

9-Box Grid Worksheet

Performance × potential, with criteria the room can argue about productively.

High potential			
Medium potential			
Low potential			
	Low performance	Medium performance	High performance

Axis criteria (agree on these before placing anyone)

- Performance: delivery against the current role's goals over the last 12 months, with examples.
- Potential: evidenced capacity for bigger scope: learning speed, ambiguity tolerance, followership range.
- Potential is not polish, tenure, or resemblance to the last person who held the bigger job.

Calibration questions (use where two raters disagree)

- What evidence sits behind each placement? Name the situation, not the impression.
- Would you give this person a bigger job this year? If not, what specifically is missing?
- Is anything on this sheet measuring visibility to executives rather than capability?
- Whose standards are stricter, and are we applying one bar or two?

After the meeting

- Top-right placements feed succession plans with a readiness window, not a promotion promise.
- Every agreed action gets an owner and a date. Revisit placements next cycle, not next year.