

Leader of Others Skills Matrix Form

Name: _____ Date: _____

Step 1: Prior to completing this form – complete the following assessments on Ace Learning Place (ALP) and print your results (summary report) for both.

- *Leadership Development Self-Assessment*
- *Leader Ready Assessment*

Step 2: Leadership Development and Operations – enter the “average rating” and “score %” results from the assessment summary reports to the appropriate sections below.

Step 3: Departments – enter your self-rating for the departments section of the form.

Step 4: Services – enter your self-rating for each service offered in the Services section of the form.

Step 5: Provide your completed Skills Matrix form and printed *Leadership Development Self-Assessment* and *Leader Ready Assessment* results (summary report) to your manager.

Step 6: Your manager will complete their portion and have a meeting with you to align and discuss.

Note: Make sure to utilize the summary reports from the *Leadership Development Self-Assessment* and *Leader Ready Assessment* for additional details and guidance.

Leadership Development

Enter results from the *Leadership Development Self-Assessment*:

Focus Area	Description	Average Rating	Manager Rating
Supporting Employee Experience	Your ability to define and model the values that contribute to a positive store culture.		
Growing Yourself	Your ability to drive your own development, build and maintain strong relationships across the store, demonstrate emotional intelligence, manage your time, and influence others to enhance results.		
Developing Your Team	Your ability to support the performance and development of others to produce other leaders, empower others to make decisions, and guide others through change.		
Driving Your Business	Your ability to demonstrate business knowledge and manage from a big-picture perspective to drive bottom-line results through strategic planning and thinking, problem solving, decision making, and continuous improvement.		

Operations

Enter results from the *Leader Ready Assessment*:

Focus Area	Operational Driver	Score %
My Store Team	People Management	
My Store Operations	Inventory Management	
	Loss Prevention	
My Store Customer Experience	Helpful Customer Service	
	Acehardware.com	
	Marketing and Promotions	
	Business to Business (B2B)	
My Store Financials	Financial Management	

Departments Assessment

Enter one of the following ratings:

Rating	Experience Level	Description
N/A	N/A	Enter this rating if this does not apply to you or your store.
1	Onboarding	Beginner Performance Level: - In the process of learning the foundational knowledge and skills needed to do the job - Knows what to do at the basic level, but needs more practice to build confidence and consistency
2	Ongoing	Intermediate Performance Level: - Applies knowledge and skills learned with customers - Knows what to do, how to do it, and performs it regularly - Shares knowledge with other team members
3	Expert	Advanced Performance Level: - Demonstrates with customers comprehensive product, services, and trade skills knowledge - Knows what to do and performs it regularly - Teaches, develops, and leads others in area/topic
B	Badge	Department Badge earned – ultimate expert identified. Only applies to applicable departments identified with an *

Departments

Department	Self-Rating	Manager Rating
*Paint		
*Tools		
*Electrical		
*Plumbing		
*Hardware		
*Lawn & Garden		
*Outdoor Power Equipment		
*BBQ		
Cleaning		
Automotive		
Housewares		
Outdoor Living		
Trim		
Birding		
Pet Supplies		
Other:		

Core Services

Service	Self-Rating Y/N	Manager Rating Y/N
Assembly		
Delivery		
Glass Cutting		
In-Store Pick up		
Power Equipment Servicing		
Propane exchange/filling		
Key cutting and programming		
Rental		
Screen Repair		
Stihl Service		
Other		
Other		

Core Services Assessment

Enter Y (yes) if you know what to do, perform it regularly, & can teach and coach others. If not, enter N (no). Enter N/A if this does not apply to your store.

Acknowledgement

After the one-to-one conversation, make necessary adjustments to the form, and sign below to acknowledge alignment.

Associate Signature: _____ Date: _____

Manager Signature: _____ Date: _____