

folks

9-box Grid **Evaluation Tool**

**Map your team and prepare high-impact
one-on-one reviews**

The 9-box grid is a powerful HR method that combines two key dimensions:

- Current performance;
- And growth potential.

The goal is to map out your team and design tailored development plans for every profile. This tool guides you step by step through assessment, structured note-taking and the preparation of high-impact one-on-one reviews.

How to use this tool in 4 steps

1

Assess

Rate each team member on the Performance and Potential criteria (page 2).

2

Map

Place every employee on the consolidated 9-box grid (page 3).

3

Deep-dive

Fill in an individual sheet to prepare each one-on-one review (duplicate as needed).

4

Act

Consolidate the team's action plans in the global summary (last page).



Tip

To reduce bias, run the exercise as an HR calibration session with several managers. Cross-check perspectives and ground each rating in concrete examples before validating an employee's 9-box position.

Rating criteria: the shared scale to apply to every employee

PERFORMANCE AXIS – CURRENT RESULTS

Level	Label	Description and observable behaviors
1	Low	Does not consistently meet the targets set. Needs regular support. Results below the role's expectations.
2	On target	Meets the agreed objectives. Delivers expected results autonomously. The level expected for the role.
3	High	Regularly exceeds the targets. Outstanding results with visible impact on the team or the organization.



Assess over the past 12 months, grounding the rating in facts, figures and concrete examples.

POTENTIAL AXIS – GROWTH CAPABILITY

Level	Label	Description and observable behaviors
1	Stable	Strong in their current role but limited growth in the short to mid term. Can keep developing within their scope.
2	Lateral growth	Able to broaden their scope, take on new files or move into a role of similar complexity.
3	Strong growth	Demonstrated ability to take on more responsibility quickly, evolve toward a leadership role or a more strategic position.



Potential does not judge worth or motivation: it describes the ability to grow within the organization's current context.

Consolidated 9-box grid

Map your team across the Performance × Potential axes

Write the name of every employee in the box that matches their profile. This bird's-eye view supports calibration discussions and helps prioritize development plans.

^ Potential

	Low (1)	On target (2)	High (3)
High (3)	<p>Pot. 3 / Perf. 1</p> <p>Rough Diamond</p> <p>High untapped potential. Identify blockers and unlock performance.</p>	<p>Pot. 3 / Perf. 2</p> <p>Future Star</p> <p>Next-generation talent. Develop actively and expose to new challenges.</p>	<p>Pot. 3 / Perf. 3</p> <p>Star</p> <p>Top talent. Retain, grow and prepare for greater leadership.</p>
Moderate (2)	<p>Pot. 2 / Perf. 1</p> <p>Enigma</p> <p>Performance to be addressed. Targeted action plan and coaching.</p>	<p>Pot. 2 / Perf. 2</p> <p>Core Player</p> <p>Reliable team pivot. Maintain engagement and recognize the contribution.</p>	<p>Pot. 2 / Perf. 3</p> <p>High Performer</p> <p>Strong performance. Broaden the scope or enrich the role.</p>
Stable (1)	<p>Pot. 1 / Perf. 1</p> <p>Risk</p> <p>Plan de redressement, repositionnement ou réorientation à envisager.</p>	<p>Pot. 1 / Perf. 2</p> <p>Solid Performer</p> <p>Solid and reliable in their role. Recognize and stabilize the contribution.</p>	<p>Pot. 1 / Perf. 3</p> <p>Trusted Expert</p> <p>Rare expertise. Anchor in the role and capitalize on the know-how.</p>

Performance >

Individual evaluation sheet

Duplicate for every employee being reviewed

IDENTIFICATION

FULL NAME

ROLE / JOB TITLE

TEAM / DEPARTMENT

MANAGER

REVIEW DATE

REVIEWER(S)

PERFORMANCE × POTENTIAL RATING

PERFORMANCE

- 1 – **Low** results below expectations
- 2 – **On target** meets objectives autonomously
- 3 – **High** regularly exceeds objectives

Rationale & concrete examples

POTENTIAL

- 1 – **Stable** limited growth in the short to mid term
- 2 – **Lateral growth** able to broaden their scope
- 3 – **Strong growth** able to take on more responsibility quickly

Rationale & concrete examples

9-BOX PROFILE IDENTIFIED

(e.g. Star, Future Star, Solid Performer...)

STRATEGIC IMPLICATIONS

[Empty yellow box for Strategic Implications]

COMMENTS & OBSERVATIONS

KEY STRENGTHS

[Empty yellow box for Key Strengths]

AREAS FOR IMPROVEMENT

[Empty yellow box for Areas for Improvement]

CONCRETE EXAMPLES OBSERVED (over the last 12 months)

[Empty yellow box for Concrete Examples Observed]

REVIEW PREPARATION

REVIEW OBJECTIVES

KEY MESSAGES TO DELIVER

QUESTIONS TO ASK THE EMPLOYEE

SENSITIVE TOPICS TO ANTICIPATE

ACTION PLAN AND COMMITMENTS

Action / commitment	Owner	Due date	Success criteria

OVERALL OBSERVATIONS AND HR RISKS

TEAM STRENGTHS

[Empty yellow box for team strengths]

IDENTIFIED RISKS (retention, succession, performance)

[Empty yellow box for identified risks]

MOBILITY AND DEVELOPMENT OPPORTUNITIES

[Empty yellow box for mobility and development opportunities]

