



The 9 Box Talent Matrix

The 9 Box is a simple framework that helps leaders understand how someone is performing today and assess their potential to grow into more senior roles.

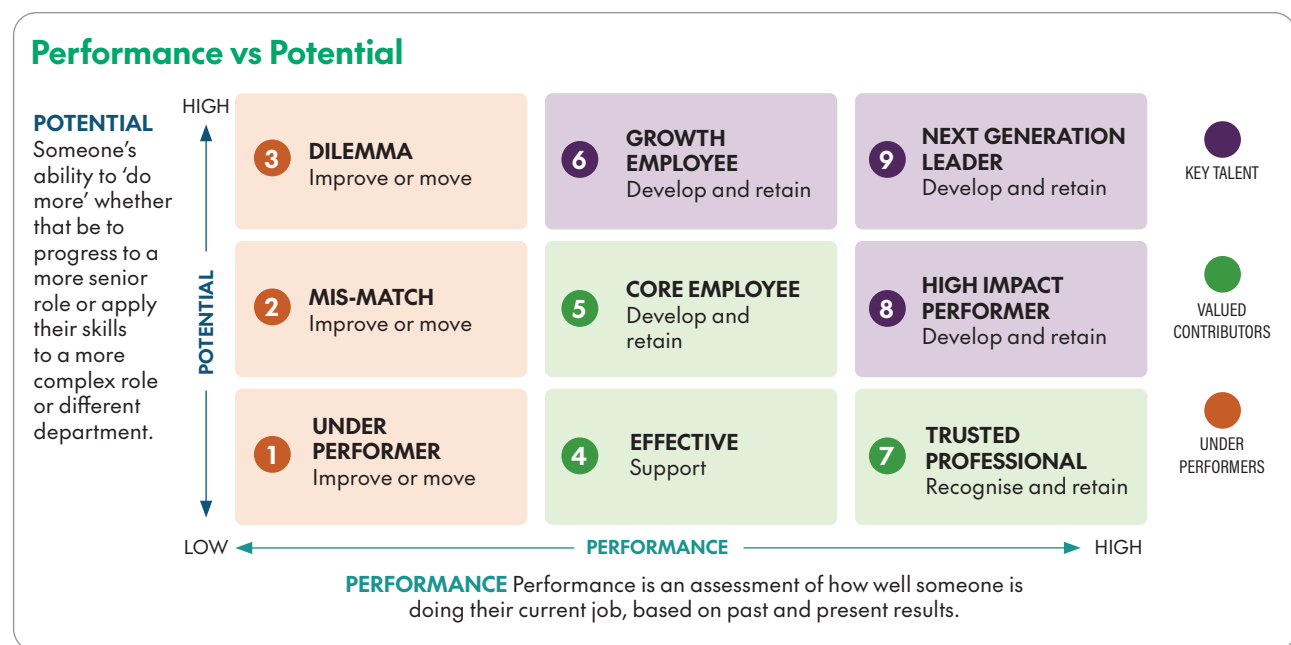
How it works

Each person is placed into one of nine boxes, based on:

- **Their level of performance (horizontal axis)**
how well someone is doing their current role, based on:
 - Past results
 - Current outcomes
 - Consistency in delivery

- **Their level of potential (vertical axis)**
someone's ability to do more, such as:
 - Moving into a more senior role
 - Handling more complexity
 - Applying their skills in different roles or departments

The goal is to **identify the priority talent to support, grow and retain.**



How to Complete a 9 Box Review (Step by Step)

Step 1: Start with performance

For each person, ask:

How well are they doing their job today?

Look for **evidence**, not opinions:

- Results achieved
- Reliability and follow through
- Consistency over time

Decide if their performance is:

- Low – fails to meet expectations
- Medium – meets expectations
- High – exceeds expectations/goes above and beyond

Step 2: Then assess potential

How much more could this person reasonably grow?

Look for indicators such as:

- Willingness and ability to learn new things
- How well that person handles change/complexity
- Openness to feedback
- Alignment to company values and behavioural standards
- Influence beyond their current role

Decide if their potential is:

- Low – limited
- Medium – can be stretched a bit beyond current levels
- High – have the attributes to develop and grow significantly

Assess potential **separately from performance**.

Step 3: Place them on the grid

Combine the two ratings:

- Performance = left to right
- Potential = bottom to top

This places the person into one of the nine boxes.

If you're unsure between two boxes, choose the lower option.

Step 4: Sense check your decision

- What evidence supports this placement?
- Would I place similar people the same way?
- Am I being influenced by recency, likability or tenure in how I have placed the individual?

Step 5: Decide what action to take

For each person, clarify:

- What development makes sense?
- Are there retention or capability risks?
- How can this talent be better used to help us achieve our larger business goals?
- Am I leveraging the very best talents and skills of that individual?
- If the person is identified as an underperformer, mismatch or dilemma categories- What will we do about this?

Capture **one or two clear next steps**.

Step 6: Be accountable

Follow through on the actions to bring the analysis in the 9-Box to life.

Talent Matrix: Definition

