

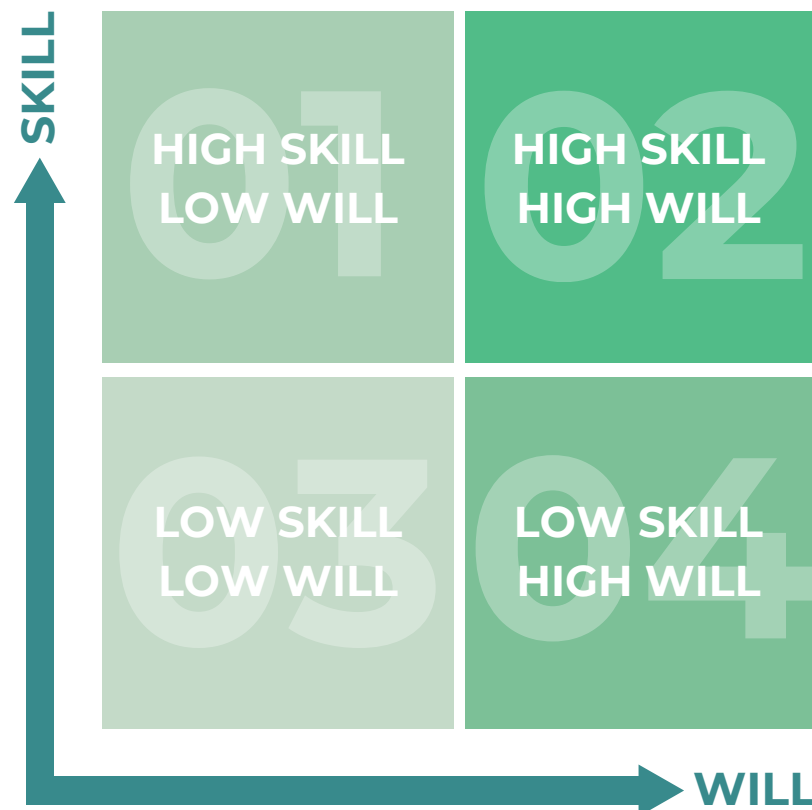
SKILL / WILL MATRIX

Scoring Rubric, Template, & Coaching Tips

Skill/Will is an easy and effective exercise to identify where your employees are in terms of productive potential by assessing their current Skills (competencies for their role) and their Will (their motivation or "buy-in").

Using the Skill/Will matrix will help you to choose the best coaching approach based on the person and situation and successfully lead your team to greater potential.

SKILL:
The level of mastery of competencies required for the role



WILL: Attitude, Behavior, Commitment, Desire

SKILL / WILL INSTRUCTIONS

CAREFUL!



Skill / Will has a tendency to become a popularity ranking if done without thought or purposefulness.

For Skill / Will to be accurate and effective, make sure your assessments are based on objective criteria

DIRECTIONS



STEP 1: COMPETENCIES

Identify and compile a list of 5-10 specific competencies that are crucial to their role (Examples: prospecting, customer service, sales process, product knowledge, relationship building, etc).

STEP 2: ASSESS & SCORE

For each competency, assess their Skill/Will level and assign a score by referring to the descriptions in the rubric on the following page. Utilize the provided worksheet to record the score for each competency.

STEP 3: APPLY TO MATRIX

After scoring each competency, calculate the average score separately for Skill and Will. This will determine the quadrant where the team member will land on the Skill / Will matrix.

Average scores between -2.0 and 0.0 reflect LOW Skill/Will

Average scores between 0.0 and 2.0 reflect HIGH Skill/Will

SKILL / WILL SCORING RUBRIC

Use the following rubric to facilitate accurate assessments:

SKILL / WILL RUBRIC	
Score	Description
+2 EXPERT OUTSTANDING	EXPERT SKILL <ul style="list-style-type: none"> • Extensive experience and knowledge in the competency • Capable of completing the competency without assistance • Considered a Subject Matter Expert, able to lead and develop others in the competency OUTSTANDING WILL <ul style="list-style-type: none"> • Full understanding and buy-in of the value of the competency • Passionate, engaged, enthusiastic, and proactive in the competency • Takes initiative, has a strong desire for success in the competency • Steadfastly positive, resilient, adaptable, and optimistic toward the competency
+1 PROFICIENT SATISFACTORY	PROFICIENT SKILL <ul style="list-style-type: none"> • Solid experience and knowledge in the competency • Capable of completing the competency with minimal assistance • Can assist, lead, and develop others in the competency SATISFACTORY WILL <ul style="list-style-type: none"> • Adequate understanding and buy-in of the value of the competency • Generally engaged with the competency, shows some passion and enthusiasm • Occasionally takes initiative and desires success in the competency • Usually positive, mostly resilient, adaptable, and optimistic toward the competency
-1 BASIC UNSATISFACTORY	BASIC SKILL <ul style="list-style-type: none"> • Basic experience and knowledge in the competency • Often requires assistance to complete the competency • Limited ability to assist, lead, and develop others in the competency UNSATISFACTORY WILL <ul style="list-style-type: none"> • Partial understanding and buy-in of the value of the competency • Rarely engaged with the competency, lacks passion and enthusiasm • Seldom takes initiative and has a low desire for success in the competency • Generally displays a negative attitude, lacks resilience, adaptability, and optimism toward the competency
-2 VERY LOW POOR	VERY LOW SKILL <ul style="list-style-type: none"> • Very little to no experience or knowledge in the competency • Incapable of completing the competency without assistance • Lacks ability to assist, lead, and develop others in the competency POOR WILL <ul style="list-style-type: none"> • Limited understanding and no buy-in of the value of the competency • Unengaged, fully lacking passion and enthusiasm for the competency • Shows no initiative or desire for success in the competency • Demonstrates a consistent negative attitude and lacks resilience, adaptability, and optimism toward the competency

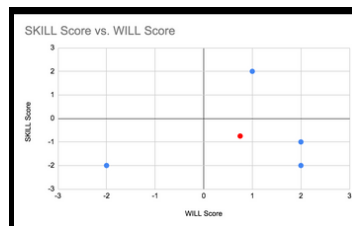
SKILL / WILL WORKSHEET

Use the following worksheet to document your Skill /Will assessment of your team members.

Keep in mind that your assessment should be objective and based on facts and specific criteria, NOT your feelings/opinions.

Team Member Name:		
Competency	Skill Score	Will Score
Average:		

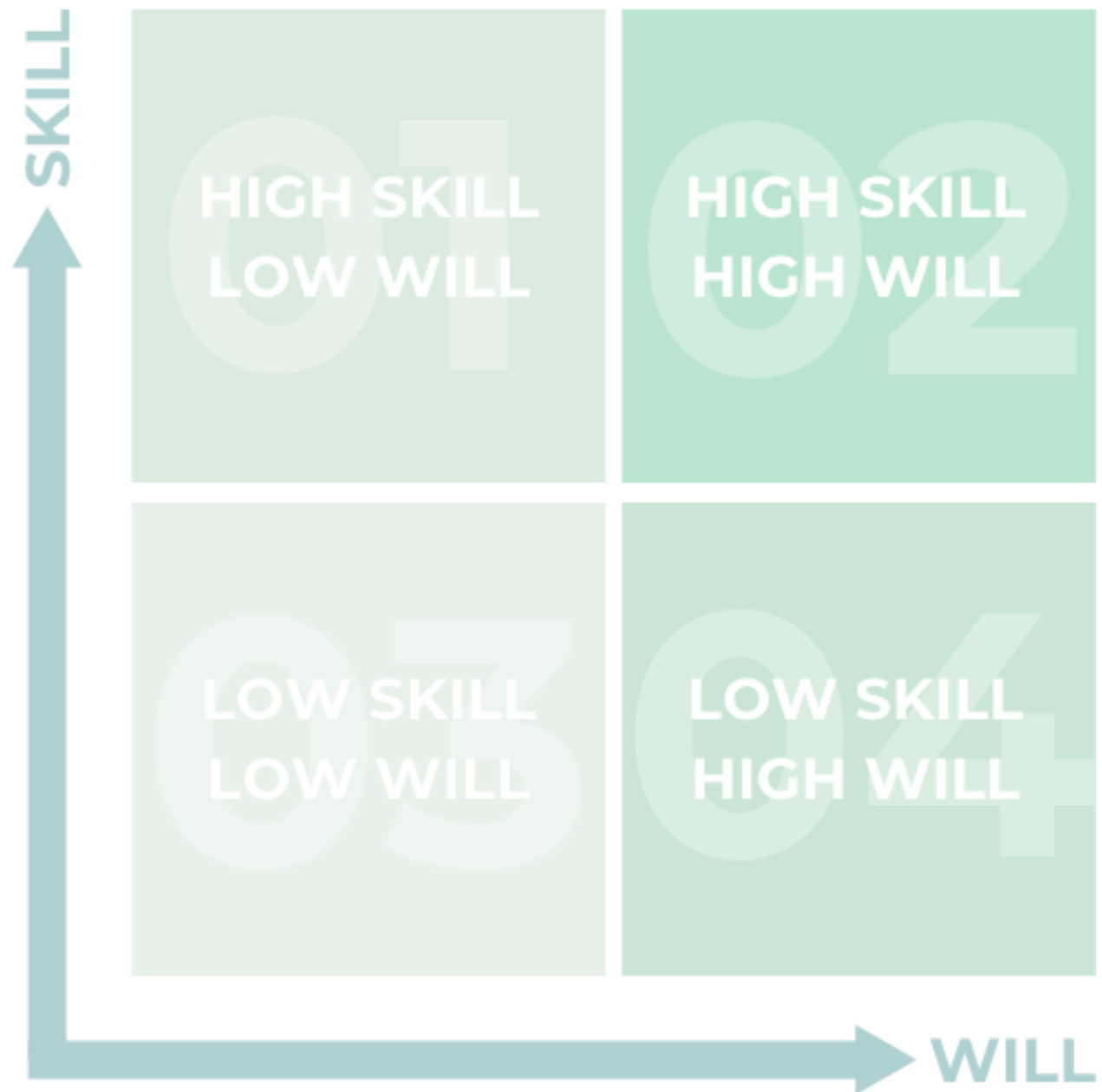
For more in-depth documentation of your team members, use this Google Sheet to plot their Skill / Will levels.



[click me!](#)

SKILL / WILL MATRIX

Use the results of your assessment of your team members' Skill / Will to list the names that belong in each quadrant in the graphic below.



SKILL / WILL COACHING TIPS

Based on what quadrant your team members landed on the matrix, consider these specific coaching tips and techniques.

Quadrant 01 - LOW SKILL, LOW WILL

An example of this employee could be someone without the experience or skills necessary to perform in their role. They are "in over their heads" and are either unwilling or unsure of how to ask for help in order to move forward.

Depending on the situation, this employee will need clear directions, close support and coaching, or possibly dismissal.

Coaching Tips/Techniques:

- Take time to connect with employee and identify their current strengths, motivators, etc.
- Take time to reconfirm whether they may be a good fit for their role
- Communicate clear expectations and directions for everything and schedule frequent check-ins for feedback
- Specifically identify where their gaps in skill and/or will are and creating a coaching plan as an opportunity for improvement
- Incorporate "quick wins" within their coaching plan

Traps/Tendencies:

- Over investment of time and energy trying to "save" them
- Builds frustration in other team members

Quadrant 02 - HIGH SKILL, LOW WILL

This employee has the skills and experience to be successful, but they are unengaged and unmotivated to do the work well.

These "skilled grumps" may be bored with their position and need fresh challenges, inspiration, and motivation.

Coaching Tips/Techniques:

- Take time to connect and have a "real" conversation with them, root out the reasons for their attitude
 - There may be a misalignment with personal and company values
 - They may be ready for new challenges/roles
- Identify their motivators and make sure they know specifically how their work has meaning and impact
- Reignite their inspiration!

Traps/Tendencies:

- Trying to correct the attitude with further skill development
- Tendency for leadership to either ignore their attitude or to battle with their attitude
- Bring down team moral

SKILL / WILL COACHING TIPS

Quadrant 03 - LOW SKILL, HIGH WILL

This employee is motivated and ready to go, but lacks the experience and skills necessary to be successful without additional support. Typically this employee is early in their career.

This employee will need clear directions, close support and coaching, and frequent opportunities to acknowledge/apply their learning.

Coaching Tips/Techniques:

- Incorporate "quick wins" within their coaching plan to build confidence
- Provide plenty of opportunities for them to develop their skills/experience with low risk
- Empower them with more autonomy as progress is shown

Traps/Tendencies:

- Employee tends to be heavily influenced by others (watch out for the "skilled grumps"!)
- Lack of skill can lead to frustration, which can lead to mistakes

Quadrant 04 - HIGH SKILL, HIGH WILL

This is your high performing employee. They are fully capable and fully motivated to fulfill and excel in their role.

This employee is typically seeking to advance their career and needs nurturing and opportunities for leadership.

Coaching Tips/Techniques:

- Empower them by leaning on and utilizing them as a resource (treat as a "partner")
- Get them involved with other team members, especially those in quadrants 1 & 2
- Allow autonomy within their work, but have scheduled check-ins
- Take time to connect and communicate trust and recognize their impact/contributions
- Create stretch goals within their coaching plan

Traps/Tendencies:

- Leadership has tendency to leave them alone, invests little time/effort in them
- Tend to form their own "elite" group and don't often interact with other team members

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