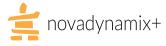


Navigating the Employee Development Maze

Reference Guide





Overview: The Employee Potential Grid (9-box) is a simple three-by-three framework that is used to identify employees' future potential. The Employee Potential Grid can assist with evaluating the talent on your team by categorizing people based on their performance and role-specific behaviors, skills, or competencies.

Directions: Identify where each of your team members fit within the Employee Potential Grid by placing their initials into the appropriate box.

Employee Potential Grid BOX 1 **BOX 3 3 Points 4 Points 5 Points** Recognized potential to do great An admired peer in function and Consistently and significantly with stakeholders things for the organization outperforms their peer groups in a Not yet performing up to expectations Consistently meets and sometimes variety of settings & circumstances in current role (could be new to role, exceeds expectations Performs well in almost everything poor fit for this role, a recent decline Capacity to take on new and they take on Excelling in performance) different challenges consistently Capability to be promoted in the near Ability to demonstrate most of the Ability to demonstrate all rolerole-specific behaviors, skills, and specific behaviors, skills, and Ability to demonstrate all role-specific behaviors, skills, and competencies competencies competencies **BOX 4** BOX 5 **BOX 6 4 Points 3 Points** 2 Points Not yet performing up to expectations Ability to stay in front of the demands Consistently performs above and or not keeping up with evolving of their role and deliver on what's beyond expectations expectations expected Shows signs of being able to succeed Sustained, effective performance There may be a conflict between the at a higher level and/or with a broader role and the employee's ability and Backbone of the organization & scope over time learning capacity essential to the organization's success Ability to demonstrate most role-Ability to demonstrate most role-Ability to demonstrate most rolespecific behaviors, skills, and specific behaviors, skills, and specific behaviors, skills, and competencies competencies competencies **BOX 7 BOX 8 BOX 9 3 Points** 1 Point 2 Points Not performing to their potential Possibly possess a scarce skill set that Expected to continue making Requires action planning to improve don't require additional role-specific significant contributions in their performance or should be exited from behaviors, skills, and competencies to current position Developing the organization move up or around the organization An expert in function and a mentor for Ability to demonstrate some role-Delivers consistent performance more junior employees Ability to demonstrate most rolespecific behaviors, skills, and required of their position Ability to demonstrate most rolecompetencies specific behaviors, skills, and specific behaviors, skills, and competencies competencies

Sustained Performance

Does Not Meet Expectations

Meet Expectations

Exceeds Expectations

Organizational Impact

Directions: Identify where each of your team members fit within the Employee Attrition Risk Grid by placing their initials into the appropriate box.

A	Employee Attrition Risk Grid				
High	BOX 1 3 Points Highly valuable employee with a low risk of leaving Often hold key positions or have unique, indispensable skills Show high levels of engagement and job satisfaction	BOX 2 4 Points • Employees in this category are crucial to the organization. There is a moderate chance of them leaving • This could be due to external opportunities or some level of dissatisfaction	BOX 3 5 Points Critical category, the employee is extremely valuable, also highly likely to leave Top performer or hold a strategic position At risk of being recruited by the competition or other external		
Medium	BOX 4 2 Points • Moderate impact on the organization and unlikely to leave • May hold a position that requires specific skills or knowledge • There is confidence in their job satisfaction, engagement, and loyalty	BOX 5 3 Points • Moderate impact on the organization and moderate risk of leaving • May be in an important role • Potential to seek opportunities elsewhere	BOX 6 4 Points • Moderately critical to the organization, high risk of leaving • Role or skills may have a high external market demand • May be dissatisfied or dis-engaged with their role		
Low	BOX 7 1 Point • Minimal impact if they leave and unlikely to do so • Typically, in a role where replacement is relatively straightforward	BOX 8 2 Points Not critical to the immediate functioning of the organization, but there is a moderate risk that they may leave May be in a role that is somewhat specialized but is replaceable	BOX 9 3 Points Not in a critical role but are highly likely to leave May be in a role that is not key to the organization but have personal reasons or market opportunities leading them to exit the organization		

Medium

High



Career Aspirations Grid and Activity

A Career Aspirations Grid is an exercise that allows you to evaluate each team members' career goals and can act as a precursor for assisting in identifying developmental activities for each person.

Career Aspirations Grid

BOX 1 1 Point

Desire to stay and progress in current role

BOX 2 3 Points

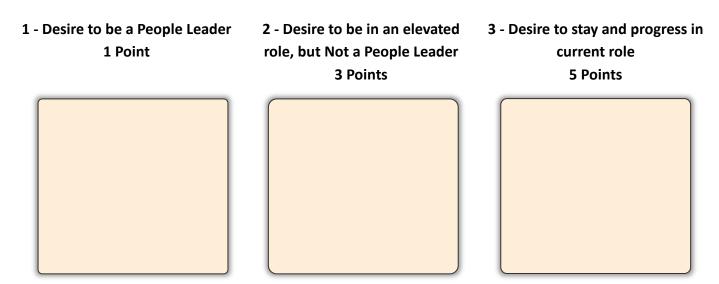
Desire to be in an elevated role, but not a people leader

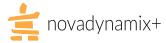
BOX 3 5 Points

Desire to and have the potential to be a people leader

Directions: Based on the knowledge you have of your individual team members, identify where each fit within the Career Aspirations Grid by placing their initials into the appropriate box.

When completing this activity, reflect on the most recent conversations you have had with the individual about career development as well as referencing objective feedback you have received from others to assist in validating your assessment.



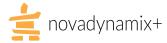


Directions: Based on the previous assessments (Employee Retention Risk, Employee Potential, and Team Assessment) and descriptions in each of the quadrants, place the initials of each of your employees into the appropriate quadrant to determine the ROI.

Return on Development Investment Grid

Invest for Increased Performance Invest for Growth 4 Points 5 Points High The objective is to improve the skills, The objective is to find ways to keep the behaviors, and /or performance of the individual growing, developing, and individual improving **Key strategies: Key strategies:** Increase motivation/confidence Maintain motivation/confidence Improve skills, behaviors and results Develop them through experiences or **Expected Return on Invested Development Time** Fix any capacity problems responsibilities Challenge them to improve or maintain provide support with development skills, behaviors, and results opportunities Put a plan in place to retain them Medium **Invest Selectively Moderate Investment** 1 -2 Points 3 Points The objective is to maintain the The objective is to decide if this individual performance of the individual without can be successful in this position. If so, over-investing time or resources what development needs should be addressed? Key strategies: **Key strategies:** Increase or maintain Objectively assess an individual's motivation/confidence Monitor & maintain skills, behaviors, & ability, skills, and behaviors results through self-selected activities Improve or maintain skills, behaviors, and results Help them to understand the §. importance of development Medium

Performance



Determining Appropriate Development

Directions: Based on the scores for each person using the previous evaluation tools (and the conversations you've had with your team members), tally the total points for each person and populate the template below. Then match the score to the recommended development opportunities in Navigating the Employee Development Maze.

- **1) 15-20 points:** High-potential employees
- 2) 10-14 points: Promising employees
- **5-9 points:** Employees with development needs

4 points and below: Employees requiring immediate attention

Employee Name:		
 Step 1: Employee Potential Low (1-2 points): Shows limited growth in current and projected roles Moderate (3-4 points): Shows a reasonable capability for growth and adaptation to new roles High (5 points): Demonstrates strong potential for growth, leadership, and strategic contributions 		
 Step 2: Employee Attrition Risk Low (1-2 points): Is likely to stay with the company; low risk of turnover Moderate (3-4 points): May leave if certain conditions are not improved (e.g., career development, compensation) High (5 points): Is at high risk of leaving due to various factors (e.g., lack of growth opportunities, market demand for skills) 		
 Step 3: Career Aspirations Low (1 point): Desires to stay and progress in current role Moderate (3 points): Desires to be in an elevated role but not a people leader High (5 points): Desires to be a people leader Step 4: Return on Development Investment Low (1-2 points): Shows limited improvement despite coaching efforts Moderate (3-4 points): Shows noticeable improvement and some positive impact from coaching High (5 points): Shows significant improvement and strong positive impact from coaching, leading to better performance and business outcomes 		
Total Score:		