

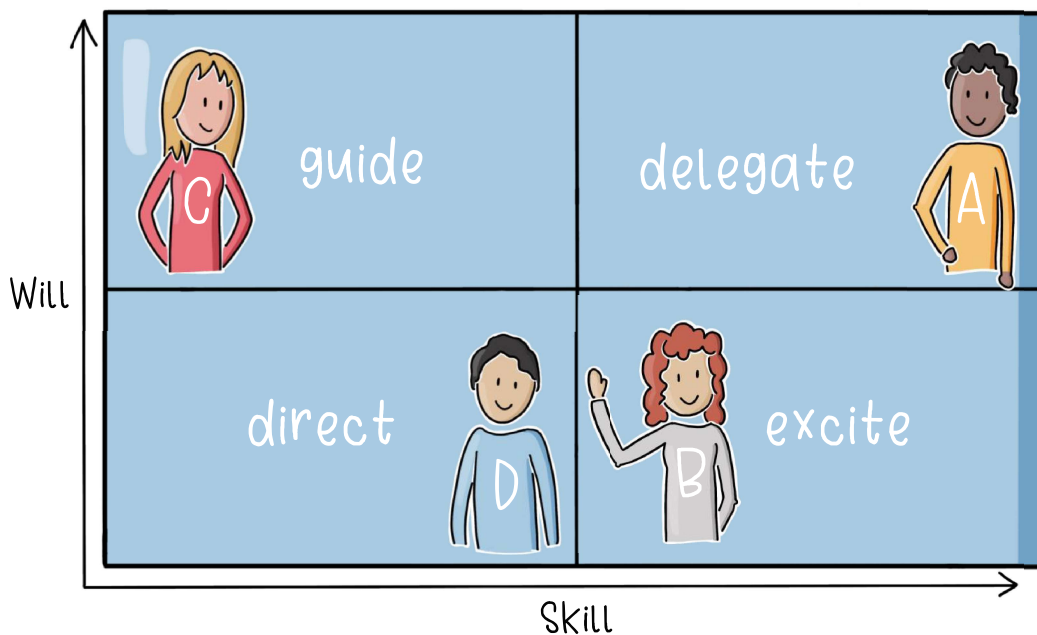
Skill-Will-Matrix

<h2>Guide</h2> <ul style="list-style-type: none"> Invest time early on <ul style="list-style-type: none"> coach and train answer questions / explain Create risk-free environment to allow early "mistakes" / learning Relax control as progress is shown 	<h2>Delegate</h2> <ul style="list-style-type: none"> Provide freedom to do the job <ul style="list-style-type: none"> set objective, not method praise, don't ignore Encourage coachee to take responsibility involve in decision-making use "you tell me what <u>you</u> think" Take appropriate risks <ul style="list-style-type: none"> give more stretching tasks don't over-manage
<h2>Direct</h2> <ul style="list-style-type: none"> First build the will <ul style="list-style-type: none"> provide clear briefing identify motivations develop a vision of future performance Then build the skill <ul style="list-style-type: none"> structure tasks for "quick wins" coach and train Then sustain the will <ul style="list-style-type: none"> provide frequent feedback praise and nurture BUT supervise closely with tight control and clear rules / deadlines 	<h2>Excite</h2> <ul style="list-style-type: none"> Identify reason for low will - e.g. task, management style, personal factors Motivate Monitor, give feedback

Adapted from M. Landsberg's The Tao of Coaching (1997)

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Skill-Will Matrix



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