

# The Skills Fog Diagnostic

A practical decision tool for leaders in capability uncertainty

## Fog Awareness

Most organisations believe they understand their capability.

In practice, many are operating in a **skills fog**:

*where they are relying on assumptions rather than clear visibility.*

This tool helps you quickly identify where that fog exists, and what it might be costing you.

### 1. Quick Diagnostic

*Where might you be operating in the fog?*

**Tick any that feel true in your organisation:**

- We rely on job titles to infer what people can do
- We assume skills without clear evidence
- Different teams describe skills and capability differently
- AI or changing work has outpaced role definitions
- We're making decisions without full visibility of capability

### 2. Where This Creates Risk

*Where are assumptions most likely to impact decisions?*

**Choose up to two:**

- Strategy / business model decisions
- Workforce planning
- Hiring decisions
- AI adoption/ investment
- Delivery / execution risk

### 3. The Core Visibility Gap

*Pause for a moment. Be specific.*

- We cannot clearly see...
- This affects our ability to...
- The risk of this is...

### 4. Confidence Level

*Confidence in your current skills visibility:*

Low      High

### Questions?

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## From Awareness to Action

### 5. What Would Change?

*If you had clearer skills visibility...*

- One decision we would make differently....
- One risk we would reduce...
- One opportunity we might explore...

### 6. Where to Start

*You don't need a full transformation to improve visibility*

**Start somewhere real and immediate:**

- A team where work is changing
- A job that no longer reflects reality
- A decision you need to make soon
- A function where AI is being introduced

### 7. What 'Good' Looks Like

*Clearer skills visibility typically includes:*

- A **shared language** for describing capability
- A **consistent way to describe levels of skill**
- Conversations grounded in **real work rather than assumptions**
- Evidence based on **what people actually do**

### 8. Using This With Your Team

*Optional, but highly recommended*

- Ask each person to complete sections 2-3
- Compare where assumptions sit
- Identify one area of highest risk
- Agree one place to start improving visibility

### Ways to Explore Further

- Build capability
  - SFIA training and skill development
- Apply in practice
  - Advisory support in your environment
- Embed into decisions
  - Skills portfolios, job design, recruitment and development

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