# The skill/will matrix... ...for line managers

Use 'situational leadership' styles for different levels of skill and will.

#### High motivation

## Direct beginners

- · Show them what to do
- · Be hands-on
- · Give constant feedback
- · Stay available
- Focus on skill

### Delegate to masters

- · Trust them to do it
- Empower them as an expert
- · Find new challenges
- Don't take for granted
- · Ask them what's next

Low skill

# Coach

- Suggest what they could try
- · Ask good questions
- Empower and encourage
- · Build confidence

## Support apprentices

- · Believe they can do it
- Develop motivation
- Gradually raise the stakes and the pace
- They're better than they realise!

Low motivation

High skill

# **Survival Skill For New Managers**

**Marco Cascella** 

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