

Aligning leaders on *skill readiness*



University of Phoenix
Workforce Solutions

When leaders see skills differently, decisions can stall. This checklist helps compare perspectives and uncover gaps in visibility. Use it to spark alignment and ensure your team is working from the same playbook.



How to use this checklist

Have leaders in each role complete their section independently. Compare responses across roles.

HR/Talent Leaders <i>Assess workforce-level visibility.</i>			
	We can identify which roles are most exposed to skill change		We can prioritize development efforts based on business needs
	We have a current view of skill gaps across critical roles		We have a consistent framework for discussing skills across teams
	Skill data is updated regularly, not just annually		We can flag emerging skill risks before they impact delivery
	We rely on more than self-reported skills or course completion data		Reflection: <i>Where do we rely on assumptions instead of insight?</i>

People Managers <i>Assess team-level clarity.</i>			
	I understand which skills are most important for my team today		I know where to focus coaching and development effort
	I can identify where skill gaps may affect performance or timelines		I can distinguish between confidence and capability
	I have more input than anecdotal feedback when assessing readiness		I have visibility into how my team's skills are changing over time
	I can have consistent skill conversations across my team		Reflection: <i>What information would make my decisions easier?</i>

Executives <i>Assess enterprise-level confidence.</i>			
	I have visibility into skill readiness tied to strategic priorities		I have confidence in the data informing workforce decisions
	I understand where skill gaps could create business risk		I can assess readiness for change initiatives
	I receive consistent skill insight across functions		I can ask informed questions about capability, not just headcount
	I can compare skill readiness across roles or teams		Reflection: <i>Where do I rely on lagging indicators?</i>



Alignment Check

Review responses across roles:

-  Are answers consistent or conflicting?
-  Where do leaders express uncertainty?
-  Which decisions feel hardest to support with confidence?



TIP: Misalignment often indicates a visibility gap — not a leadership problem.