

## Talent Mapping Instructions

The Talent Map 9-Box is an assessment tool that evaluates both employee performance and potential. The 9-Box grid is a table that rates “potential” on the horizontal axis and “performance” on the vertical axis. The combination of the axes determines where staff are placed on the 9-Box grid.

For the purpose of this exercise, employee performance and potential are defined as follows:

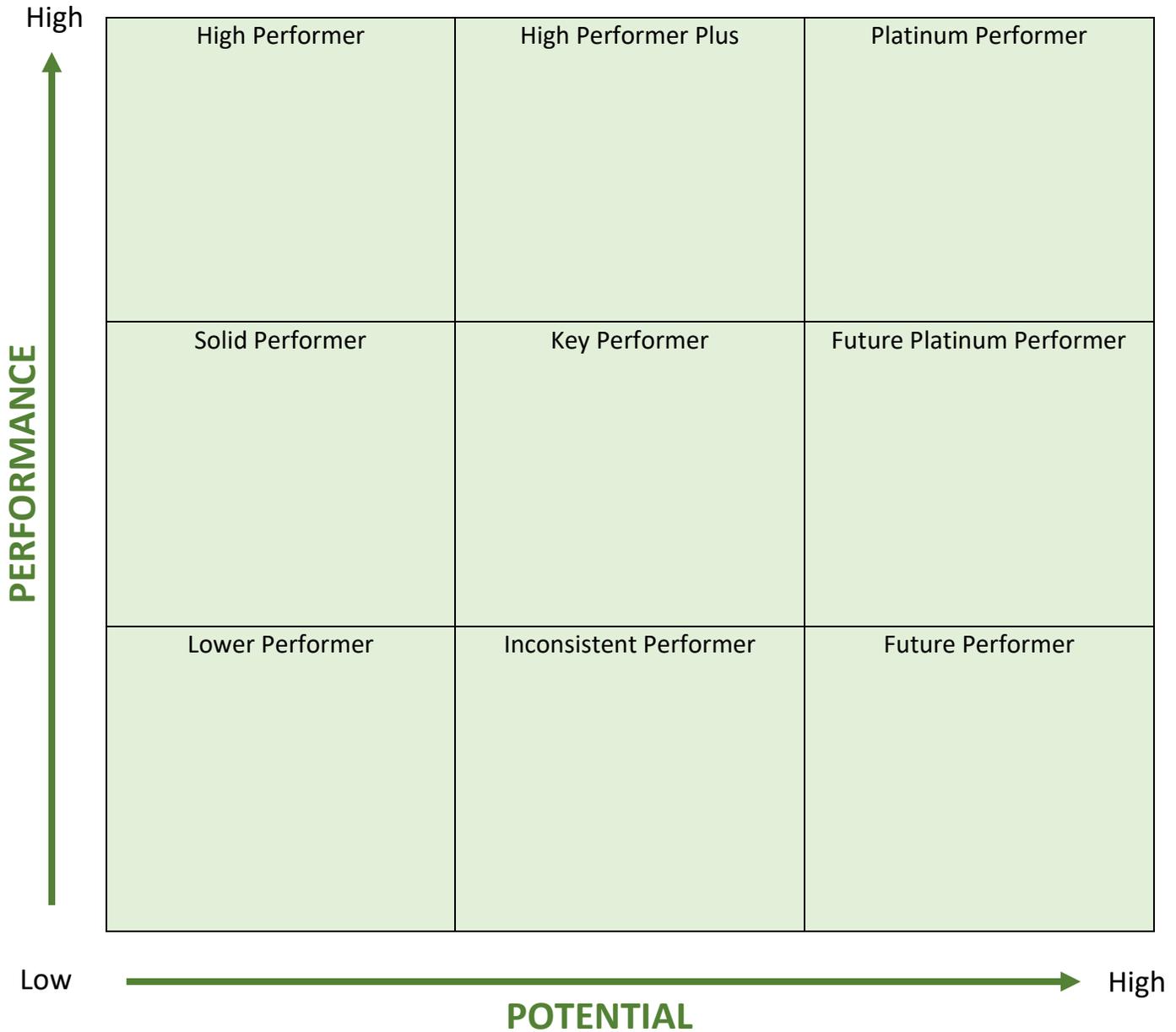
- **Performance** is based on measurable outcomes and professional competencies. Outcomes may be quantified as fundraising metrics, project deliverables, service quality, etc. Professional competencies refer to employee behaviors, attitudes, and skills critical for success in a role. Annual performance appraisals are the simplest way to evaluate performance and should correlate to employee’s placement on the performance axis.
- **Potential** is based on the future capacity of staff to take on new challenges and perform at greater levels within the unit and/or division. In general, staff with high potential can be successful two levels higher in the organizational hierarchy or have the capacity to contribute to a significantly greater degree in their current position.

Potential may be predicted by a number of factors, including but not limited to the following:

1. Formative experiences – Relevant, past experiences that required developing a strategy, navigating different and/or challenging situations, or solving inherited problems.
2. Leadership traits – Capable of mobilizing resources and people to action and uses positive approaches to influence others.
3. Logic and reasoning – Sound problem-solving and critical thinking skills.
4. Learning agility – Curiosity, intelligence, and the desire and ability to understand new concepts.
5. Self-awareness – Clear view of strengths and weaknesses as well as a willingness to receive and productively apply feedback.
6. Motivation – Desire to lead and serve the unit and division.
7. Lack of or managed derailment risks – No significant weaknesses or those that exist are known and effectively managed.

Using the Talent Map 9-Box, assess your employees’ performance and potential. Consider the developmental needs and opportunities for each of your staff members and create a plan to give feedback based on your assessment. For example, if an employee is a “Lower Performer,” he or she may be in an ill-suited role, need more training, or require remedial action. Conversely, an employee who is a “Platinum Performer” may be ready for additional challenges or need more tailored professional development opportunities.

# Talent Map 9-Box



*Material adapted from "Seven signposts: The unmistakable markers that identify high-potential leaders"*

*Korn Ferry Institute (2013)*