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SKILLS MATRIX

E BOOK GUIDE

WELCOME
MESSAGE

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Hi there,

Thanks for downloading and using our resources. We have put these together to make Lean Thinking as accessible as possible to our clients and the wider business community in New Zealand.

Please use them to inspire your Lean journey as you build a team and business that embraces Lean and continuous improvement. Feel free to pass on this resource or use it internally for training etc.
If you'd like to purchase an editable copy of any NZLA resource, please contact kate@nzla.nz.

If you have any questions regarding the information in this e-book, please reach out over at www.nzla.nz.

Thanks and happy improving!!

Rob & Kate.

WHY WOULD I NEED A
SKILLS MATRIX?

Let me paint you a picture:

The bittersweet farewell morning tea for Alex is just concluding. While it's a shame to see them leave, you can't help but feel a sense of pride in Alex's growth and the new opportunities that await them.

As you take a quiet moment to reflect on what a great leader you are, David, the afternoon shift supervisor, approaches with a concerned look on his face. "We've got a bit of a situation," he begins. "Alex is the only team member with enough knowledge of our new software system to use it fully, and now we're about to lose that expertise."

The news catches you off guard. Sure, a couple of other team members can navigate the software's basic features, but you hadn't really appreciated just how big the gap was between Alex's knowledge, and everyone else's. Now, any significant issues will mean relying on expensive contractors to sort out the mess.

As David walks away, you're left pondering, "How the hell did this happen?" The realisation dawns on you that, despite the team's collective skills and talents, there's a gaping hole in critical knowledge that could jeopardise a heap of projects. Something has to be done—and quickly!

End of story time - but:

Have a look around at your team and ask yourself: Am I one resignation letter away from being up the creek?

THE
SKILLS MATRIX

A Skills Matrix gives leaders a clear picture of the different skills and abilities within their teams or across the entire company. This tool helps you and your decision-makers to manage and use talent effectively, while quickly finding skill gaps that could slow down your productivity and business results. Insights from a Skills Matrix can be used daily to make better decisions, build stronger teams, and plan for the future.

When used well, a Skills Matrix shows who's on the team and what important skills they bring to the table, and where further training might be required.
All versions of the Skills Matrix use a key similar to this:

1. No competence, knowledge or skills
2. Can do specific tasks with supervision
3. Competent without supervision
4. Highly skilled and able to mentor others
5. Expert and lead trainer

Skills

	Project Management	Writing	Public Speaking	Project Development	Accounting	Recruitment	Counseling
Team Member A	High	High	High	High	Some	No	No
Team Member B	High	High	Low	No	No	No	No
Team Member C	No	Low	Low	No	Expert	High	High
Team Member D	Low	Some	Some	No	Some	No	No
Team Member E	High	High	High	High	Some	No	No
Team Member F	High	High	Expert	Expert	Low	High	Some
Team Member G	High	High	Low	Some	Expert	Expert	Expert
Team Member H	Expert	Expert	Expert	Expert	Some	High	High

Legend:
- No Competence
- Low Competence
- Some Competence
- High Competence
- Expert

By showing this information visually, a Skills Matrix quickly points out potential risks. This helps leaders actively manage these challenges by providing opportunities for team members to grow their skills and develop their abilities. It can also help us to bring the right people on-board during future recruitment processes.

In short, the Skills Matrix is an easy-to-use and essential tool for making teams more efficient, supporting personal growth, and setting your business up for success.

THE BENEFITS OF A
SKILLS MATRIX

A well-crafted skills matrix offers numerous advantages:

Matching the Right People to the Right Job:
Skills matrices allow leaders to identify employees with the necessary skills and competencies for specific tasks. This ensures team members are better prepared to nail their roles.

Identifying Skills Gaps:
By providing a comprehensive view of team skills, leaders can easily identify areas where essential competencies are missing. This highlights proactive measures you can take like training, internal talent redistribution, or recruitment to address potential performance gaps.

Optimising Internal Resources:
Skills matrices set up efficient talent utilisation by highlighting existing skills and informing future recruitment decisions. This results in improved workforce optimisation and cost-effectiveness (try saying that 10X fast!).

Clarifying Expectations:
By outlining the baseline skills required for each role, skills matrices clearly communicate performance expectations to employees. This information gives you both accountability and clarity around what success looks like.

Supporting Employee Growth:
Skills matrices help team members recognise their strengths and areas for improvement which we love as part of promoting a culture of self-development. If your company is large enough, learning and development teams can use this data to tailor training initiatives and support targeted growth.

Identifying and Nurturing Top Talent:
An effective skills matrix allows organisations to identify high-performing employees, track their progress, and design appropriate recognition and reward systems, ensuring your top talent is retained and nurtured

Enhancing Employee Experience:
When employees are matched with roles that align with their skillsets, **the outcome is always good,** leading to higher job satisfaction, increased client satisfaction, and overall business success.

CREATING A
SKILLS MATRIX

While developing your Skills Matrix does require time and effort, the long-term benefits make it so worthwhile. Here are the steps to get started:

1. Identify Essential Skills and Competencies:
Begin by listing the key skills and competencies required for your team's success, along with the desired proficiency levels. Consider the following questions:
- What are the essential roles and responsibilities?
- What skills/competencies do people need to do this job?
- What level of expertise is necessary?
- What other job-specific skills should team members possess?

This targeted approach is more efficient than listing <u>all</u> individual skills, as it focuses on the most relevant competencies for the job and business.

2. Assess Current Skills and Competencies:
Create an inventory of the relevant skills, certifications, and qualifications your team currently possesses, including their skill levels (e.g., no skills, beginner, intermediate, or expert). Collect this information through self-reporting surveys, assessments, and discussions with leaders.

3. Analyse Skill Gaps:
Evaluate your team's skills inventory to identify areas where the required skills and competencies are lacking. This gap analysis will help you target improvement efforts and address potential performance issues.

4. Generate a Skills Gap Report:
Compile a report outlining the identified skills gaps and areas for improvement. This report will serve as a foundation for developing tailored training programs, recruiting new talent, or redistributing existing resources to optimise team performance.

CREATING YOUR
SKILLS MATRIX

There are several tools and formats suitable for creating a visual representation of your skills matrix. Some popular options include:
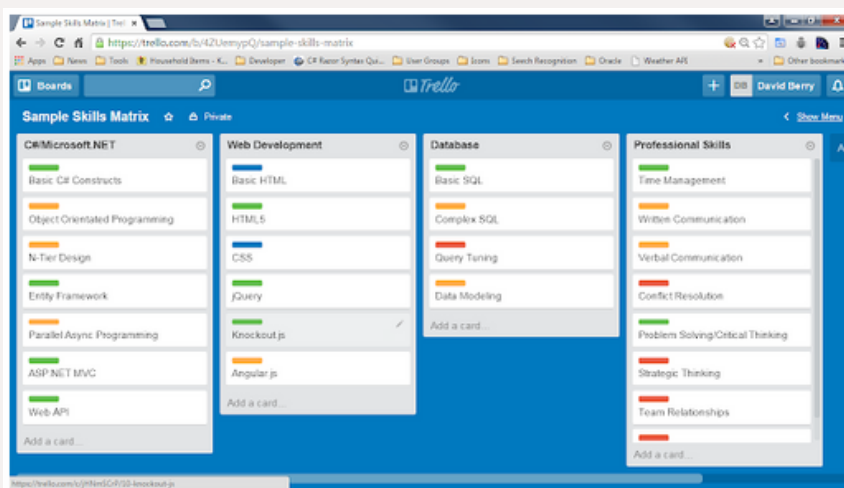
1. Spreadsheets:

Tools like Microsoft Excel or Google Sheets are a great entry point because they're simple, flexible tools with easy data organisation and formatting. And you're bound to be familiar with them already!


2. Project Management Platforms:

Other tools that you may already be using like Asana, monday.com or Trello can be adapted to create interactive skills matrices with customisable fields and views.

3. Dedicated Software:

And if you're looking for the Rolls-Royce option, larger and more complex businesses may opt for specialised skills matrix software, such as Skills Base or TalentGuard, provide advanced features and HR system integration.
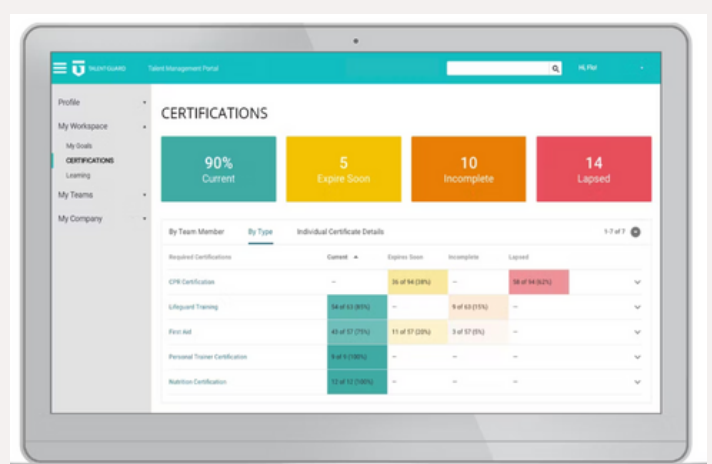
FINAL
THOUGHTS

A well-maintained skills matrix is a one-stop-shop to showcasing the diverse abilities and potential of your people. To ensure your skills matrix remains relevant and up-to-date:

- Carry out regular assessments and reviews of team members' skills and competencies
- Lead lots of communication and feedback on skill development
- Update the matrix with new employees, role changes, and training initiatives
- Continually evaluate and adjust the matrix to align with your organisation's evolving strategic objectives

Happy improving.

YOU'LL LOVE THESE RESOURCES TOO:

- 8 Wastes
- Gemba Walks

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