

# The team map

Point a forest at a team and it becomes something new: one picture of what the team can actually do. Three reads matter, in this order.

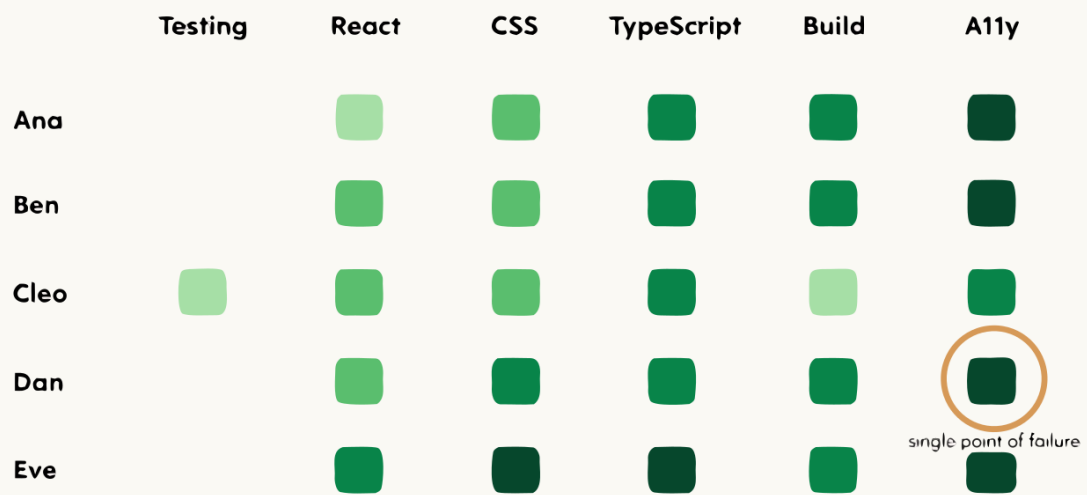
**Coverage.** For each critical skill: how many people hold it, and at what level? Read this first, because it's the first thing that breaks. A team's real capacity isn't its headcount — it's its coverage of the skills the work demands.

**Gaps.** Skills the team needs but nobody has — or holds only at beginner. A gap on a critical skill is a commitment you can't currently keep, discovered *before* you keep it. Gaps found on the map cost a plan; gaps found in production cost much more.

**Single points of failure.** Skills exactly one person holds at a usable level. This is the read leaders learn to fear productively: a skill with one confident owner is a risk the moment that person is on leave, busy, or gone. The map shows you every such skill *today*, while there's still time to grow a second owner.

The tool that makes all three reads instant is the **skills heat map**: team members down one axis, skills across the other, level in each cell. The whole forest becomes one glance — dark columns are strengths, thin columns are the work, and a column with a single dark cell is a single point of failure announcing itself.

Everything else in this chapter — planning, hiring, reviews, development — is a response to what these three reads show you.



Revision #2

Created 2026-07-08 16:09:23 UTC by Admin

Updated 2026-07-10 09:30:24 UTC by Admin