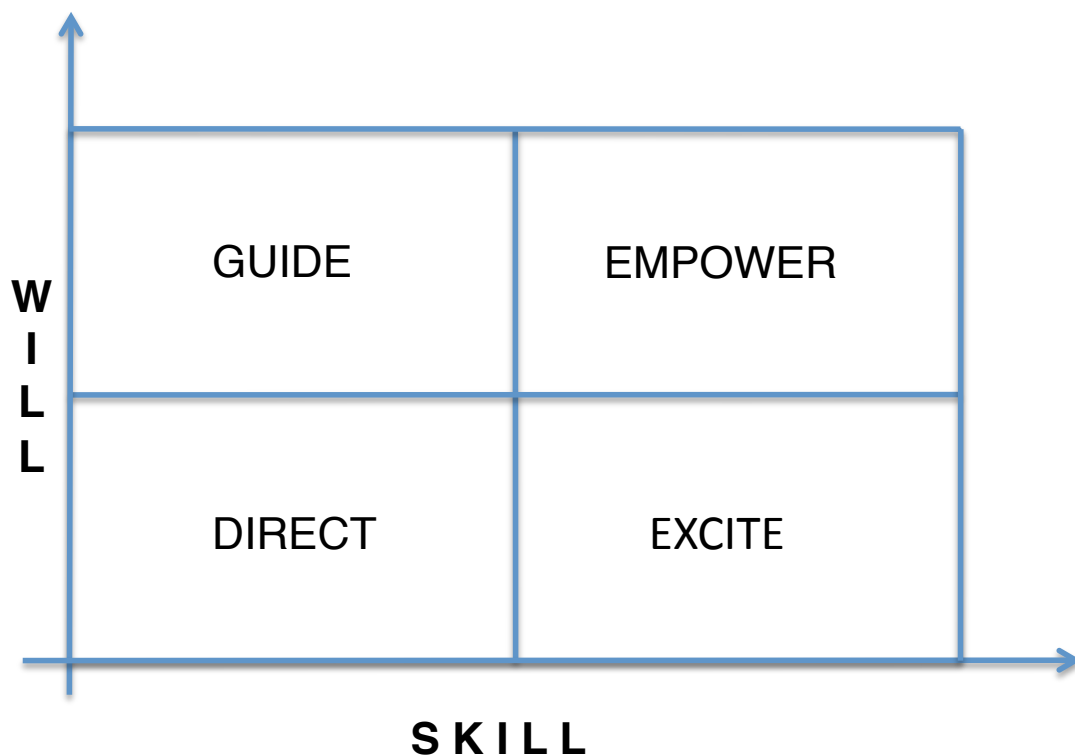


THE SKILL/WILL MATRIX

The skill/will matrix is a useful guide to managing individuals: if they have high skill and high will, empower them; if they have low skill and low will, direct them, and so on. But there is also a mirror at work here: the way we like to be managed is probably the same way our direct reports would like us to manage them. We like to be empowered – because we have high skill and high will, don't we?



And guess what? Others think that too. And why do we (and others) hate being micro-managed? Because that type of direction implies that we (and they) are low on skill and will, and we feel disrespected as a result.

The tricky bit of course is to tell how and when to empower. It may feel risky, like losing control, and of course the risks have to be managed. But the payback from empowering is a more successful and satisfied team, reflected glory and probably a lot more time.