**Tool 2.2: Talent Development Matrix**

This Performance/Potential matrix has space for you to write in your employees’ names in the appropriate box. You can then review the strategies and decide on the most appropriate ones for each employee as you carry out your career development discussions and plans with the employee.

**Talent Development Matrix**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **POTENTIAL** | HIGH POTENTIAL | **7. PARADOX**   * Underperformer * Maybe in the wrong role * Maybe bad fit with manager | **8. FUTURE STAR**   * Achieves goals * Valued contributor * Potential for growth | **9. SUPER STAR**   * Exceeds targets * Future leader * Strong candidate for promotion |
| **EMPLOYEE NAMES:**  1.  2.  3. | **EMPLOYEE NAMES:**  1.  2.  3. | **EMPLOYEE NAMES:**  1.  2.  3. |
| * What’s impeding their performance? * Change role/manager? * Coach - performance manage; offboard if no improvement | * Challenge – provide leadership and stretch assignments * Provide a mentor * Reward and engage | * Provide special development opportunities * Reward and recognize * Challenge and engage |
| EVOLVING POTENTIAL | **4. UNDER-PERFORMER**   * Underperformer * Obstacles to performance? * Questionable fit | **5. KEY PLAYER**   * Achieves goals * Some potential for growth * Needs greater challenges | **6. CURRENT STAR**   * Exceeds targets * Valued contributor * Potential for growth |
| **EMPLOYEE NAMES:**  1.  2.  3. | **EMPLOYEE NAMES:**  1.  2.  3. | **EMPLOYEE NAMES:**  1.  2.  3. |
| * What’s impeding their performance? * Challenge them * Coach - performance manage; offboard if no improvement | * Provide coaching and development opportunities * Provide stretch assignments | * Actively develop for next level * Provide a mentor * Provide development and growth opportunities |
| REACHED POTENTIAL | **1. MARGINAL**   * Underperformer * Unlikely to improve | **2. SOLID PERFORMER**   * Achieves goals * Steady contributor * Content with status quo | **3. FUNCTIONAL EXPERT**   * Exceeds targets * Loves job * Content with status quo |
| **EMPLOYEE NAMES:**  1.  2.  3. | **EMPLOYEE NAMES:**  1.  2.  3. | **EMPLOYEE NAMES:**  1.  2.  3. |
| * Performance manage; offboard if no improvement | * Motivate and engage * Discuss their future goals * Provide resources for consistent performance | * Engage, challenge and reward * Discuss their future goals * Can mentor others, share their knowledge |
|  | LOW  Unacceptable | AVERAGE  Meets expectations | HIGH  Exceeds expectations |
| **PERFORMANCE** | | | |