The Skill-Will Matrix

Unique coaching techniques for every relationship

No two people in your organization need the exact same type of support. Adjusting your coaching techniques based on two key factors of the individual person — their skill and their will — will help you develop each team member to their fullest potential.

SKILL vs. WILL

Use the matrix below to identify each person's need and which style of leadership may best serve them.



HIGH WILL | LOW SKILL

Eager and enthusiastic but lacking in skill and experience to complete the task.

Coaching technique: Guide

Identify training and tools to complete tasks.

Seek teachable moments. Set clear
expectations and allow them to fail safely.

Provide frequent feedback.

HIGH WILL | HIGH SKILL

Experienced person looking for opportunities to grow and develop.

Coaching technique: Empowerment

Provide freedom in completion of tasks.
Encourage ownership. Involve in decisions.
Provide praise and recognition. Avoid
micromanaging.

LOW WILL | LOW SKILL

Inexperienced at their current tasks and also lacking in confidence.

Coaching technique: Direct

Focus on motivation before skill. Show them the value of succeeding; then, provide training and tools.

LOW WILL | HIGH SKILL

Experienced person who currently lacks motivation; may have hit a plateau.

Coaching technique: Motivate

Identify the root cause of lack of motivation. Discuss what might encourage them. Focus on building a relationship.

SKILL

WILL = Desire to complete a task; attitude, incentive, confidence and personal feelings about completion of the task.

SKILL = Capabilities based on experience, training, knowledge and natural ability.

Source: The Peak Performance Center



WILL