MANAGER'S TOOLKIT

Skill gap or work barrier?

Use a short conversation to choose the next useful action.

STEPS + EXAMPLE + WORKSHEET

When to use this tool

- **Use it when**

  The same mistake returns after reminders or training.

- **Discuss together**

  Ask the employee to explain the task and show a recent example.

- **Keep an open mind**

  More than one cause may be involved.

The practical framework

- **Clarity**
  Does the person know what good work looks like?

- **Capability**
  Can they demonstrate the task with suitable support?

- **Conditions**
  Are time, access and tools available?

- **Follow-through**
  Are priorities, feedback and ownership clear?

Start with these steps

- **Start with evidence**
  Describe a specific task, not a label about the person.

- **Ask for a demonstration**
  Watch a realistic attempt and invite their explanation.

- **Check the setup**
  Ask what makes the task difficult in everyday work.

Put it into practice

- **Missing know-how**

  Offer a worked example, practice and feedback.

- **Missing conditions**

  Remove the access, process or workload barrier.

- **Mixed causes**

  Agree on one learning action and one work-system action.

A worked example

- **Illustrative example**

  A new colleague can prepare a quote in a practice session.

- **Everyday barrier**

  At work, the current price list is locked in an unavailable account.

- **Next action**

  Restore approved access and review the next quote together.

Your reusable worksheet

Task + expected standard

What the person can show

Barrier reported or observed

Action + owner

Review date + evidence

Your next step

Choose one task.

Use the tool.

Review what happened.

Follow Tibyan for three practical development tools each week.

Original educational worksheet by Tibyan. Examples are illustrative.