Evaluate a person’s ability to accomplish a specific task, whether that is a new job, a new requirement of their job, or a new project. What is their skill level, and their willingness or motivation level for the specific thing being asked of them?

*The goal is to eventually move the person to the fourth quadrant because they have high skill in the specific task being asked of them, and high willingness/motivation.

**Skill level** – identify if the specific task is outside their experience, training, and understanding of what is being asked of them. Is their skill level low, high, or somewhere in between?

**Willingness level** – what do you observe to be their desire to achieve? What incentives are being offered? What is their level of security and confidence?

1. **LOW SKILL / LOW WILL** – DIRECT
   This could be a beginner to a task, project or role, or they may have lower confidence because they’ve already tried and failed.
   - Build the will – provide a clear briefing and be very specific in your instructions. Develop a vision of future performance. Identify what motivates them.
   - Build the skill – structure tasks for ‘quick wins.’ Provide mentoring and training.
   - Sustain the will – provide frequent feedback. Praise what they are doing well, and nurture.
The Skill/Will Matrix

2. **HIGH WILL / LOW SKILL – GUIDE**
The enthusiastic beginner who is new to a particular task, project or role. Use a combination of directing (tell) and guiding/coaching (inquire/ask/use open-ended questions to build their skill).
- Invest time early on. Answer questions and explain.
- Create a risk-free environment to allow early ‘mistakes’ and learning.
- Relax control as progress is shown.

3. **LOW WILL / HIGH SKILL – EXCITE**
The skilled, experienced person who may have hit a plateau and needs a new challenge, or is being affected by some other factor.
- Identify the reason for low willingness and low motivation. Is it the task? Is a management style? Or personal factors?
- Monitor and provide feedback.

4. **HIGH SKILL / HIGH WILL – DELEGATE**
The skilled worker who is looking for more opportunities to grow and develop.
- Provide freedom to do the job – set the objective, not the method. Praise (don’t ignore!)
- Encourage them to take responsibility – involve in decision-making. Use, “You tell me what you think.” Offer your opinions sparingly, and only if you perceive a very good reason for doing so.
- Take appropriate risks – give more stretching tasks. Don’t overmanage.

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