

# Leader Toolkit

## Skill/Will matrix



We are **INSPIRATIONAL** leaders.

We invest in our people to learn and grow, understanding our team members and adjusting our leadership approach accordingly.

### Why use this tool

Successful leaders adapt their style to the person or group they are working with, taking into consideration their:

- **Skill** - how equipped the person is for the task
- **Will** - how willing they are to carry out the task

### When to use this tool

- When you are delegating a task to a team member
- When you are allocating a task to a team member
- When you are planning to coach a team member

### How to use this tool

1. Use the *Skill/Will matrix* to **identify the person's skill level and their willingness** to complete the specific task.
  - Is their **skill** level high or low?  
(where skill = their training, experience, understanding, role perception)
  - Is their **willingness** (will) level high or low?  
(where will = their desire to achieve, their security, confidence and incentives)
2. Use the *matrix* to **identify the matching coaching/leadership style**.

### Tips

- **Discuss the approach you intend to use** and your reasons **with the person** you are asking to complete the task. Use your discussion to help confirm or clarify your own perceptions of their skill/will.
- **If necessary, modify** the interaction style you have planned.
- An **open discussion** of the approach you plan to take will also demonstrate your investment in their development and your willingness to adapt your style to help them achieve task objectives.

# Skill/Will matrix



## Skill/Will matrix

Use this guide to choose your management style for a particular task

High Will	Person with high will / low skill	Person with high will / high skill
	Have no/little skills but are excited at the idea of learning more <i>'I want to learn to do this'.</i>	Skilled and comfortable with their ability and motivated <i>'I feel good about my new skill. I can do this'.</i>
	Management style = TEACH	Management style = COACH
	<ul style="list-style-type: none"> <li>Invest time early on</li> <li>Coach and train</li> <li>Answer questions/explain</li> <li>Create a risk-free environment to allow early "mistakes"/ learning</li> <li>Relax control as progress is shown</li> </ul>	<ul style="list-style-type: none"> <li>Set objectives, not method</li> <li>Praise, don't ignore</li> <li>Involve in decision-making</li> <li>Take appropriate risks</li> <li>Give more stretching tasks</li> <li>Don't over-manage</li> </ul>
Low will	Person with low skill / low will	Person with low will / high skill
	Have little/no skills and not confident/excited at the idea of learning more <i>'This is harder than it looks'.</i>	Experienced and capable, but lack confidence or motivation to go it alone <i>'I'll give it a go, but will you be there to help me?'</i>
	Management style = DIRECT	Management style = MOTIVATE
	<ul style="list-style-type: none"> <li>Provide clear briefing and develop a vision of future performance</li> <li>Provide frequent feedback</li> <li>Praise and nurture</li> <li>But supervise closely with tight control and clear rules/deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Identify reasons for low will – e.g. task, management style, personal factors</li> <li>Motivate</li> <li>Monitor, feedback</li> </ul>
	Low skill	High skill

