Skill–Will Matrix

Guide

- Invest time early on
  - coach and train
  - answer questions / explain
- Create risk-free environment to allow early "mistakes" / learning
- Relax control as progress is shown

Delegate

- Provide freedom to do the job
  - set objective, not method
  - praise, don't ignore
- Encourage coachee to take responsibility
  - involve in decision-making
  - use "you tell me what you think"
- Take appropriate risks
  - give more stretching tasks
  - don't over-manage

Direct

- First build the will
  - provide clear briefing
  - identify motivations
  - develop a vision of future performance
- Then build the skill
  - structure tasks for "quick wins"
  - coach and train
- Then sustain the will
  - provide frequent feedback
  - praise and nurture
- BUT supervise closely with tight control and clear rules / deadlines

Excite

- 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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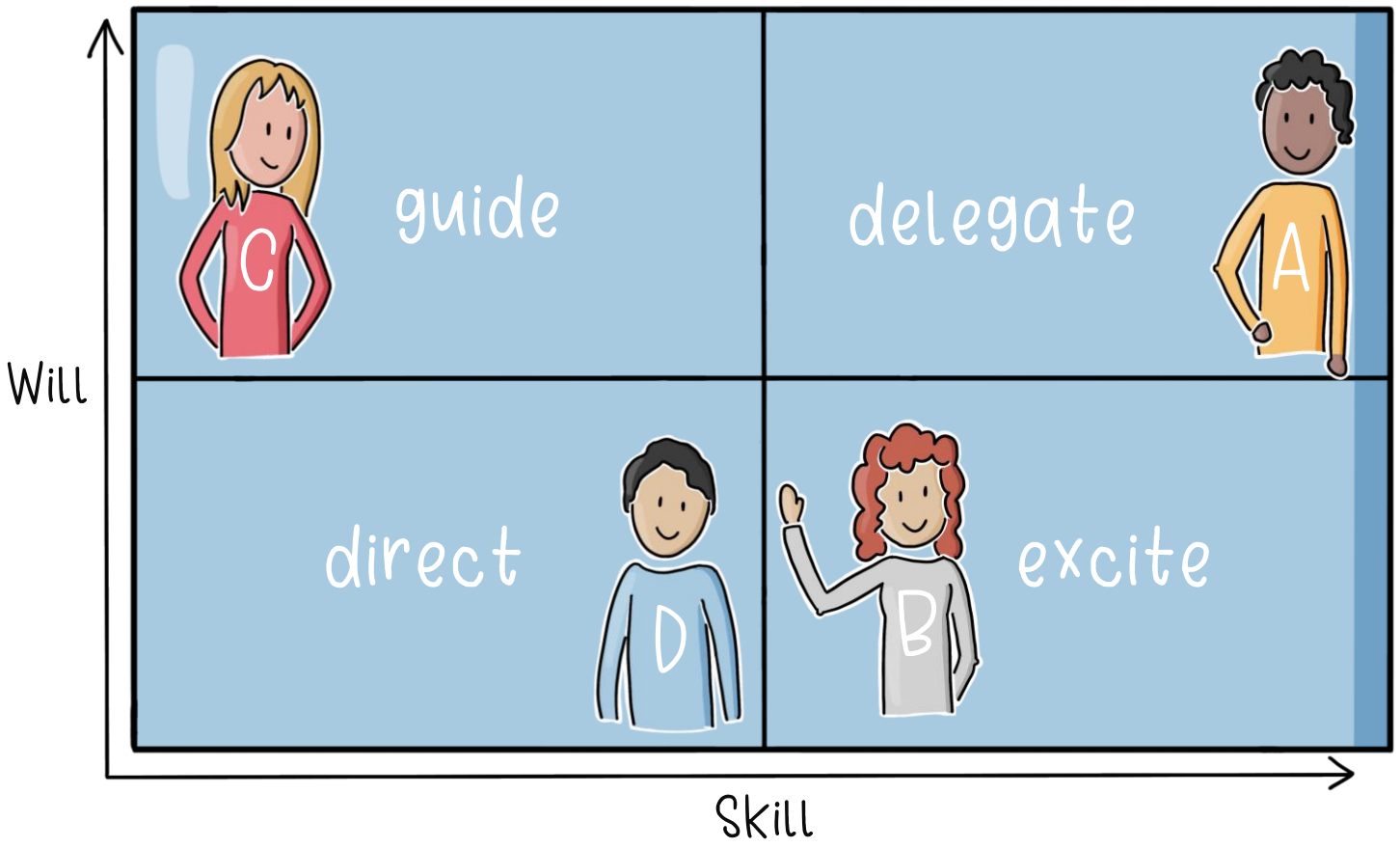
Skill–Will Matrix

Max Landsberg



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