

Your next step: Evaluate your staff to identify leaders

# Identifying potential future leaders using the performance-potential matrix

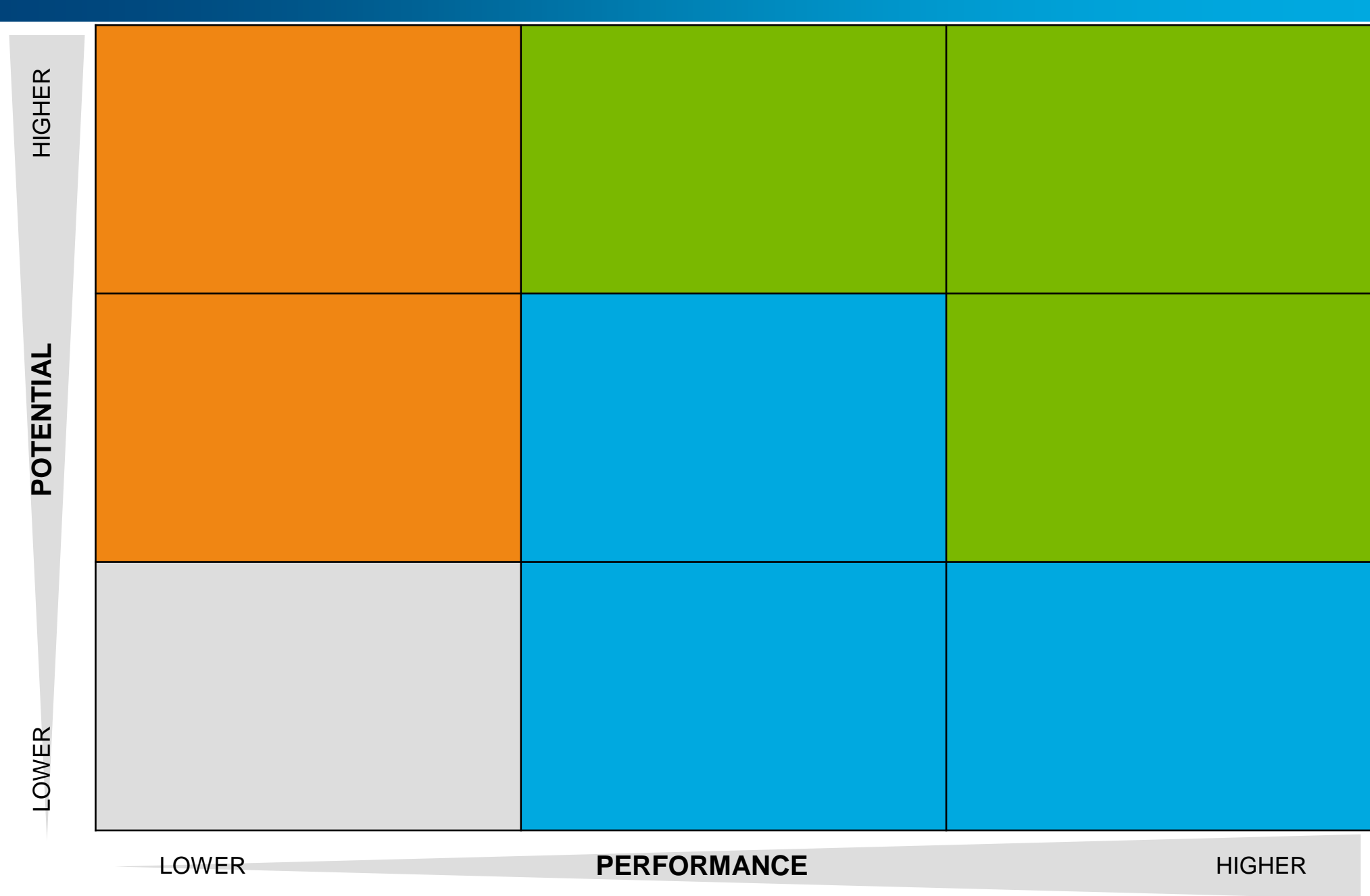
- This template accompanies the [Performance-Potential Matrix video](#)
- The performance-potential matrix offers a bird's eye view of the leadership talent within your organization
- Most organizations conduct some kind of performance assessment, but don't have a systematized way to think about leadership potential
- Step One:
  - Try placing 2-3 staff members on the performance-potential matrix
- Step Two:
  - Have other senior leaders plot the same staff members Do you come up with the same matrix? Why or why not?

For more resources, examples, and information visit:  
[www.bridgespan.org/leadershiptoolkit](http://www.bridgespan.org/leadershiptoolkit)

# What the boxes mean...

HIGHER	<ul style="list-style-type: none"> <li>• <b>Fails</b> to meet most performance expectations</li> <li>• Has demonstrated advanced leadership potential, perhaps <b>inconsistently</b> or in a <b>different role</b></li> </ul>	<ul style="list-style-type: none"> <li>• Meets <b>most</b> performance expectations (e.g., strong program leader but lacks supervisory skills)</li> <li>• Demonstrates all of the potential criteria required of more advanced leadership positions</li> </ul>	<ul style="list-style-type: none"> <li>• Fully meets <b>all</b> performance expectations and potential criteria</li> <li>• Capable of moving into to a senior leadership position at your organization <b>today</b> and aspires to do so</li> </ul>
POTENTIAL	<ul style="list-style-type: none"> <li>• <b>Fails</b> to meet most performance expectations</li> <li>• <b>Some</b> potential to move into a senior leadership position, but needs to demonstrate additional aspects</li> </ul>	<ul style="list-style-type: none"> <li>• Meets <b>most</b> performance expectations (e.g., strong program leader but lacks supervisory skills)</li> <li>• <b>Some</b> potential to move into a senior leadership position, but needs to work on some development areas</li> </ul>	<ul style="list-style-type: none"> <li>• Fully meets <b>all</b> performance expectations, including both programmatic and supervisory skills</li> <li>• <b>Some</b> potential to move into a senior leadership position but needs to work on some development areas</li> </ul>
LOWER	<p><b>Insufficient information</b> to assess this person, and/or new in role</p> <p><b>Fails</b> to meet Most performance expectations, and shows <b>low</b> potential</p>	<ul style="list-style-type: none"> <li>• Meets <b>most</b> performance expectations of (e.g., strong program leader but lacks supervisory skills)</li> <li>• <b>Low</b> potential to move into a senior leadership position (i.e., lack of aspiration, ability, and/or engagement)</li> </ul>	<ul style="list-style-type: none"> <li>• Fully meets <b>all</b> performance expectations, including both programmatic and supervisory skills</li> <li>• <b>Low</b> potential to move into a senior leadership position, (i.e., lack of aspiration, ability, and/or engagement)</li> </ul>
	LOWER	PERFORMANCE	HIGHER

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# How you might think about developing individuals who are in different boxes

HIGHER	<ul style="list-style-type: none"> <li>• May be new to role; ensure support is available</li> <li>• May be in wrong role; consider reassignment</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop in current role; consider providing test assignment in more senior role</li> </ul>	<ul style="list-style-type: none"> <li>• Consider providing significant new assignments or re-assign to a more senior role</li> </ul>
POTENTIAL	<ul style="list-style-type: none"> <li>• May be in the wrong role or at the wrong level; consider providing test assignment in different role</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop in current role</li> </ul>	<ul style="list-style-type: none"> <li>• Gradually expand current role</li> </ul>
LOWER	<ul style="list-style-type: none"> <li>• Consider replacing if support has not improved performance</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop in current role; periodically re-assess potential for growth</li> </ul>	<ul style="list-style-type: none"> <li>• Retain in current role; periodically reassess potential for growth</li> </ul>
<p style="text-align: center;"> <span style="float: left;">LOWER</span> <span style="float: right;">HIGHER</span> <b>PERFORMANCE</b> </p>			