



Team Skills Mapping Tool

Discover and strengthen team skills to
prepare for the future of work



The
Charity Learning
Consortium

This tool works best when used in conjunction with the other tools in this series

1. Needs Analysis Tool
2. Curation Decision Tool
3. Communication Plan Launch Tool
4. Cultivating Learning in Workplace Communities
5. L&D Playbook for Enabling Busy Managers
6. The Power Hour Tool
7. Improving Impact Tool
- 8. Team Skills Mapping Tool**
9. L&D Skills Prioritiser Tool
10. Change Journey Planner



Shannon Tipton
Learning Architect



Laura Overton
Learning Analyst



Michelle Ockers
Learning Strategist



Introduction

Today, the focus on skills for the C-Suite is more critical than ever.

A 2021 McKinsey Report states: “Organisations that realign HR processes to match skill needs can boost employee engagement by 50 percent, lower training and development program costs by 50 percent, and raise productivity by 40 perv.”

To reach the balance of having the right people in the right place doing the right things, organisations and departments need to regularly evaluate each employee’s skill level. This is driven by a need to understand what upskilling may be required for employees to better tackle future job roles and projects.

Once a team skills map has been completed, L&D, in partnership with business leaders or department heads, can plan for appropriate development and investment decisions to address the skills gap through upskilling, reskilling, succession planning, and so on.

Who is this tool for?

For L&D professionals who are looking to:

- Gain a deeper understanding of the skills and experience levels of teams across the organisation.
- Help department teams identify any areas that need improvement to successfully complete high-priority business goals.
- Maximise different abilities for each team member to enhance performance and productivity.

This team skills mapping tool will help you and team leads/managers to:

1.

Be future ready, giving managers within your organisation the competitive advantage by knowing the strengths and challenges of individual teams.

2.

Gain insight into the current skills of any given team to help progress team development efforts.

3.

Boost the motivation of individual employees to discover what future improvements they can make to acquire or improve the skills needed to perform in their (future) role.

4.

Bolster internal and external recruitment efforts to identify people whose skills better match those needed to successfully perform.

Why teams need a skills mapping tool

The positive impact of skills mapping is clear from two points of view:

Impacting the team member's journey:

- Recruiting and onboarding.
- Training and development.
- Performance reviews.
- Internal promotions and lateral movement.

Impacting the success of the department or business unit:

- Create a visual map of priority skills needed to reach their business goals and to be able to see where capabilities sit.
- Gain clarity and insight into strengths, gaps, and interests within the team.
- Identify specialists, generalists, and how each individual's skills can be applied across departments and across the organisation.
- Discover current employees with needed skills to act as temporary or permanent replacements.
- Share knowledge across and within departments to help fill gaps in vacant positions.

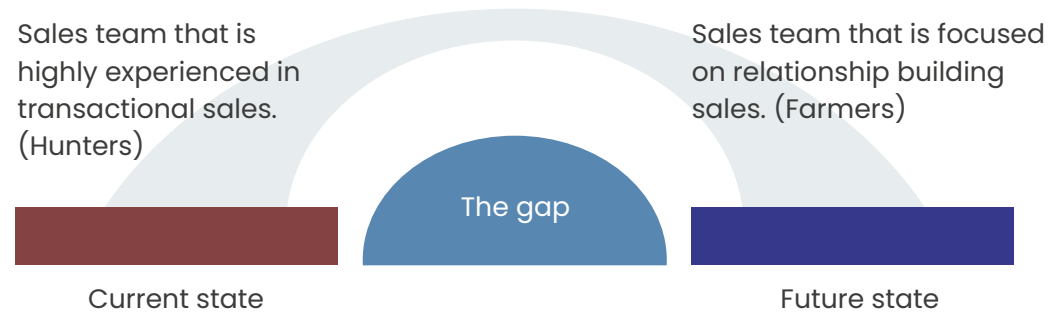
When to use this tool:



- ✓ When skill building is a team priority, but you're unsure where to start.
- ✓ When there is a skills gap within a critical department, and you're unsure how to evaluate the level of need.
- ✓ When teams have lost the thread of people with specialised skills and need help refocusing their effort.
- ✓ When departments have high people movement (e.g., high turnover, high transfer rates, high promotion or lateral changes) and need help both identifying who has the necessary skills to complete a job and creating a plan to backfill the position.

What is “skills mapping”?

Generally speaking, when a person’s skills don’t match the experience or skills required for roles within a business, we have a skills gap. This is the difference between the current and required performance states.



A skills map is a visual representation of a team’s skills and covers the following elements:

- Existing skills: Establishing the skills required for employees to do their jobs effectively
- Future skills: Projecting the skill requirements for future job positions to meet business demands
- Determining interest: Ensuring people are upskilling or cross-skilling in areas that interest or excite them

The results of the skills map will help determine specific interventions such as changing job descriptions, reworking role assignments, or providing development opportunities.

Note: A skills map is sometimes referred to as a skills matrix. It supports businesses in optimizing the use of their current talent, developing cross-department skills, and helping set succession plans in motion.

How to use this tool

Using team skills maps:

There are four key phases to completing a team skills map:

Phase one: setting the stage

Working with team leads to identify the business's or team's future needs.

Phase two: collecting and analysing data to identify priority skills

Collecting and analysing data to identify crucial skills.

Phase three: evaluate team members against crucial skills

Evaluating team members against crucial skills.

Phase four: rate interest in learning new skills

Rating team members' interest in learning new skills.

Phase one: setting the stage



Before embarking on completing a team skills map, you'll need to set the stage. In the case of a skills gap analysis, this means working with team leads to identify the business or team need.

- What are the team's or organisation's goals? Is there a team mandate?
- Are there jobs within your organisation that are likely to be partially automated? Which people may need to develop new skills for a new role or develop new skills to support the automation?
- What skills are currently on the rise in your business or industry?
- What kind of roles that do not currently exist will need filling?

Phase two: collecting and analysing data to identify priority skills

Phase two requires gathering data to support the needs of future job roles. Your data collection should answer the following questions:

1. What skills are in current use that may need to be developed or may no longer be needed?
2. What skills will be crucial to perform successfully in future job roles?

This phase has three parts:

1.

Gather the skills currently used to do the job.

- If available, compare against job profiles and identify any missing critical skills needed for each job role.
- Review current position descriptions for future needs.

2.

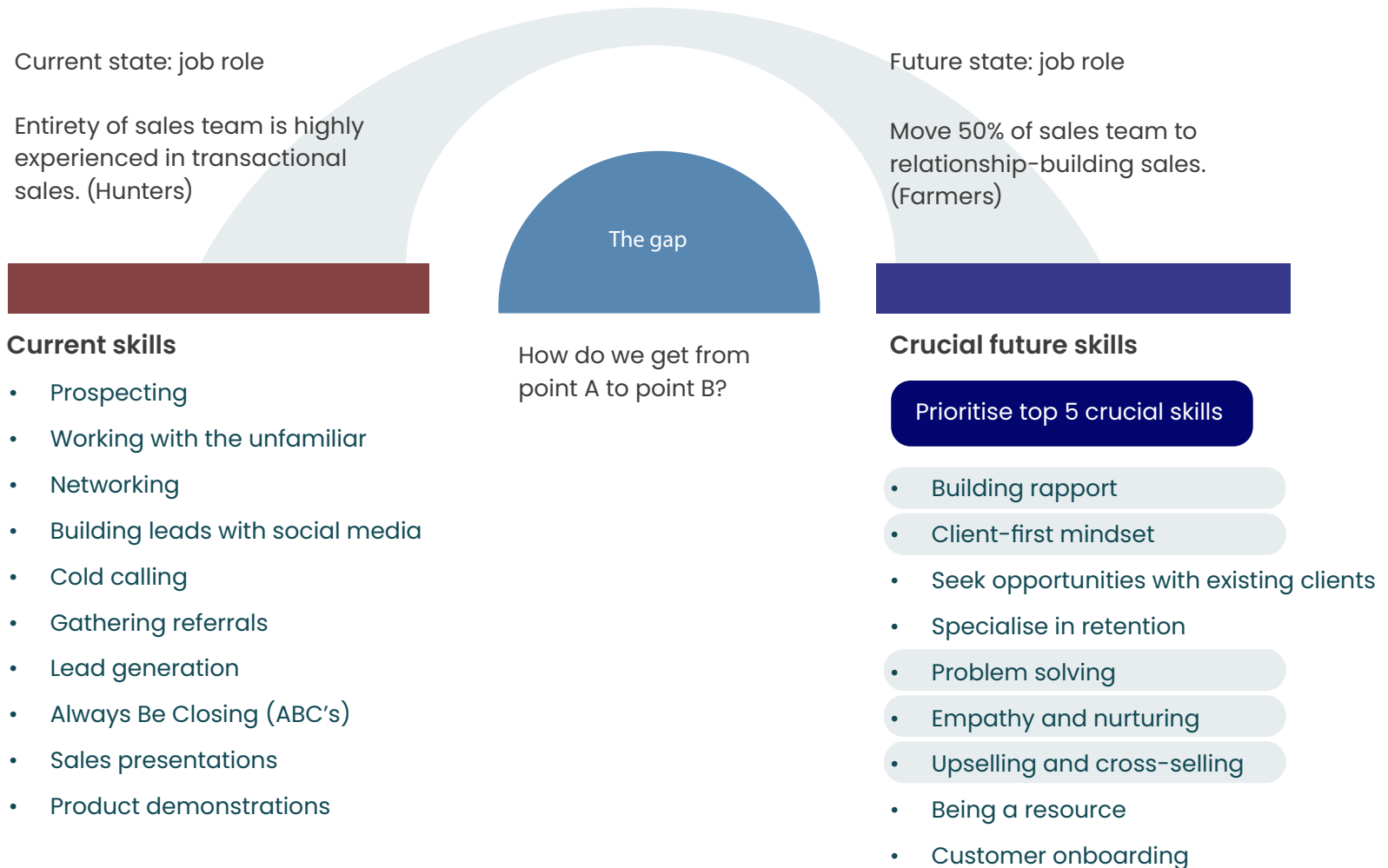
Review the above list of skills. Which of the in-use skills are essential to the job?

- Consider using a high-use/high-impact quadrant to map priority skills.

3.

These results will help you and the manager determine the top five crucial skills for the role. (A crucial skill is a skill that is absolutely necessary for success in a role.)

Example: collecting and analysing data



Phase three: evaluate team members against crucial skills

With managers, assess team members for each one of the crucial skills identified in phase two. Use two methods of data collection to produce balanced results.

Note: To make the process as objective as possible, use a point system instead of having managers say that an employee is “good at X skill.”

- Use work observation to determine skill levels.
- Use a rubric to evaluate all team members using the same set of criteria.
- Conduct 180 surveys between manager and team member.
- Administer self-assessments.
- Interview individuals.
- Observe employees at work.

If possible, put the information gathered from skills assessments into a searchable database and cross-reference team members with crucial skills. If you don't have an HRIS system to store this information, a simple Excel spreadsheet will do.

Important note:

Train managers to use an evaluation template or rubric to score employees.






- What does giving a score of 1 mean?
- What's the difference between scores 2 and 3?

Use specific examples to illustrate the ratings. This way, managers from different teams will evaluate employees consistently, creating comparable results.



Example: evaluate team members against needed skills

Sales Team Sales Skills Map - Farmer

Team member/role		Building rapport	Client-First Mindset	Problem Solving	Empathy/ Nurturing/EQ	Upselling/ Cross-selling
 Carla Rookie Sales	Proficiency Levels	4	4	2	2	2
	Interest Levels					
 Bob Rookie Sales	Proficiency Levels	2	3	3	2	4
	Interest Levels					
 Ravi Sales Lead	Proficiency Levels	3	3	4	3	4
	Interest Levels					
 Deion Sales Manager	Proficiency Levels	2	4	5	2	4
	Interest Levels					
 Jada Sales Development	Proficiency Levels	5	4	3	3	3
	Interest Levels					

Crucial future skills






Proficiency Levels

- 1- Awareness
- 2- Novice
- 3- Professional
- 4- Expert
- 5- Leading-Edge Coach

Interest Levels

- 1- Rarely
- 2- Impassive
- 3- Keen
- 4- Avid
- 5- Passionate

Example: evaluate team members against needed skills

Team Member/Role		Building Rapport	Client-First Mindset	Problem Solving	Empathy/ Nurturing/EQ	Upselling/ Cross-selling
 Carla Rookie Sales	Proficiency Levels	4	4	2	2	2
	Interest Levels					
 Bob Rookie Sales	Proficiency Levels	2	3	3	2	4
	Interest Levels					
 Ravi Sales Lead	Proficiency Levels	3	3	4	3	4
	Interest Levels					
 Deion Sales Manager	Proficiency Levels	2	4	5	2	4
	Interest Levels					
 Jada Sales Development	Proficiency Levels	5	4	3	3	3
	Interest Levels					

Crucial future skills

Proficiency Levels

- 1- Awareness
- 2- Novice
- 3- Professional
- 4- Expert
- 5- Leading-Edge Coach

Interest Levels

- 1- Rarely
- 2- Impassive
- 3- Keen
- 4- Avid
- 5- Passionate

Phase four: rate interest in learning new skills

By determining interest, we ensure people work in roles and on projects that interest or excite them, therefore decreasing the chances of burnout.

You can discover skill interest by any one of the following methods based on time and resources:

Individual interviews






Focus group meetings (refrain from putting managers and team members in the same group)

- Supervisors
- Managers
- Team members

Performance evaluations and employee assessments

Example: evaluate team members against needed skills

Sales Team Sales Skills Map

Team Member/Role		Building Rapport	Client-First Mindset	Problem Solving	Empathy/Nurturing/EQ	Upselling/Cross-selling	Crucial future skills
 Carla Rookie Sales	Proficiency Levels	4	4	2	2	2	14
	Interest Levels	5	4	4	4	3	20
 Bob Rookie Sales	Proficiency Levels	2	3	3	2	4	14
	Interest Levels	3	4	3	3	4	17
 Ravi Sales Lead	Proficiency Levels	3	3	4	3	4	17
	Interest Levels	3	2	5	2	2	14
 Deion Sales Manager	Proficiency Levels	2	4	5	2	4	17
	Interest Levels	3	4	5	2	4	21
 Jada Sales Development	Proficiency Levels	5	4	3	3	3	18
	Interest Levels	5	5	2	4	2	18

Proficiency Levels

- 1- Awareness
- 2- Novice
- 3- Professional
- 4- Expert
- 5- Leading-Edge Coach

Interest Levels

- 1- Rarely
- 2- Impassive
- 3- Keen
- 4- Avid
- 5- Passionate

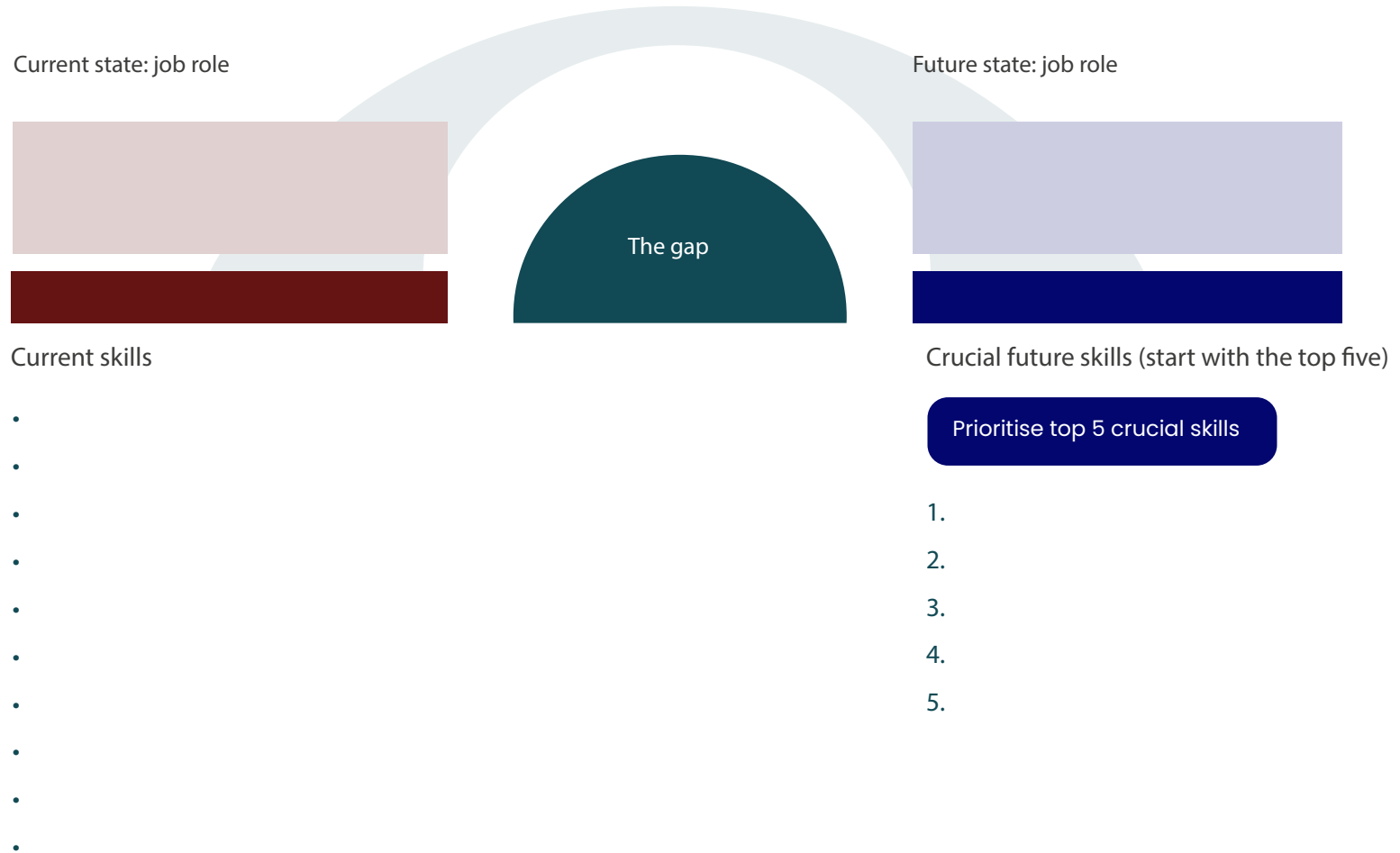
Example: rating interest against desire for skill development

Important observations

Based on the example, there are several things to consider.






1. Jada has the highest capability-to-interest ratio, making her a strong candidate for moving to the relationship sales team.
2. Deion has the highest indication of interest; however, his lack of rapport building and EQ may not make him an ideal candidate for movement to the team unless support is given.
3. Ravi is also highly capable; however, his interest is lower than Jada's. It may be tempting to move Ravi to a new role due to his shorter learning curve, but his interest is significantly lower than the rest of his peers. By moving him, you risk burnout or substandard performance.
4. Carla and Bob have skills gaps and may be good candidates for the move to "farmers" after the development of crucial skills. As with Ravi above, it will have to be determined that Bob will be happy in a relationship-building role.
5. Overall, upskilling in emotional intelligence is needed within the department.

Your turn: collecting and analysing data



Your turn: evaluate team skills and determine interest

Skills Map

Team Member/Role		Building Rapport	Client-First Mindset	Problem Solving	Empathy/Nurturing/EQ	Upselling/Cross-selling	Crucial future skills
	Proficiency Levels						<input type="text"/>
	Interest Levels						<input type="text"/>
	Proficiency Levels						<input type="text"/>
	Interest Levels						<input type="text"/>
	Proficiency Levels						<input type="text"/>
	Interest Levels						<input type="text"/>
	Proficiency Levels						<input type="text"/>
	Interest Levels						<input type="text"/>
	Proficiency Levels						<input type="text"/>
	Interest Levels						<input type="text"/>

Proficiency Levels
 1- Awareness 4- Expert
 2- Novice 5- Leading-Edge Coach
 3- Professional

Interest Levels
 1- Rarely 4- Avid
 2- Impassive 5- Passionate
 3- Keen

Based on the results of this Team Skills Map results, what observations can you make?

1. Identify areas of strengths
2. Identify areas of improvement
3. Are additional training interventions required?
4. What additional support or resources can be offered?
5. Will job descriptions need to be reassessed?
6. How do the results impact the department's goals?



Digging Deeper

To determine the skills focus for your team, keep these points in mind:

1.

Start with business objectives: Ensure the skills being assessed (or acquired) support the goals of the team or project.

2.

Prioritise goals: While turning data into easily readable reports is important, is it a priority skill for the sales team?

3.

Don't map every skill: Trying to map every skill needed for a job role will require you to spend endless hours on skill sets that do not affect the outcomes of the team. Start with what matters most.

Additional reading:

- McKinsey, June 25, 2021 | Article - Defining the skills citizens will need in the future world of work – [View Link](#)
- Using skill gap assessments to help future-proof your organisation, McKinsey – [View Link](#)
- Amit Mittal, Rahul Dhiman, Parmod Lamba, (2019) "Skill mapping for blue-collar employees and organisational performance: A qualitative assessment", Benchmarking: An International Journal, Vol. 26 Issue: 4, pp.1255-1274, – [View Link](#)
- Future of Work and Skills Survey, PWC, – [View Link](#)

The Charity Learning Consortium

[Find out more](#)