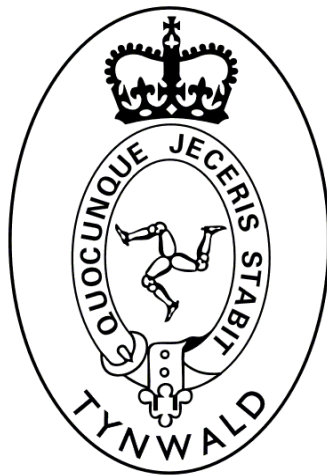


Careers and Growth

A Guide to the 9-box grid



1. General Guidance

To help with discussing your career and development we use a tool called the 9-box grid. It guides your discussion on your career and growth, as well as any ambitions you have for progression. On the next page you will see nine brief descriptions to prompt reflection and discussion in relation to your career and your development. Review the descriptions with your manager so that you can both understand your current needs from your working life.

No category is more desirable than any other, and the description that most reflects your career motivation may change over time as the organisation changes, your needs from your career change and opportunities present themselves. Whatever the outcome of your discussion using the 9-box grid tool, it is intended to be current, it is not permanent and it will be subject to regular review. Although we expect that you will discuss your career as part of your annual review, you may opt to discuss it at any time during the year.

In this guide 'performance' and 'growth' are referred to. In relation to this process 'performance' means how you have worked during recent months, how well you achieved your goals, to what degree you demonstrated the People Qualities and how you are generally getting on in your current job. 'Growth' refers to the assessment you and your manager make of your desire, motivation and ability to grow and develop within your role or take on more responsibility or a more senior role in the future, as opportunities become available.

2. The 9-box grid

New • New to role, or • New to organisation (within last 6-12 months) • Still learning and developing in the role • On track to perform well • Continue with induction, or training within the new role	High Growth Performance • Consistently performs well • Demonstrates strong potential and desire for broader or more senior role and has already made a positive impact • Strong desire to progress career • Shows innovative thinking, courage, rapid growth • Needs more time in current role to continue with learning to develop higher level of expertise • Some stretch challenges may be desirable	Future Leadership Potential Performance • Consistently performs way beyond expected level • Pushes boundaries/ challenges status quo • Demonstrates leadership qualities • Adds value to the wider organisation • Aligned to the values and People Qualities of the level above • Strong desire and potential to take on a bigger role
Dilemma • Struggling in current role • Potential job/skills mismatch • Could perform in a different role or with different responsibilities • Performs well in some areas • Has shown aptitude for some aspects of role	Core Performance • Consistently performs well • Shows interest beyond scope of own role • Shows signs of growth and initiative • Wants challenge and chances to grow • May be some learning to do within current role • May have some development areas to work on (in learning tasks or the People Qualities) • May need challenges or stretch tasks	High Impact Performance • Consistently performs beyond expected level • Strongly aligned to values and People Qualities • Interested in career progression • Adds value beyond own role/team • High level of expertise and competence in current role • Stretch projects/ challenges and learning opportunities needed
Underperformance • Not performing in role • Not fully aligned to the People Qualities • Targeted management support needed	Effective Performance • Consistently performs well • Aligned to the People Qualities and values • No desire to develop beyond current role • Valued in current role • Maintain knowledge/skills for current role	Trusted Performance • Consistently performs beyond expected level • Strong professional expertise • Knowledgeable and reliable • Limited desire to develop beyond current role • Knowledge sharing with others required • Continue with growing professional expertise