

Why are linkers so important?

They hold the team together!

Linking Skills 360° Profile

Teams can lose momentum and/or direction and fail if they lack a Linker.

Successful teams (according to the research¹) usually have the Linker role filled. This is the role that pulls all of the functions of a high performing team together. The linker role consists of three types of skills - People, Task and Leadership and are usually filled by the manager. It is more important that these skills be filled, than for the manager or leader to do everything themselves. For example, every team member needs to be involved in the 'team communicating' and 'maintaining quality standards.'

Parts of the Linker can be filled by the admin and support staff. However, they do need to be clear about the leader's expectations of which ones they'll fill (together with how). They also need to know how they'll be measured on their Linking skills.

The Linker role can go unrecognised, and unappreciated, particularly the people skills - until the person filling that role leaves a team – and then things can become unglued.

Are You Recognised for Your Linking Skills?

To find out how others rate your Linker or Linkers - for your People, Task and Leadership Linking Skills you can use a robust, reliable 360 instrument – called Team Management Services 360 Linking Skills Profile. It reports on how the Linker is going on all of the 13 skills. It tells people 'what they do well' as a Linker and 'what they should do' differently' – this is vital information for professional development.

This instrument also reports, and gives an importance ranking, on each of the thirteen skills – this is useful for identifying the difference in expectations between various team members and the linker; or between the linker and their leader.

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Psychometric Assessor of Team Management Services Profiles.

What Linkers Do	Linking Skill	
People Linking Skills		People
Listen before deciding	Active Listening	
Keep team members up to date on a regular basis	Communicating	
Encourage respect, understanding and trust among team members	Team Relationships	
Are available and responsive to people's problems	Problem Solving and Coaching	
Involve team members in the problem solving of key issues	Participative Decision Making	
Co-ordinate and represent team members	Interface Management	
Task Linking Skills		Task
Set achievable targets with the team but always press them for improved performance	Objective Setting	
Set an example and agree high quality work standards with the team	Quality Standards	
Allocate work to people based on their capabilities and preferences	Work Allocation	
Develop balance in their team	Team Development	
Delegate work when it is not essential to do it themselves	Delegating	
Leadership Linking Skills		Leadership
Motivation: Inspires others to give their best	Motivating	
Devises effective action plans to achieve goals	Strategy	

Source: Margerison & McCann, Team Management Services Limited, www.tms.co.nz

To walk and talk through your linking role, contact:

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