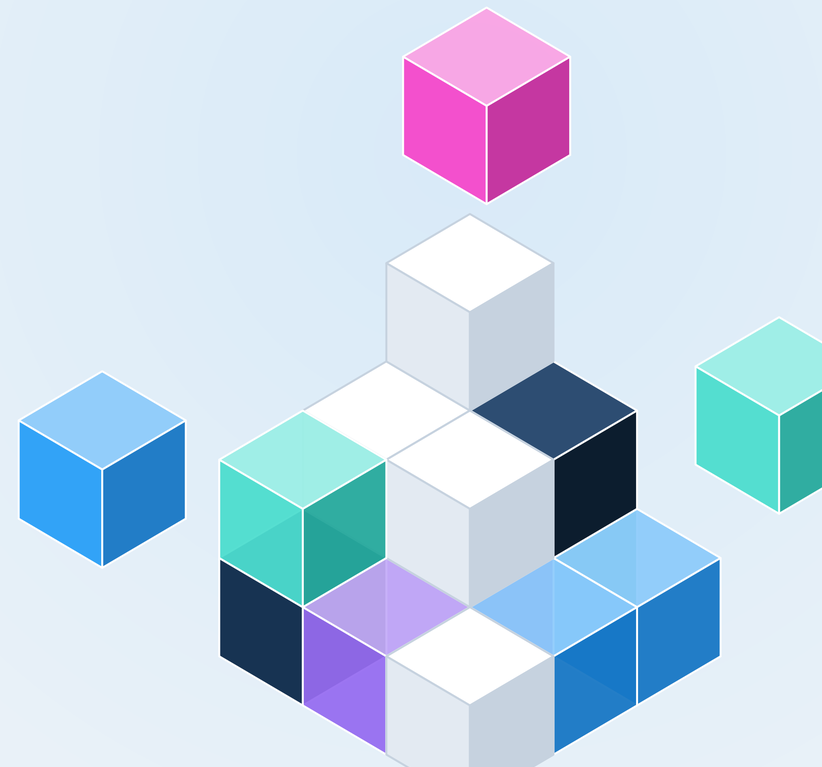
LEADERSHIP & PEOPLE

# The Skill Matrix



A skill matrix shows, for every person and every task, the current level of qualification, so coverage gaps and cross-training needs become visible at a glance.

## 01 THE CORE MODEL

OPERATOR × SKILL HEATMAP · GAPS VISIBLE

| OPERATOR | PRESS | WELD | ASSEMBLY | TEST | PACK |
|---|---|---|---|---|---|
| Operator A | ● | ◑ | ● | ◔ | ◔ |
| Operator B | ◕ | ● | ◑ | ○ | ● |
| Operator C | ◔ | ○ | ● | ◕ | ◑ |
| Operator D | ◑ | ◕ | ◔ | ◔ | ● |
| Qualified (level 3+) | 2 | 2 | 2 | 1 | 3 |

### Skill level

0 untrained, 1 learning, 2 with help, 3 independent, 4 can train others.

### Coverage

Number of qualified people per skill; plan for absence and shifts.

### Cross-training plan

Who learns what next, by when, with which trainer.

## 02 READING THE MATRIX

Aim for several qualified people on every critical skill.

SINGLE POINTS — FLEXIBLE TEAM

**THIN COVERAGE**

- − One absence stops a station
- − Experts never get to train others
- − Overtime falls on the same people

**BROAD COVERAGE**

- + Rotation and job variety possible
- + Absences absorbed without overtime
- + A clear development path for each person

## 03 WORKED EXAMPLE

THE MATRIX ABOVE · CLOSING ONE COVERAGE GAP

**GAP**
Test: 1 qualified
only Operator C

→

**PLAN**
Train A and D
C as trainer, six weeks

→

**CHECK**
Level 3 sign-off
by the team leader

→

**RESULT**
Test: 3 qualified
covers all shifts

## 04 MANAGEMENT TAKEAWAYS

**01**
### Display it at the gemba
A visible matrix makes gaps and progress everyone's business.

**02**
### Plan training from the gaps
Prioritize critical skills with the lowest coverage.

**03**
### Verify levels by observation
Sign off a level only after watching the person work.

## 05 COMMON MISTAKE

**LIMITATION**
### Updating it once a year
A stale matrix gives false confidence. Update it whenever someone is trained or moves.