



**Leadrise Coaching**

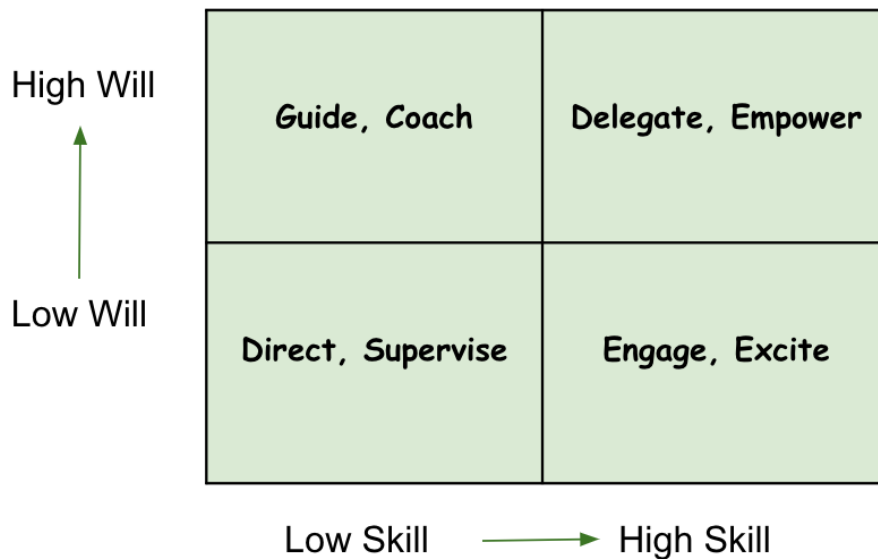
by Merve Kagitci Hokamp

## SKILL-WILL MATRIX WORKSHEET

The Skill - Will Matrix is a useful tool (for managers / leaders) that can be used to assess an employee's performance based on two factors: their skill (AKA their competencies) and their will (AKA their motivation).

**Skill** = Number of Interactions that Change Business Success (as measured by metrics used by the team / organization)

**Will** = Commitment, Activity Level, Enthusiasm



### Step 1: Identify Skill or Will Issues

#### Low Skill, Low Will: **DIRECT, SUPERVISE**

These employees exhibit low motivation or engagement and lack the necessary skills. They may be disengaged, apathetic, or struggling with job fit. Addressing both skill and will issues is crucial to improve their performance.

- What are the causes for the low skill? Can you train, coach, supplement to upskill the individual in question?



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- What are the causes of the low will? Is it temporary and can it change? Is it coachable?

### Low Skill, High Will: **GUIDE, COACH**

These employees demonstrate high motivation and engagement but lack the necessary skills or knowledge to perform at the desired level. They may require training, mentoring, or additional support to enhance their capabilities.

- What is the employee's tenure at the organization? E.g. if they are new hires, it most likely makes sense that they would need to onboard and ramp up to get to a high skill level.
- What are the causes of the low skill (even though the employee is motivated?)
- Is this role the right fit for them? Would they be better off elsewhere?

### Low Will, High Skill: **ENGAGE, EXCITE**

These employees possess the required skills but exhibit low motivation or engagement. They may be experiencing burnout, dissatisfaction, or other personal issues affecting their willingness to perform.

- What is the employee's tenure at the organization? E.g. if they have been in the same position for a long time, it makes sense that they would be very skilled and yet potentially bored and therefore no longer motivated.
- What are the causes of the low will (even though the employee is skilled?)
- How can we re-engage or excite them? How can we stretch and challenge them to motivate?

### High Skill, High Will: **DELEGATE, EMPOWER**

These employees have both the necessary skills and a high level of motivation. They are top performers who consistently meet or exceed expectations.



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- What can we do to make sure these employees stay in this quadrant? (as they are presumably the ones adding the most value to the team)
- What additional responsibilities can we assign to these individuals?
- How can we disproportionately compensate and recognize these people?

### **Step 2: Early Intervention for Skill Issues**

Focus on employees categorized as having skill issues. Engage in open and honest conversations with them to gain insights into their abilities, training, and support requirements. Use the following prompts to guide your discussion:

- What specific challenges or difficulties are you facing in your role?
- Do you feel adequately trained and equipped to perform your tasks effectively?
- Are there any specific areas where you would benefit from additional training or support?
- How can we provide the resources or mentoring needed to enhance your skill set?

Based on the employee's responses, identify the appropriate actions to address their skill gaps. This may involve providing training opportunities, assigning a mentor, or allocating additional resources to support their development.

### **Step 3: Early Intervention for Will Issues**

- For employees categorized as having will issues, focus on addressing their motivational factors. Engage in meaningful conversations using the following prompts:
- What factors are affecting your motivation or engagement in your role?
- Are there any concerns or challenges that need to be addressed to improve your motivation?



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- What are your aspirations or career goals, and how can we align them with the organization's objectives?
- How can we provide the necessary support or create a more fulfilling work environment for you?

Listen attentively to their responses and demonstrate genuine interest in their concerns. Work collaboratively to identify solutions that can reignite their motivation and commitment. This may involve providing feedback, recognizing their contributions, offering opportunities for growth, or addressing any underlying dissatisfaction.

### **Step 4: Action Planning**

Based on the insights gained from the discussions with employees, create a tailored action plan for each individual. Outline the specific steps and interventions needed to address their skill or will issues. Set realistic goals, define timelines, and allocate resources accordingly. Regularly review and track progress to ensure the effectiveness of the interventions.

Remember, the Skill-Will Matrix is a dynamic tool that can guide ongoing performance management efforts. Regularly reassess employee performance, adjust interventions as needed, and provide continuous support to help individuals reach their full potential.

By utilizing the Skill-Will Matrix and taking early intervention steps, leaders can effectively address skill and will issues, enhance employee performance, and foster a motivated and engaged workforce.