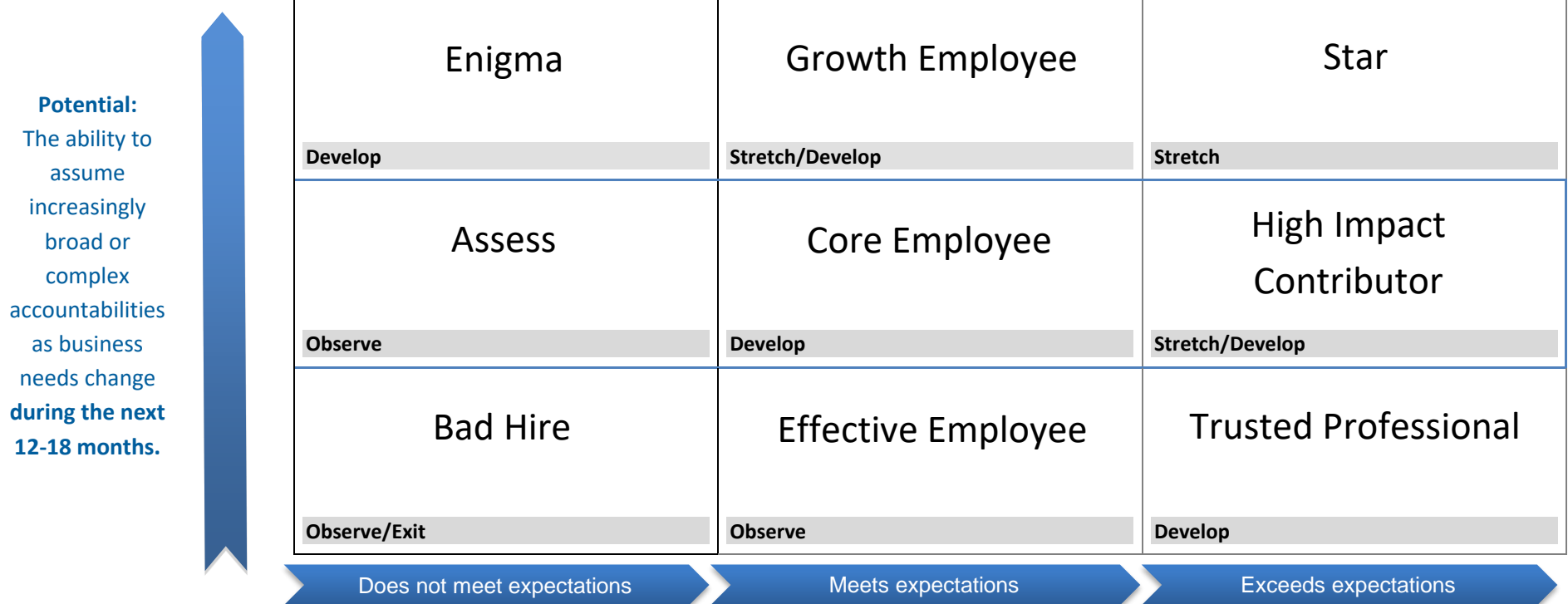# 9-Box Grid

9-Box Grid Template

Instructions:

Here you will take the information from the Talent Pool Review form and plot employee performance against potential. Working collaboratively, arrange every employee into one of nine types across a vertical and horizontal axis, based on three levels of performance and three of potential.

The 9-Box Grid guide on the next page provides more insight and recommended actions.

Potential:

The ability to assume increasingly broad or complex accountabilities as business needs change **during the next 12-18 months.**

Enigma	Growth Employee	Star
Develop	Stretch/Develop	Stretch
Assess	Core Employee	High Impact Contributor
Observe	Develop	Stretch/Develop
Bad Hire	Effective Employee	Trusted Professional
Observe/Exit	Observe	Develop

| Does not meet expectations | Meets expectations | Exceeds expectations |

Performance (based on current job):   The extent to which the individual:

a) Delivers business/functional results   b) Demonstrates core competencies   c) Acts in the spirit of the companies values

9-Box Grid Guide

Potential:

The ability to assume increasingly broad or complex accountabilities as business needs change **during the next 12-18 months.**

An individual who has recently been promoted and hasn't had the opportunity to demonstrate higher performance. Focus on coaching and a solid development plan. An individual who has been in this role for some time, there may be a serious issue (derailer). **Develop**	A valuable asset for the future. There is still room for maximizing performance in current role; potential may not be fully realized yet. Focus on increasing performance contribution to high, after which greater challenge and/or broader scope are likely. **Stretch/develop**	Has mastered current role and is ready (and anticipating) a new challenge. Next steps are to provide greater scale and/or scope or a new assignment, which will stretch them in a significant way or will provide new or missing skills. Retention is critical. These are future leaders of the company. **Stretch**
Shows some potential but performance is considered low. Focus on reasons for low performance and actions to improve it. If there isn't an improvement, potential should be reassessed and a performance improvement plan put in place. **Observe**	Has potential for increased accountabilities and is meeting current performance expectations. Development focus: Increase performance contribution to "high" with further assessment of potential growth. **Develop**	Is exceeding performance expectations and is a good candidate for growth and development. Employee development should focus on specific gaps – i.e., what is needed to broaden or move to the next level of responsibility. **Stretch/develop**
Not meeting performance expectations and demonstrates limited potential. Focus should be on significant performance improvement or finding a more suitable role (internal or external). **Observe/exit**	Consistent contributor but shows limited potential. Focus on maximizing performance while assessing future potential and/or a more suitable role. May need a plan for a successor. In some cases, if performance declines or is blocked, retention may be reviewed. **Observe**	A strong performer but unlikely to move to a higher-level role. Engagement will be important for continued motivation and retention. May be of real value for developing others. Professional, business, or content experts may fall into this box. **Develop**

Does not meet expectations	Meets expectations	Exceeds expectations

Performance (based on current job): The extent to which the individual:

a) Delivers business/functional results   b) Demonstrates core competencies   c) Acts in the spirit of the company's values