9 Box Performance-Potential Matrix

**Performance** - technical skills, abilities, and subject matter knowledge in job related field; ability to develop and maintain working relationships which incorporate DOHR’s values.

**Potential** - the ability or capacity for growth and development into a leadership role.

**Leader** - one who guides, directs, influences, and shows the way to others.
### 9 Box Performance-Potential Matrix

#### Needs Development

<table>
<thead>
<tr>
<th>Performance</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>High</td>
</tr>
<tr>
<td>Good</td>
<td>Moderate</td>
</tr>
<tr>
<td>Outstanding</td>
<td>Limited</td>
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#### Meets Expectations

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**Outstanding Performance/High Potential: Definition:** Individual is developing faster than the demands of his/her current position and/or division. Individual has been given additional assignments and has demonstrated high-level commitment/achieved significant results. Individual is ready to broaden his/her skill set and take on significantly greater scope and responsibility.

**How do I know?**

- Consistently performs above and beyond the current scope of his/her job; excels when given additional assignments
- Consistently integrates behaviors associated with DOHR’s values; demonstrates behaviors associated with DOHR’s core competencies
- Consistently seeks new opportunities for learning, leadership development, and advanced experience
- Independently researches solutions to problems and makes recommendations for improvement toward organizational excellence
- Demonstrates systems thinking and agency impact
- Places DOHR’s success above personal achievement

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**DOHR**

**Communication * Idea-Driven * Respect * Excellence * Integrity * Teamwork**
9 Box Performance-Potential Matrix

<table>
<thead>
<tr>
<th>Leadership Potential</th>
<th>Performance</th>
<th>Development</th>
<th>Meets Expectations</th>
<th>Exceeds Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High</strong></td>
<td>Poor</td>
<td>Needs</td>
<td>Good</td>
<td>Outstanding</td>
</tr>
<tr>
<td></td>
<td>Performance</td>
<td>Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High</td>
<td></td>
<td>High Potential</td>
<td></td>
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<td>Needs</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td></td>
<td>Moderate Potential</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(new role)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Limited</strong></td>
<td>Poor</td>
<td>Needs</td>
<td>Good</td>
<td></td>
</tr>
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<td>Performance</td>
<td>Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Limited</td>
<td></td>
<td>Limited Potential</td>
<td></td>
</tr>
</tbody>
</table>

**Outstanding Performance/Moderate Potential:**
*Definition:* Individual performs well in his/her current job, makes valuable contributions and consistently demonstrates competencies required. May be ready to take on greater scope and responsibility in the next 12 months.

**How do I know?**
- Performing above expectations; however, manager is not certain about his/her capability to handle increased scope and complexity
- Demonstrated capability to take on more work or additional projects; willingly accepts new assignments of increasing difficulty level
- Seeks opportunities to improve both self and organization
- Shows understanding of organizational mission, values, and core competencies through demonstrated behaviors; seeks to integrate them into daily work
### 9 Box Performance-Potential Matrix

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<th>Exceeds Expectations</th>
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<tbody>
<tr>
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<td>Poor</td>
<td>Needs</td>
<td>1C</td>
<td>1B</td>
</tr>
<tr>
<td></td>
<td>Performance</td>
<td>Development</td>
<td>Poor Performance</td>
<td>Good Performance</td>
</tr>
<tr>
<td></td>
<td>Potential</td>
<td></td>
<td>High Potential</td>
<td>High Potential</td>
</tr>
<tr>
<td>Moderate</td>
<td>Poor</td>
<td>Needs</td>
<td>2C</td>
<td>2B</td>
</tr>
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<tr>
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<td>Needs</td>
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<td>3B</td>
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<td></td>
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**Outstanding Performance/Limited Potential:**

**Definition:** Individual is performing well in his/her current job but needs to continue development in current role, or may have valuable technical skills but has not exhibited leadership potential. Individual has not demonstrated willingness to take on significantly greater scope and responsibility in the next 12 months.

**How do I know?**
- Performing at or above expectations
- Has not outgrown his/her current job and has growth opportunities within his/her role
- Seasoned professional with technical skills who does not currently exhibit capacity/desire for continued leadership development
- Understands that organizational mission, values, and core competencies are important but is still inconsistent in demonstration of behaviors and integration into daily work

**3A Outstanding Performance/Limited Potential - Technical expert**
**9 Box Performance-Potential Matrix**

### Needs Development

- **1C** Poor Performance High Potential
- **2C** Poor Performance Moderate Potential (new role)
- **3C** Poor Performance Limited Potential

### Meets Expectations

- **1B** Good Performance – High Potential
- **2B** Good Performance Moderate Potential
- **3B** Good Performance Limited Potential

### Exceeds Expectations

- **1A** Outstanding Performance High Potential
- **2A** Outstanding Performance Moderate Potential
- **3A** Outstanding Performance Limited Potential

**Good Performance/High Potential:**

**Definition:** Individual is contributing as expected and is meeting performance expectations. Individual may be ready to take on greater technical and/or leadership responsibility in the next 12-24 months.

**How do I know?**

- Solid performer; meets expectations
- A valued contributor to the team
- Demonstrates capacity for advancement
- Frequently demonstrates behaviors associated with DOHR’s values and core competencies
- Frequently seeks out new tasks, projects and other opportunities for growth

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**Needs Development**

**Meets Expectations**

**Exceeds Expectations**

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POOR  |  GOOD | OUTSTANDING

---

LEADERSHIP POTENTIAL

High  |  Moderate  |  Limited

---

PERFORMANCE

Poor  |  Good  | Outstanding

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**DOHR**

Communication • Idea-Driven • Respect • Excellence • Integrity • Teamwork
Good Performance/Moderate Potential:
Definition: Individual is currently meeting expectations but may not be willing or able to advance; may not be ready to absorb additional scope or complexity in the next 12-24 months.

- How do I know?
  - Individual is currently meeting expectations; Solid, consistent technical performance
  - May lack demonstrated strategic thinking or relationship skills, may need additional time in current role
  - Minimally expresses interest in expanded opportunities
  - Demonstrated behaviors associated with DOHR’s values and core competencies are not consistent
**9 Box Performance-Potential Matrix**

**Needs Development**
1C: Poor Performance High Potential
2C: Poor Performance Moderate Potential (new role)
3C: Poor Performance Limited Potential

**Meets Expectations**
1B: Good Performance High Potential
2B: Good Performance Moderate Potential
3B: Good Performance Limited Potential - Improve in current role

**Exceeds Expectations**
1A: Outstanding Performance High Potential
2A: Outstanding Performance Moderate Potential
3A: Outstanding Performance Limited Potential

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**Good Performance/Limited Potential:**
**Definition:** Individual is currently meeting the expectations of his/her role. Individual is not prepared to absorb additional scope or complexity in the next 12-24 months.

**How do I know?**
- Currently meeting expectations; steady, dependable
- Currently performing up to his/her potential
- If current role changed or expanded in scope, responsibilities may exceed this individual’s capability at this time
- Demonstrated behaviors associated with DOHR’s values and core competencies are not consistent
- Does not exhibit interest in additional responsibility or leadership role
9 Box Performance-Potential Matrix

**Poor Performance/High Potential:**

**Definition:** Individual is not meeting the requirements in his/her current role. It is possible that individual could be more successful in the current role with more direction or in another role or division that more appropriately suits his/her skill set.

**How do I know?**
- Does not consistently perform to technical expectations
- Beginning to demonstrate understanding of how the organization operates
- Seeks opportunities for improvement
- May be new in role or new to organization
9 Box Performance-Potential Matrix

**Poor Performance/Moderate Potential:**
**Definition:** Individual has not been the position long enough to adequately demonstrate his/her technical abilities, or may have lost pace with changes in the organization.

**How do I know?**
- Less than 6 months in position
- Longer term employee who has not progressed or adapted to changes within the organization
- Demonstrates understanding of how the division operates
**9 Box Performance-Potential Matrix**

**Needs Development**

- **1C** Poor Performance High Potential
- **2C** Poor Performance Moderate Potential (new role)
- **3C** Poor Performance/Limited Potential - Reconsider position

**Meets Expectations**

- **1B** Good Performance High Potential
- **2B** Good Performance Moderate Potential
- **3B** Good Performance Limited Potential

**Exceeds Expectations**

- **1A** Outstanding Performance High Potential
- **2A** Outstanding Performance Moderate Potential
- **3A** Outstanding Performance Limited Potential

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**Poor Performance/Limited Potential:**

**Definition:** Individual is not meeting performance expectations and there is still more to learn in the current position. There are questions about his/her ability to succeed in the current role long-term.

**How do I know?**

- Consistently underperforms in his/her role
- Having trouble keeping up with the demands of the current role
- Infrequently demonstrates the behaviors of DOHR’s values and core competencies
- Unwilling to take on additional responsibility