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**Talent Management Toolkit**

**APS Nine-Box Grid**

The nine-box grid was originally developed by McKinsey for General Electric as part of their internal talent strategy. An APS version of the grid is provided here.The APS nine-box grid was informed by feedback from senior managers across agencies as a way of ensuring well targeted focus within a talent management pool and better understanding of a cohort.

Accurate assessment of an individual’s performance *and* potential should be undertaken separately as a first step. Once this is clearly understood, the nine-box grid allows assessment of individuals across a segment of the workforce. This can facilitate important decisions being made by senior executives:

* Identifying likely successors for more senior/complex leadership roles
* Identifying individuals who are most likely to benefit from targeted development
* Identifying gaps where strategic external recruitment may be required
* Identifying individuals within a workforce who are critical to retain.

# Nine-Box Grid descriptors

|  |  | **DEMONSTRATED PERFORMANCE** |
| --- | --- | --- |
|  |  | **Below expectations** | **Performing well** | **Performing exceptionally** |
| **ASSESSED POTENTIAL** for a more senior/critical leadership role | **High potential** | **UNREALISED POTENTIAL*** Performing below expectations despite high potential.
* Keen to learn and apply new skills.
* Target development towards improving specific job performance or change job for better person-job fit.
* Regularly review progress with this individual.
 | **EMERGING POTENTIAL*** Generally performs well and demonstrates high potential.
* Likely to be promotion-ready in near future (next 2–3 years).
* Keen to learn and apply new skills.
* Target development to stretch performance and maintain engagement/ commitment to APS.
 | **TOP TALENT*** Performs strongly, consistently delivering quality results.
* Demonstrates high potential for more senior/complex roles.
* Promotion ready now.
* Focus on recognition, engagement and retention (e.g. high profile stretch assignments).
 |
| **Moderate Potential** | **UNCERTAIN*** Performing below expectations but shows some potential.
* Provide candid feedback and ensure performance agreement is in place.
* Regularly review progress with individual.
 | **WELL PLACED*** Generally performs well and shows some potential.
* Demonstrates interest in learning and applying new skills when required.
* Target development to round out performance and maintain engagement.
 | **HIGH ACHIEVER*** Performs strongly, consistently delivering quality results.
* Shows moderate potential for more senior/complex roles.
* Demonstrates interest in learning and applying new skills when required.
* Focus on enhancing potential and maintaining engagement/ commitment to APS.
 |
| **Low potential** | **STRONGEST CONCERN*** Performing below expectations coupled with low potential.
* Ensure performance agreement is in place, and regular/ candid feedback is provided and documented.
* Formal exit may be required.
 | **SOLID CONTRIBUTOR*** Generally performs well although potential is limited.
* Shows limited interest in learning new skills.
* Target development to round out performance and enhance adaptability.
 | **PROVEN PERFORMER*** Performs strongly, consistently delivering results.
* Currently shows limited potential for more senior/complex roles.
* Valuable contributor—focus on maintaining engagement, recognise/ reward contribution.
 |

**Performance:** *An individual’s success at delivering on role objectives in current and past roles. Performance is generally mapped against competencies required in role. Performance is an assessment of what they deliver as well as how they deliver (within the context of the APS values).*

**Potential:** *The likelihood that an individual can work successfully and effectively in an expanded role, particularly the ability to work in an increasingly complex and ambiguous environment. (A guideline to assess potential can be found in the Toolkit).*

# Template

|  |  | **DEMONSTRATED PERFORMANCE** |
| --- | --- | --- |
|  |  | **Below expectations** | **Performing well** | **Performing exceptionally** |
| **ASSESSED POTENTIAL** for a more senior/critical leadership role | **High potential** | **UNREALISED POTENTIAL**      | **EMERGING POTENTIAL**      | **TOP TALENT**      |
| **Moderate potential** | **UNCERTAIN**      | **WELL PLACED**      | **HIGH ACHIEVER**      |
| **Low potential** | **STRONGEST CONCERN**      | **SOLID CONTRIBUTOR**      | **PROVEN PERFORMER**      |