

Integrated Leadership Measure - ILM72

Every year leadership capabilities are being increasingly tested as organisations adapt to meet the fast moving demands of the 21st century - the war for talent, digital communications, societal changes, the changing shape of organisations, and the aspirations of the next generation offer new challenges.

So if you need a place to start planning your leadership and management development programme, a place that gives you a valuable and previously elusive benchmarking tool for the area of leadership then look no further – ILM72 is the answer.

What is the Integrated Leadership Model?

The ILM72 is a reliable psychometric measure which assesses two important elements:

- Leadership Style
- Leadership Effectiveness in terms of Leadership behaviour

This is the result of a major study carried out for the Institute of Leadership and Management. It looked at over 50 leadership models and found that all had their origins in the same components - 6 scales which represented different aspect of leadership style. The ILM72 can be used with almost every leadership model.

What does the ILM72 measure?

Leadership Style

All leaders *adopt* a preferred way of working. There is no right or wrong style. We know that style is situational. Usefully ILM72 profiles can be aggregated to form a picture of the leadership style of a group. ILM72 measures adopted style across six scales representing the six aspects of leadership style

SCALE	Scale Description	Poles
GOAL ORIENTATION	How important achieving goals is to the leader	The Means v. The End
MOTIVATION	What the leader believes is the prime path to motivation	The Task v. The Person
ENGAGEMENT	How leaders will engage with others	Flexible v. Dogmatic
CONTROL	The extent to which leaders need to be in control	De-Centralised v. Centralised
RECOGNITION	The leaders preferred approach to recognition	Reward v. Punishment
STRUCTURE	How important structure is to the leader	Structured v. Organic

The Global Scales – core leadership competencies

Further research showed that there were three core competencies which are crucial for leadership effectiveness. The ILM72 was developed to assess these three qualities too.

DETERMINATION TO DELIVER	This describes a single minded determination to achieve. Most satisfaction – the individuals and the followers – is derived from this.
ENGAGEMENT WITH INDIVIDUALS	This describes enhancing the capability, confidence and commitment of individuals to enable them to perform and to fulfil themselves.
ENGAGEMENT WITH TEAMS	The emphasis is on cross functional team working – a leader knows and supports how people work together across the organisation

Fans of John Adair will be pleased to see that the three scales have a resonance with action-centred leadership, which is comprised of the three overlapping needs of the task team and individual. It can be argued that a model over 40 years ago pretty much got it right, but there are some subtle but key differences. In the latest model the three scales do overlap but are separate factors. Leadership theorists will also see similarities with another popular behavioural concept, Covey's 7 Habits.

As the basis for the accompanying psychometric test, the specific and global scales help individuals learn more about their style of leadership. Leaders will sit somewhere on the continuum of the six bipolar scales but there is no right or wrong, the scales merely indicate an adopted style of leadership, a style that as Daniel Goleman discussed in his book *The New Leaders* must be recognised and understood by the individual, by enlightening people in this way, we may help them to change behaviours or actions where necessary and lead to more effective leadership.

At The Business Portfolio we believe that people are fundamental to an organisation's success. We work with you to build and sustain leadership and management performance; ensuring individuals take ownership of their responsibilities, focus on their role, have deeper insight into their team's strengths and blind spots, build stronger relationships and develop trust.

Using ILM72 and a wide range of other leadership and management interventions we can help you make sense of the muddle that is leadership thinking. Using ILM72 we are able to provide measurement in an area where it is needed but has not been reliable available before and it is measurement that will enable leadership development to move to another level.