

Division/College:

Planner:

Date:

Leadership Performance - Ability

Solid Performer, Trusted, High Professional
High Performance/Low Potential

Strong Performer, Current Star
High Performance/Moderate Potential

Future Leader, Star Performer Ready
High Performance/ High Potential

Solid Performer, Key Player, Core Employee
Moderate Performance/Moderate Potential

Strong Performer, Emerging Leader
Moderate Performance/High Potential

Under/Low Performer, Icebergs, Talent Risk
Low Performance/Low Potential

Solid Performer, Enigmas, Rough Diamonds
Low Performance/High Potential

9-Model
Fillable

Low (0-15)
Limited

Medium/Moderate(15-22)
Growth

High (23-30)
Mastery

Leadership Potential - Aspiration

Leadership Performance - Ability

High/Outstanding (8-10)
Exceeds Expectations

Solid Performer, Trusted, High Professional
High Performance/Low Potential
Traits: accomplishes all important work; seen as a technical leader, a subject matter expert (SME) and a resource for others; has reached their potential; good fit in their role;
Goal(s): retention, capture/document their knowledge; use as a lead or trainer for others
Provide: recognition, continue developing them in their area

Strong Performer, Current Star
High Performance/Moderate Potential
Traits: accomplishes all important work; acts as a leader and role model; may exhibit capability and competencies beyond current role; leadership development still necessary in some areas; tactical focus
Goal(s): engage and develop for next level up
Provide: a career progression conversation and opportunities for them to display leadership in their current role: job enlargement, special project, lead a team; may need lateral transfer if existing manager unable to provide leadership development and opportunities

Future Leader, Star Performer - Ready
High Performance/ High Potential
Traits: accomplishes all important work; exhibits capability and competencies beyond current role; excels at relationship building and has wide spread influence beyond current role
Goal(s): retention, prepare and utilize for succession
Provide: a career progression conversation; accelerated leadership development to include stretch assignments; recognize and reward their efforts

Medium/Good (4-7)
Meets Expectations

Questionable Performer, Effective, Grinders
Moderate Performance/Low Potential
Traits: accomplishes most important things; is not viewed as a leader in their area; proficient in their current role
Goal(s): help employee be successful in their current role; coach to improve their performance; may be a candidate for a lateral move
Provide: training and development; coaching; recognize their improvement efforts

Solid Performer, Key Player, Core Employee
Moderate Performance/Moderate Potential
Traits: accomplishes most important things; displays some executive competencies, leadership and ability as a role model
Goal(s): retain in current role and continue development for future potential; may be considered for job enlargement
Provide: more time and development

Strong Performer, Emerging Leader
Moderate Performance/High Potential
Traits: accomplishes most important things; acknowledged as a leader and role model displaying executive competencies; displays capability one level above current role; strategic focus
Goal(s): prepare and develop for promotion
Provide: coaching and feedback to improve performance; identify career goals and support with a development plan and opportunities to learn and grow (team, project)

Low (0-3)
Needs Improvement

Under/Low Performer, Icebergs, Talent Risk
Low Performance/Low Potential
Traits: not accomplishing most important things; not meeting the standards of their current role; not capable of making higher contributions
Goal(s): help them be successful in their role or move them to a more appropriate position (laterally or demotion) or consider an exit plan
Provide: diagnose causes (bad hire, lack of information, competencies & skills) and provide: coaching, feedback, performance plan or exit

Questionable Performer, Inconsistent
Low Performance/Moderate Potential
Traits: not accomplishing most important things; capable of making higher contributions
Goal(s): determine what is lacking for success in current role and focus on improving performance, likely to have range to move up one level/challenge.
Provide: Provide coaching, training and development and frequent and specific feedback; recognize efforts

Solid Performer, Enigmas, Rough Diamonds
Low Performance/High Potential
Traits: not accomplishing most important things; displays executive competencies and acknowledged as a team player and role model
Goal: determine and address the root cause(s) of their performance problems to maximize their potential; worthy of development
Provide: diagnostic conversation to identify any frustrations and necessary interventions: job fit, manager fit, career aspirations; develop in needed areas

9-Model Key

Low (0-15)
Limited

Medium/Moderate (15-22)
Growth

High (23-30)
Mastery

Leadership Potential - Aspiration