



**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.

**2. HIGH WILL / LOW SKILL – MENTOR**

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 – ENGAGE**

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? It 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.