

The 9-Box Model

The 9-Box Model is a framework for considering an employee’s current and potential level of contribution. By plotting your direct reports into the grid, you can better construct targeted development strategies for your team members.

HIGHER → POTENTIAL ← LOWER	Does not meet all performance expectations. Shows signs of great potential. Needs to show more consistent results. Performance improvement in current role is critical.	Meets all performance expectations. Shows potential to take on increased responsibility.	Exceeds some or all performance expectations. Self-motivated and needs little supervision. Capable of performing immediate supervisor's responsibilities with some oversight.
	Does not meet all performance expectations. May not be in right position. May lack motivation or ability to grow, develop, or improve.	Meets all performance expectations. Good fit for current position.	Exceeds some or all performance expectations. Current role may still provide opportunity for growth/development.
	Does not meet all performance expectations. May not be a fit for position. May be moved to a lower position or exit from organization.	Meets all performance expectations, likely in right position. May not be interested in or capable of taking on new/greater responsibility.	Exceeds some or all performance expectations. Highly valued employee, critical to the success of the organization. Regarded as subject matter expert. Will likely not be promoted further.
	← LOWER PERFORMANCE HIGHER →		

› Performance

Performance is the extent to which professional expectations (e.g., goals, tasks, responsibilities, projects) are met/exceeded. Try to consider performance over time.

Attributes: Follows through, achieves results, builds people up, reliable, team player.

› Potential

Potential refers to the person’s ability to succeed in a position of greater responsibility (e.g., larger staff, scope, impact, or budgetary responsibilities).

Attributes: Presence, authenticity, communication skills, shows initiative, sees the “bigger picture,” agile, adaptable, takes risks when appropriate, continuously learns, demonstrates self-awareness.