

## Subjective appraisal by Supervisor

EB Pearls adopts 'nine-box grid' matrix tool to evaluate and plot talent pool based on two factors – performance and potential. Typically, on the horizontal axis is 'performance' measured by current performance reviews. On the vertical axis is 'potential' referring to an individual's future potential to grow one or more levels in a managerial or professional capacity.

Table 2: 9-box grid

POTENTIAL	High	Needs Coaching	High Potential	Rock Star
	Medium	Questionable Fit	Core Employee	Star on the Rise
	Low	Questionable	Blocker	Needs Development
		Low	Medium	High
		PERFORMANCE		

The 9-box grid is based on a 3×3 table in which the horizontal axis has three levels of performance and the vertical axis has three levels of potential. The 9-box grid is helpful to feed objective data into future resource planning, establish a group of high potentials as candidates for succession planning and future leadership programs, and aid discussions on career, set expectations for development and motivate and engage talent.

This is an individual level appraisal done by employee's supervisor. Using this box, Supervisor rate each direct report at end-term performance evaluation. Please refer to **Employee's Subjective appraisal form**.

Table 3: Performance-Potential grid

H Potential	L (Per)-H (Pot)	M (Per)-H (Pot)	H (Per)-H (pot)
M Potential	L (Per)-M (Pot)	M (Per)-M (Pot)	H (Per)-M (pot)
L Potential	L (Per)-L (Pot)	M (Per)-L (Pot)	H (Per)-L (pot)
Performance	L Performance	M Performance	H Performance

*Table 4: Performance-Potential grid*

H Potential	5	2	1
M Potential	8	6	3
L Potential	9	7	4
Performance	L Performance	M Performance	H Performance

Following is the description of 9-box grid to assist the supervisor to rate the employee.

*Table 5: Performance-Potential grid description*

	Low Performance	Medium Performance	High Performance
High Potential	<b>Box 5:</b> <ul style="list-style-type: none"> <li>Seasoned professional capable of expanded role.</li> <li>Can experience problems that require coaching and mentoring.</li> </ul>	<b>Box 2:</b> <ul style="list-style-type: none"> <li>Does well at current job with potential to do more.</li> <li>Need stretch assignments to help prepare for next level.</li> </ul>	<b>Box 1:</b> <ul style="list-style-type: none"> <li>Consistently performs well in a variety of assignments.</li> <li>Superstar employee, big picture thinker, problem solver, self-motivated.</li> </ul>
Medium Potential	<b>Box 8:</b> <ul style="list-style-type: none"> <li>With coaching, could progress within level.</li> <li>Need focus on stretch goals.</li> </ul>	<b>Box 6:</b> <ul style="list-style-type: none"> <li>Can be considered for job enlargement at the same level</li> <li>Need coaching in several areas including people management.</li> </ul>	<b>Box 3:</b> <ul style="list-style-type: none"> <li>Current role may still provide opportunity for growth/ development</li> <li>Is Focused on tactical</li> <li>Focus should be on helping improve strategic thinking.</li> </ul>
Low Potential	<b>Box 9:</b> <ul style="list-style-type: none"> <li>Can be a candidate for reassignment.</li> <li>Reclassification to a lower level or to exit the organization.</li> </ul>	<b>Box 7:</b> <ul style="list-style-type: none"> <li>Effective performer.</li> <li>May have reached career potential</li> <li>Need coaching on becoming more innovative</li> <li>Need focus on lateral thinking.</li> </ul>	<b>Box 4:</b> <ul style="list-style-type: none"> <li>Experienced well performer</li> <li>May have reached limit of career potential.</li> <li>Still a valuable employee and can be encouraged to develop communications and delegation skills.</li> </ul>