LISTENING	listening before deciding
COMMUNICATION	keeping team members up-to-date
TEAM RELATIONSHIPS	encouraging respect, understanding, and trust
PROBLEM SOLVING & COUNSELLING	being available and responsive to others
PARTICIPATIVE DECISION-MAKING	involving team members in key issues
INTERFACE MANAGEMENT	coordinating and representing team members

### Linking of Tasks

WORK ALLOCATION	making informed choices about work allocation
TEAM DEVELOPMENT	developing a balanced team
DELEGATION	delegating non-essential work appropriately
OBJECTIVES SETTING	setting stretch targets
QUALITY STANDARDS	being an example and agreeing standards with the team

### Leadership Linking

MOTIVATION	creating energies and getting the team focused
STRATEGY	setting direction and guiding progress



The Linking Skills Model

# How does it work?

At least four respondents plus the self-rater take around 15 minutes each to complete a questionnaire online. These are then analysed by our expert software to produce a composite Profile. You can select the level of feedback to produce a customised Profile that is appropriate for each person in the team:

## Option 1: The Linking Leader

- with feedback on all 13 linking skills
- suitable for those with a leadership role

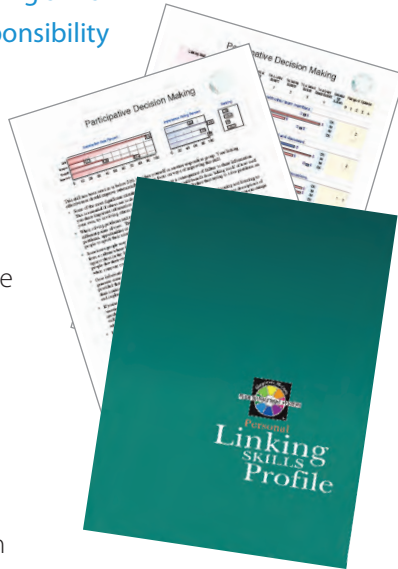
## Option 2: The Linking of People and Tasks

- with feedback on the 11 people and task linking skills
- suitable for those with some managerial responsibility

## Option 3: The Linking of People

- with feedback on the 6 people linking skills
- suitable for all team members

The Profiles are always supplied by an appropriately qualified human resource professional who will guide you through the feedback process.



# What do you get?

A 17- to 33-page full colour, customised Profile, professionally presented in a bound folder together with supplementary background and guidance in an accompanying Profile Guide.

Each Profile contains:

- an overview of all ratings
- detailed full colour summaries of importance ratings and satisfaction rates for each skill
- narrative and development guidelines for each skill
- a further level of analysis for responses to individual questions

# Applications

- coaching and mentoring programmes
- managing difference and diversity
- personal development planning
- performance management
- leadership development
- team coaching
- multi-functional teamworking
- conflict resolution

# Why choose the Linking Skills Profile?

- a simple competency framework relevant to all teams
- a valuable communication tool
- a good balance of numerical and narrative information
- extensive and easy to understand 360 degree feedback
- a good starting point for personal development
- a useful reality check about what people think is most critical
- guidance on where to direct energy
- a catalyst for problem solving discussions

*“So comprehensive”*  
Learning & Development Manager,  
IPC Media Ltd

*“Rich, practical tool”*  
Consultant, KSG Berenschot

The Linking Skills Profile has been created as a result of extensive and ongoing research into high performance teamworking. Our research institute is continually updating our extensive norm database to provide international benchmarking data for different industry groups. A full and objective review of the Linking Skills Profile by the British Psychological Society, can be viewed on their website.