



Template: a 9-box grid for performance vs behaviours



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An alternative 9-box grid for talent development using behaviours instead of 'potential'

Behaviour ↓ / Performance →	Low Performance	Medium Performance	High Performance
High Behaviour	💡 Culture Champion Great attitude, needs skills growth	🌱 Emerging Leader Invest in development	⭐ Star Performer Promote, reward, retain
Medium Behaviour	🧭 Needs Support Potential with guidance	🔄 Developing On the right track	✅ Solid Performer Reliable and consistent
Low Behaviour	🚩 Misfit May be disengaged or toxic	⚠️ Risk Area Needs coaching	❗ High Risk Delivers but damages culture

When to use the alternative 9-box grid

- Use the conventional performance vs potential grid when:
 - You're planning **succession** or **leadership pipelines**.
 - You want to identify **future high-impact roles**.
- Use the alternative performance vs behaviour grid when:
 - You want to **build a values-driven culture**.
 - You're focused on **team dynamics**, **engagement**, and **ethical performance**.
 - You want to **coach and develop** rather than just rank.

The 9-box is a really flexible tool that can be flexed to fit your needs and to frame exactly what you're trying to achieve. If you use Appraisd, the 9-box can be customised based on your requirements: change the number of boxes, the name of the axes, or the way data is mapped onto it.

Using Appraisd for talent development

With Appraisd, you can draw on performance review data and map this onto your chosen 9-box grid ready for more objective calibration, development and promotion conversations.

 [See Appraisd in action](#)

More talent development resources from Appraisd

- [How to Complete a Talent Review using the Conventional Performance/Potential 9-Box Grid](#)
- [Overcoming Criticisms of the Conventional Performance/Potential HR 9-Box Grid](#)

