



# How To Design A Skills Matrix

## Multi-Skilling

In today's modern business environment the companies that are getting the most success are those that have the most flexibility.

One area of "Flexibility" that is crucial for this is a multi-skilled workforce.

Long gone are the days (or they should be) where your staff just concentrate on one main activity day in, day out.

Instead, as a business, you need the flexibility to respond like a Chameleon during peaks and troughs. You need to be able to provide variety and if there is no defined career path for the staff that don't want to move into "management", then you need to offer them an alternative to keep them fresh and motivated.

Now, I don't mean that every member of staff has to be skilled in everything here!

But I'd bet that you don't really know the true potential that is waiting dormant in your staff?

If every member of staff could do just one more task or activity in another area, what would it mean to your business?

Maybe it would mean that when marketing send out a mailer and your applications rocket through the roof by 341% over planned, then you could call upon some additional staff to help out?

Flexibility is the key here.

I also heard of one recent example where a Spanish Broker called up one of our clients for some business but his English speaking skills were so poor that he had to cut his losses and put the phone down. Yet, we found out that in the very same department that there were 2 members of staff that could speak fluent Spanish!

That's the difference between getting the business and losing it to one of your competitors.

I'm not going to go into how to implement a multi-skilling programme, I'll save that for another day or you can call me.

But what I'm going to cover now is how to take an audit of the current skills that you have got within your workforce. By finding out this information you have a great baseline position from which to work on.

## Types Of Multi-Skilling

Businesses tend to implement multi-skilling to break down departmental barriers or to improve the flexibility of their workforce.

Multi-Skilling can either be:

### VERTICAL MULTI-SKILLING

Where managerial and supervisory tasks are learned by individuals

### HORIZONTAL MULTI-SKILLING

Where skills from another discipline/area are learned

### DEPTH MULTI-SKILLING

Where more complex skills are acquired

## Current Audit Of Skills

In order to work out where your current areas of strength and weakness are, it is important to gather all of the skills of the workforce and put them into a skills matrix.

I recommend that you approach this in two ways.

Firstly, I would produce a matrix that gathers generic data like the following:

- Age
- Qualifications
- Degree
- Languages Spoken
- Previous Experience
- Outcomes From PDR's

Secondly, I would look across all of the roles within your company or in specific departments (depending on your size) and I would put list the skills going across the top of spreadsheet and the names going down the left hand side.

Next, decide on a colour-coded key.

A colour-coded key will show you at a glance where the areas of strength and vulnerability are.

For example, you could colour in the fields using:

COLOUR CODE	MEANING
	Fully competent in the skill
	Can complete the skill but needs help and guidance
	No experience or cannot complete

This is an example of what one looks like.

Source: PGL Engineering GeoScience

Consultant	Discipline	Years of O&G Experience	Skill Level Evaluation													
			Well Test Evaluation	Technical Asset	Systemic Intervention	Systemic Interpretation	Systemic Attribution Analysis	Reservoir Management/ Mature Fields	Reservoir Geology	Reservoir Engineering (Simulation)	Reservoir Engineering (Operations)	Prognostic Generation Evaluation	Production Technology	Production Operations	Production Forecasting	Petrophysics
Robert Alexander	Geology	25														
Henry Allen	Geology	24														
Frank Barker	Geology	23														
Catherine Flint	Geology	12														
Julia Georgescu	Geology	12														
Tim Goodall	Geology	11														
Karine Holdaway	Geology	26														
Don Morrison	Geology	22														
Jeremy Sargeant	Geology	28														
Mike Scotting	Geology	7														
Graham Tegedine	Geology	21														
Selma Murray	Geology	8														
Ken Black	Geophysics	22														
Darren Moody	Geophysics	14														
Susan Hay	Geophysics	7														
Christine Richardson	Geophysics	20														
Steve Spierler	Geophysics	24														
Lynn Collins	Geophysics	10														
Barry Brennan	Geophysics	18														
Derek Crocoble	Petrophysics	14														
Martin Drummond	Petrophysics/Geology	20														
Frank Whitehead	Petrophysics	27														
Graham Cooper	Petrophysics	28														
Sze-Meng Kuen	Reservoir Engineering	24														
Sandy Patric	Reservoir Engineering	27														
Michael Judd	Reservoir Engineering	10														
Mike Wheatley	Reservoir Engineering	30														

From this type of format it is very easy to identify skills gaps.

Try to keep your matrix as simple as you can – that is the key to success!  
When you have completed your matrix consider your current workforce skills profile to identify any future gaps in skills, knowledge and flexibility.

For example:

- Is there an age profile which indicates the requirement for succession planning? i.e future leaders etc
- Are your workforce geared up with the skills and knowledge to meet future business requirements?
- Operationally, can you cope with spikes in demand?
- Identify the areas of strength in your workforce

## What now?

After you have completed the audit you might have identified certain courses of action that you may wish to look at. These could include:

### - **Skills Shortages**

- Multi-skilling programme implemented
- Job rotation
- Job re-design
- Work placements
- Secondments
- Workshops
- Recruitment process review
- Right person/Wrong role

### - **Management Development**

- Give your leaders of tomorrow the skills
- Secondments
- Shadowing
- "Acting Up"
- Vertical multi-skilling
- Management development programme
- Leadership coaching
- High flyers programme
- Mentoring
- Cross team working

### - **Employee Development**

- Training courses
- E-learning
- Coaching
- Mentoring by peers
- Qualification courses

Running a successful training department is all about looking at the future needs of the business and matching current skill levels to what is required and taking action to address the gaps!

## About MTD



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Sean McPheat is the **Chief Executive Officer** of the multi-award winning **MTD Training Group**.

Founded in 2001 and having trained hundreds of thousands of staff since, MTD specialise in management and leadership development and also sales effectiveness programmes.

There are **3 specific divisions** to the group:

**Management/Leadership**



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