

Skill / Will Matrix

| | |
|--|---|
| <p>High Will</p> <p>Guide</p> <ul style="list-style-type: none"><input type="checkbox"/> Invest time early on<ul style="list-style-type: none"><input type="checkbox"/> coach and train<input type="checkbox"/> answer questions / explain<input type="checkbox"/> Create risk-free environment to allow early “mistakes” / learning<input type="checkbox"/> Relax control as progress is shown | <p>Delegate</p> <ul style="list-style-type: none"><input type="checkbox"/> Provide freedom to do the job<ul style="list-style-type: none"><input type="checkbox"/> Set objective, not method<input type="checkbox"/> Praise, don't ignore<input type="checkbox"/> Encourage coachee to take responsibility<ul style="list-style-type: none"><input type="checkbox"/> involve in decision-making<input type="checkbox"/> use “you tell me what <u>you</u> think”<input type="checkbox"/> Take appropriate risks<ul style="list-style-type: none"><input type="checkbox"/> Give more stretching tasks<input type="checkbox"/> Don't over-manage |
| <p>Low Will</p> <p>Direct</p> <ul style="list-style-type: none"><input type="checkbox"/> First build the will<ul style="list-style-type: none"><input type="checkbox"/> provide clear briefing<input type="checkbox"/> identify motivations<input type="checkbox"/> develop a vision of future performance<input type="checkbox"/> Then build the skill<ul style="list-style-type: none"><input type="checkbox"/> structure tasks for “quick wins”<input type="checkbox"/> coach and train<input type="checkbox"/> Then sustain the will<ul style="list-style-type: none"><input type="checkbox"/> Provide frequent feedback<input type="checkbox"/> Praise and nurture<input type="checkbox"/> BUT supervise closely with tight control and clear rules / deadlines | <p>Excite</p> <ul style="list-style-type: none"><input type="checkbox"/> Identify reason for low will - e.g. task, management style, personal factors<input type="checkbox"/> Motivate<input type="checkbox"/> Monitor, give feedback |

Low Skill

High Skill

Adapted from M. Landsberg's *The Tao of Coaching*