

Navigating the Employee Development Maze

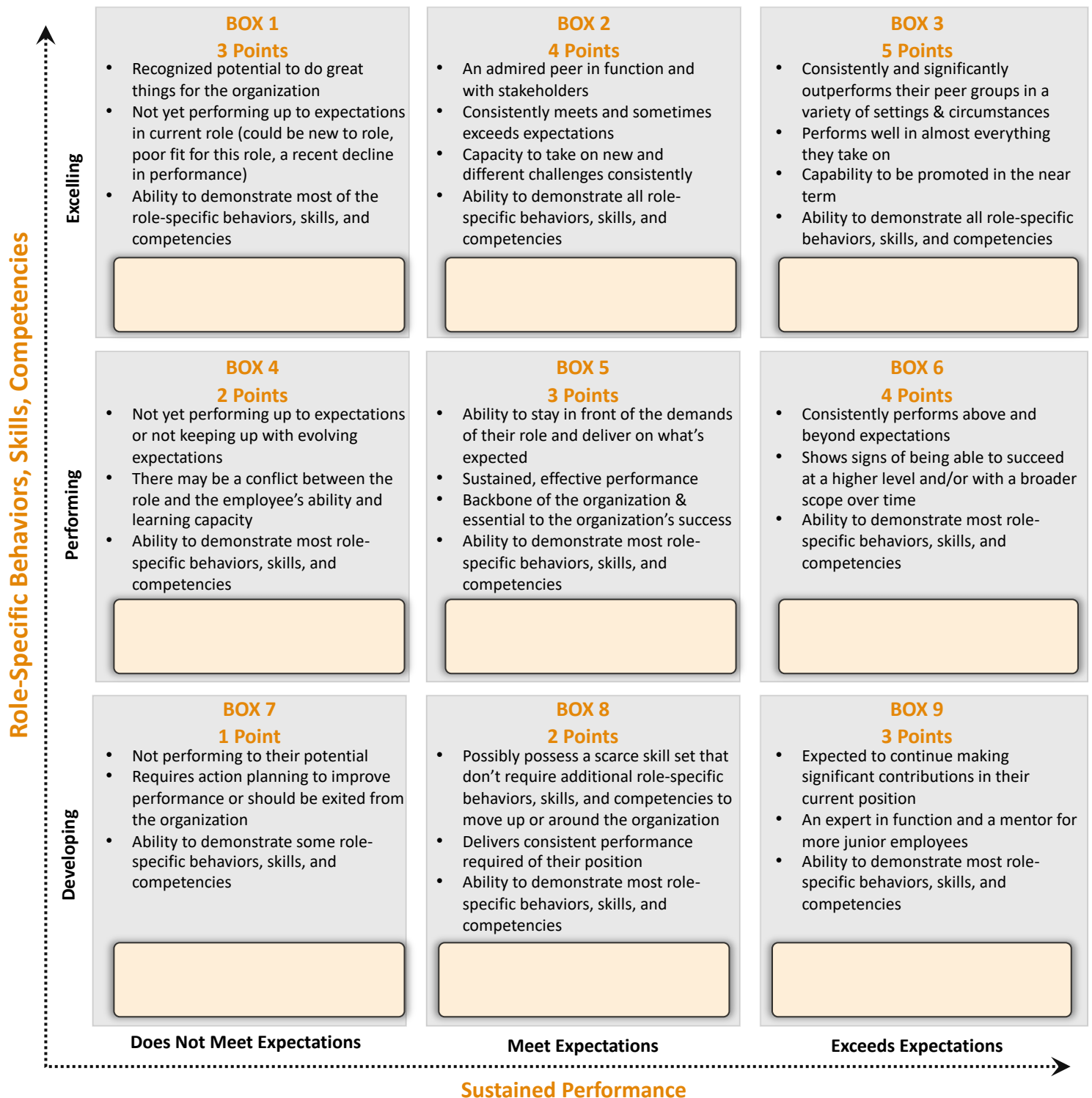
Reference Guide



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



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

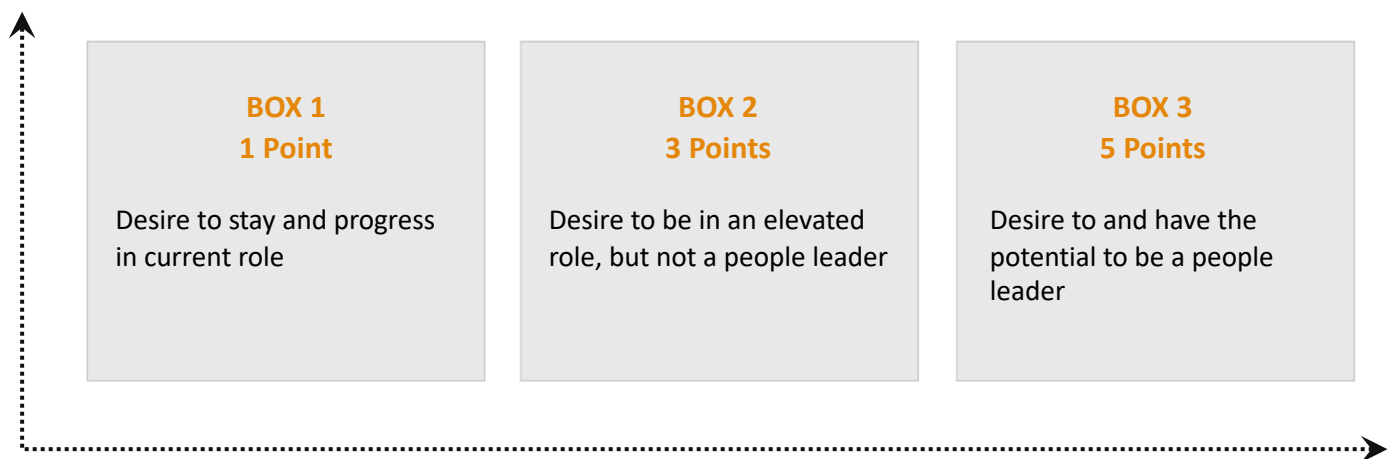
Employee Attrition Risk Grid

Organizational Impact	High	BOX 1 3 Points <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Minimal impact if they leave and unlikely to do so Typically, in a role where replacement is relatively straightforward 	BOX 8 2 Points <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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
		Low	Medium	High
		Level of Attrition Risk		

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.

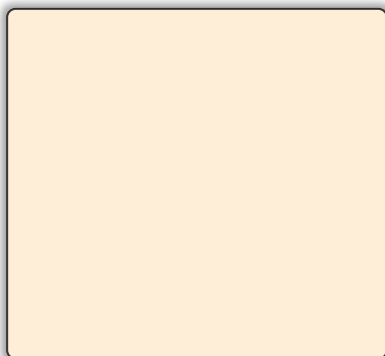
Career Aspirations Grid



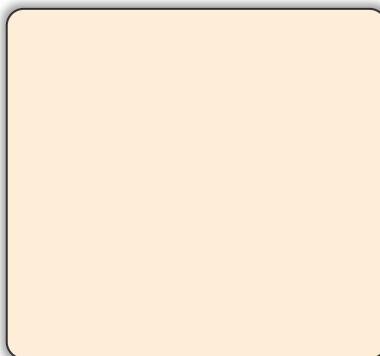
Directions: Based on the knowledge you have of your individual team members, identify where each fit within the Career Aspirations Grid by placing their initials into the appropriate box.

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.

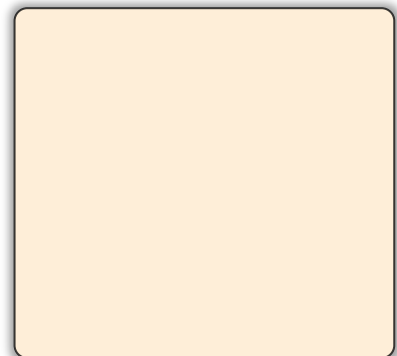
1 - Desire to be a People Leader
1 Point



2 - Desire to be in an elevated role, but Not a People Leader
3 Points

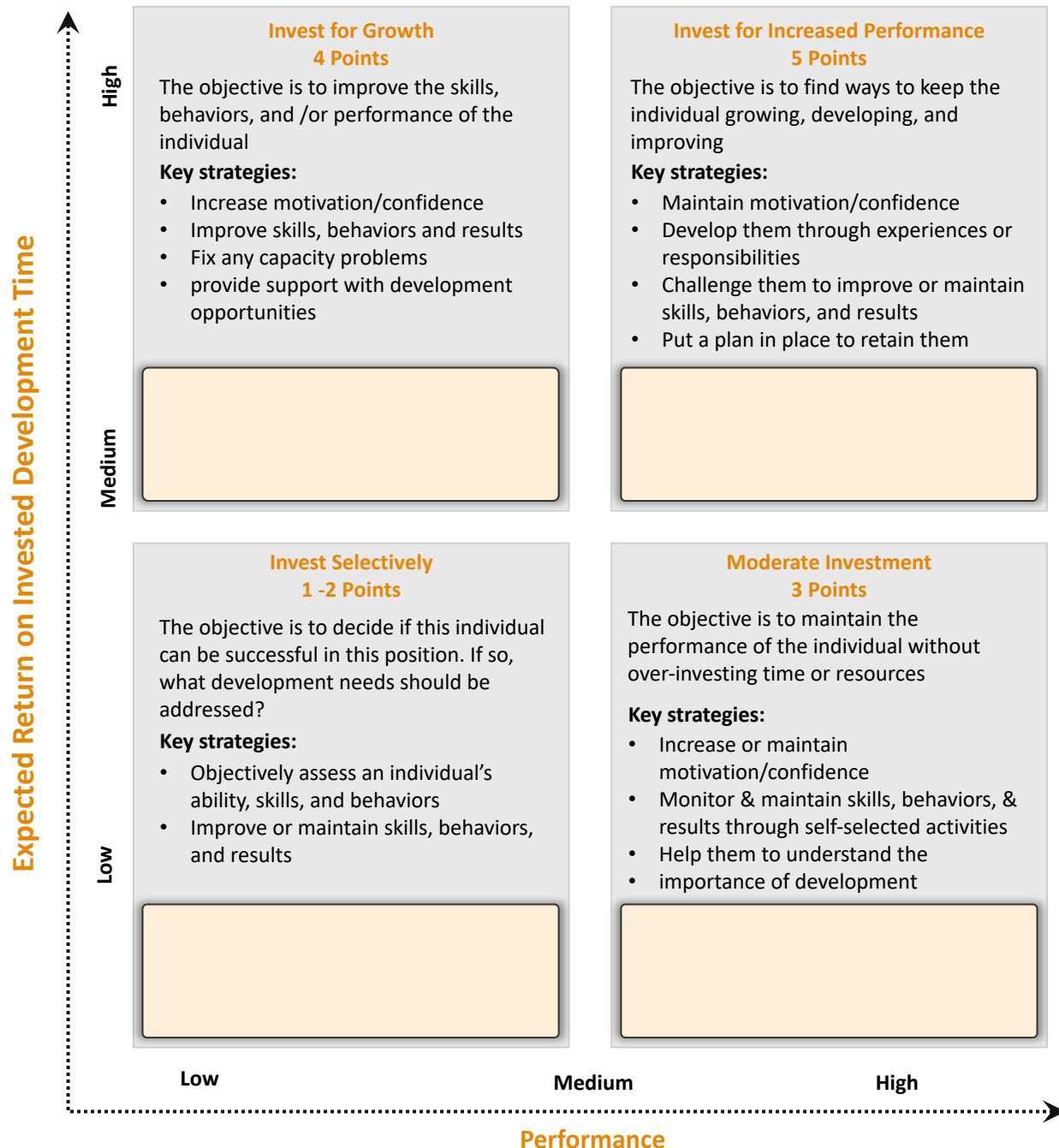


3 - Desire to stay and progress in current role
5 Points



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



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
- 3) **5-9 points:** Employees with development needs

4 points and below: Employees requiring immediate attention

Employee Name:	Score
Step 1: Employee Potential <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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:	