**9-Box (Potential-Performance)**

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| --- | --- | --- | --- | --- |
| **L**  **E**  **A**  **D**  **E**  **R**  **S**  **H**  **I**  **P**  **P**  **O**  **T**  **E**  **N**  **T**  **I**  **A**  **L** |  | Needs Development | Meets Expectations | Exceeds Expectations |
| H  I  G  H  M  E  D  I  U  M  L  O  w | **ENIGMA**  Does not consistently perform to technical expectations but demonstrates strong leadership competencies and has a desire to take on additional responsibilities or scope. Likely new to the role, or may be more successful in… | **GROWTH EMPLOYEE**  Meeting performance expectations and seeks out new tasks, projects, and other opportunities for growth. Consistently exhibits leadership competencies required for advancement.  **(Critical Role)** | **TOP TALENT**  Developing faster than the demands of their current position. Has been given additional assignments and is achieving significant results. Consistently demonstrates the role’s technical and leadership competencies…  **(Critical Role)** |
| **NEW OR STRUGGLING**  Has not been the position long enough to adequately demonstrate their technical abilities, or may have lost pace with the changes in the organization. | **CORE EMPLOYEE**  Currently meeting expectations, but requires additional development in currently role. May be able to adsorb additional scope or complexity in the next 12-24 months. | **HIGH PERFORMER**  Not only doing their defined job well, but also accomplishing goals above their role. May be ready to take on greater responsibilities in the next 12 months.  **(Critical Role)** |
| **UNDER-PERFORMER**  Is not meeting performance expectations and there is still more to learn in the current position. There are questions about their ability to succeed in the current role, long-term. | **EFFECTIVE**  Meeting expectations of their role, but will not be prepared to absorb additional scope or complexity in the next 12-24 months. Has good technical skills, but does not exhibit the leadership competencies for advancement. Does not exhibit interest in additional responsibility or leadership role. | **TRUSTED PROFESSIONAL**  Performing very well in current role, but has not demonstrated a willingness to take on additional scope and responsibilities. Has strong technical skills, but does not exhibit the leadership competencies for advancement. Consider helping them advance on a specific career path. |
|  | LOW MEDIUM HIGH | | |
|  | **PERFORMANCE** | | | |

**Using the 9-Box Tool**

The 9-Box is a great tool to leverage once your organization’s Performance Management process is completed. You can use this information to begin discussions on identifying high-potential talent and creating a list of successors for critical roles in your organization.

Having discussions with your HR Business Partner is critical in continuing to identify, develop and retain top talent in your organization. There are two components to keep in mind as you reflect on how to plot your employees in this tool. The 9-Box has two axes: **Leadership Potential** and **Performance**.

Leadership Potential refers to an individual’s ability or capacity to assume more responsibility, one or two levels higher than their current role in the organization. Below are a few examples that you can reference as individuals are being assessed on their potential.

* **Leadership Competencies**
* **Behaviors**
* **Observations**

When discussing where to place an individual in the matrix, the other component to consider is the individual’s performance. Performance is the ability to meet the expectations of a role, share expertise with others and manage business relationships. Below are a few examples that you can reference as individuals are being assessed on their performance.

**Performance**

* **Essential job functions**
* **Projects**
* **Consulting**

Once you and your business partners have had discussions regarding individuals on their performance and potential, the next step would be to plot them on the 9-Box. This process should be ongoing and will change over time. This is a great opportunity to discuss how employees are performing and what development plans are needed for talent that is ready now, ready in 12 to 24 months or in two plus years for promotional opportunities.

Having these individuals mapped out will also assist in identifying successors to be listed on your organization’s succession plan for short and long-term planning. Being proactive on this matter will greatly benefit your organization from multiple perspectives.

Creating a Succession Plan for your enterprise will minimize disruptions and engage your internal talent with focused development. It will also bolster retention and help to move your organization forward in your market. In addition, having vetted and qualified successors available quickly will make for a smooth leadership transition.

**9-Box (Potential-Performance) Template**

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| **L**  **E**  **A**  **D**  **E**  **R**  **S**  **H**  **I**  **P**  **P**  **O**  **T**  **E**  **N**  **T**  **I**  **A**  **L** |  | Needs Development | Meets Expectations | Exceeds Expectations |
| H  I  G  H  M  E  D  I  U  M  L  O  W | **ENIGMA**  Names: | **GROWTH EMPLOYEE**  Names:  **(Critical Role)** | **TOP TALENT**  Names:  **(Critical Role)** |
| **NEW OR STRUGGLING**  Names: | **CORE EMPLOYEE**  Names: | **HIGH PERFORMER**  Names:  **(Critical Role)** |
| **UNDER-PERFORMER**  Names: | **EFFECTIVE**  Names: | **TRUSTED PROFESSIONAL**  Names: |
|  | LOW MEDIUM HIGH | | |
|  | **PERFORMANCE** | | | |

Resource: Succession Planning That Works, The Critical Path of Leadership Development, Michael Timms, MBA, page 104, 2016