

MANAGER · DIGITAL MARKETING MANAGER

Team Capability Map

Who can be trusted with what. The ten universal competency domains applied to a team rather than to a person, which is where the uncomfortable gaps become visible.

THE DECISION THIS TEMPLATE PROTECTS

What this team can currently be relied on to do without supervision.

ROLE

**Manager · also used by
agency owners**

COURSE PLACEMENT

**Framework · Universal
Competency Domains**

REVISION

**Version 1.0
Current as of 19 August
2026**

Score against what the work requires, not against a general idea of good. Do it honestly and privately first, then discuss it with each person. Scored generously it is useless; scored harshly it becomes a performance weapon. The purpose is to find out where the function is exposed.

BEFORE YOU START, YOU NEED

- The ten competency domains.
- Recent work you have actually observed, not impressions.
- A view on which domains this team's roles genuinely require.

01 The ten domains

#	DOMAIN	WHAT IT LOOKS LIKE WHEN PRESENT
1	Domain and technical competence	Applies knowledge correctly to produce an outcome
2	Analytical and problem solving	Diagnoses rather than guesses

#	DOMAIN	WHAT IT LOOKS LIKE WHEN PRESENT
3	Execution and operational discipline	Ships reliably, at standard, on time
4	Strategic thinking in context	Connects the task to the business situation
5	Communication	Makes the reasoning legible to others
6	Collaboration and stakeholder management	Works across boundaries without friction becoming the story
7	Ownership and accountability	Carries the outcome, including when it goes wrong
8	Leadership	Influences and directs other people
9	Learning agility	Absorbs change without needing to be re-trained from zero
10	Ethics, judgment and professional maturity	Makes defensible calls under pressure

02 The map

Score each person 1 to 4: 1 needs supervision, 2 needs review, 3 works independently, 4 raises the standard of others.

PERSON	1	2	3	4	5	6	7	8	9	10

03 Where the function is exposed

DOMAIN	TEAM'S WEAKEST POINT	CONSEQUENCE WHEN IT BITES	RESPONSE

The two domains where teams are most commonly exposed are ownership and analytical diagnosis. Both are invisible while nothing goes wrong, and both are what you are actually buying when you hire senior.

04 Single points of failure

CAPABILITY	HELD BY	WHAT HAPPENS IF THEY LEAVE	MITIGATION

05 What to do with the map

FINDING	RESPONSE OPTION
Gap across the whole team	Hire for it, or buy it in, or train deliberately
Gap in one person, strength elsewhere	Pair them; redesign the work
Everybody at 3, nobody at 4	Competent and not improving. Bring in a standard-setter
Everybody scored 4	The scoring is wrong. Redo it

JUDGMENT PROMPTS

1. Which score did you inflate because you like the person?
2. Which domain does your team's work actually require most, and is that where your strength is?
3. If your strongest person left on Friday, which client would be at risk on Monday?
4. Are you calling something a training gap when it is a hiring mistake?

WHAT THIS TEMPLATE WILL NOT DO FOR YOU

- It is not a performance appraisal and using it as one will destroy its usefulness within a quarter.
- Scores are your judgment, not measurement. Say so when you share it.
- It cannot tell you whether somebody will improve. That is a separate conversation with the person.

THE DEFENSIBLE OUTPUT

A completed capability map with named exposures and single points of failure, and a response for each gap.

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