<table>
<thead>
<tr>
<th>Leadership Performance - Ability</th>
<th>Leadership Potential - Aspiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>High/Outstanding (8-10)</td>
<td>Future Leader, Star Performer, Ready</td>
</tr>
<tr>
<td>Exceeds Expectations</td>
<td>High Performance/High Potential</td>
</tr>
<tr>
<td></td>
<td>Betty Focus</td>
</tr>
<tr>
<td>Solid Performer, Trusted, High Professional</td>
<td></td>
</tr>
<tr>
<td>Strong Performer, Current Star</td>
<td>James Able</td>
</tr>
<tr>
<td>High Performance/Moderate Potential</td>
<td></td>
</tr>
<tr>
<td>Medium/Good (4-7)</td>
<td>Strong Performer, Emerging Leader</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>Moderate Performance/High Potential</td>
</tr>
<tr>
<td>Questionable Performer, Effective, Grinders</td>
<td></td>
</tr>
<tr>
<td>Moderate Performance/Moderate Potential</td>
<td></td>
</tr>
<tr>
<td>Solid Performer, Key Player, Core Employee</td>
<td></td>
</tr>
<tr>
<td>Moderate Performance/High Potential</td>
<td></td>
</tr>
<tr>
<td>Low (0-3)</td>
<td>Cleo Capable</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>Strong Performer, Emerging Leader</td>
</tr>
<tr>
<td>Under/Low Performer, Icebergs, Talent Risk</td>
<td></td>
</tr>
<tr>
<td>Low Performance/High Potential</td>
<td></td>
</tr>
<tr>
<td>Questionable Performer, Inconsistent</td>
<td></td>
</tr>
<tr>
<td>Low Performance/Moderate Potential</td>
<td></td>
</tr>
<tr>
<td>Solid Performer, Enigmas, Rough Diamonds</td>
<td></td>
</tr>
<tr>
<td>Low Performance/High Potential</td>
<td></td>
</tr>
</tbody>
</table>

9-Model Fillable

Sample

9-BOX MODEL | USC-HR Succession Planning Tool 3B | Rev. 2.2018
### Leadership Performance - Ability

<table>
<thead>
<tr>
<th>Performance Level</th>
<th>Low (0-3)</th>
<th>Medium (4-7)</th>
<th>High (8-10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trait</td>
<td>Low</td>
<td>Medium/Moderate</td>
<td>High</td>
</tr>
<tr>
<td>Goal(s)</td>
<td>Help them be successful in their role or move them to a more appropriate position (laterally or demotion) or consider an exit plan</td>
<td>Provide coaching, training and development and frequent and specific feedback; recognize efforts</td>
<td>Provide coaching, training and development and frequent and specific feedback; recognize efforts</td>
</tr>
<tr>
<td>Provide</td>
<td>Diagnose causes (bad hire, lack of information, competencies &amp; skills) and provide: coaching, feedback, performance plan or exit</td>
<td>Provide: more time and development</td>
<td>Provide diagnostic conversation to identify any frustrations and necessary interventions; job fit, manager fit, career aspirations; develop in needed areas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Level</th>
<th>Low (0-15)</th>
<th>Medium/Moderate (15-22)</th>
<th>High (23-30)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trait</td>
<td>Limited</td>
<td>Growth</td>
<td>Mastery</td>
</tr>
<tr>
<td>Goal(s)</td>
<td>Determine what is lacking for success in current role and focus on improving performance, likely to have range to move up one level/challenge.</td>
<td>Provide coaching, training and development and frequent and specific feedback; recognize efforts</td>
<td>Determine and address the root cause(s) of their performance problems to maximize their potential; worthy of development</td>
</tr>
<tr>
<td>Provide</td>
<td>Provide: coaching, training and development and frequent and specific feedback; recognize efforts</td>
<td>Provide coaching, training and development and frequent and specific feedback; recognize efforts</td>
<td>Provide: diagnostic conversation to identify any frustrations and necessary interventions; job fit, manager fit, career aspirations; develop in needed areas</td>
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### 9-Model Key

<table>
<thead>
<tr>
<th>Low (0-15)</th>
<th>Medium/Moderate (15-22)</th>
<th>High (23-30)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trait</td>
<td>Leadership Potential</td>
<td>Mastery</td>
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<td>Goal(s)</td>
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</tbody>
</table>

---

**Solid Performer, Trusted, High Professional**
High Performance/Low Potential

**Strong Performer, Current Star**
High Performance/Moderate Potential

**Future Leader, Star Performer - Ready**
High Performance/High Potential

**Strong Performer, Emerging Leader**
Moderate Performance/High Potential

**Solid Performer, Key Player, Core Employee**
Moderate Performance/Moderate Potential

**Solid Performer, Trusted, High Professional**
High Performance/Low Potential

**Solid Performer, Key Player, Core Employee**
Moderate Performance/Moderate Potential

**Solid Performer, Enigmas, Rough Diamonds**
Low Performance/High Potential

**Questionable Performer, Effective, Grinders**
Moderate Performance/Low Potential

**Strong Performer, Current Star**
High Performance/Moderate Potential

**Strong Performer, Emerging Leader**
Moderate Performance/High Potential

**Questionable Performer, Inconsistent**
Low Performance/Moderate Potential

**Solid Performer, Enigmas, Rough Diamonds**
Low Performance/High Potential

**Solid Performer, Enigmas, Rough Diamonds**
Low Performance/High Potential

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**Leadership Potential - Aspiration**

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**Low (0-3)**
Needs Improvement

**Questionable Performer, Inconsistent**
Low Performance/Moderate Potential

**Solid Performer, Enigmas, Rough Diamonds**
Low Performance/High Potential

**Under/Low Performer, Icebergs, Talent Risk**
Low Performance/Low Potential

**Strong Performer, Emerging Leader**
Moderate Performance/High Potential

**Strong Performer, Current Star**
High Performance/Moderate Potential

**Solid Performer, Enigmas, Rough Diamonds**
Low Performance/High Potential

**Strong Performer, Current Star**
High Performance/Moderate Potential

**Solid Performer, Enigmas, Rough Diamonds**
Low Performance/High Potential

---

**Medium (4-7)**
Meets Expectations

**Solid Performer, Key Player, Core Employee**
Low Performance/High Potential

**Strong Performer, Emerging Leader**
Moderate Performance/High Potential

**Solid Performer, Key Player, Core Employee**
Moderate Performance/Moderate Potential

**Solid Performer, Key Player, Core Employee**
Moderate Performance/Moderate Potential

**Solid Performer, Key Player, Core Employee**
Moderate Performance/Moderate Potential

---

**High (8-10)**
Exceeds Expectations

**Future Leader, Star Performer - Ready**
High Performance/High Potential

**Future Leader, Star Performer - Ready**
High Performance/High Potential

**Future Leader, Star Performer - Ready**
High Performance/High Potential

**Future Leader, Star Performer - Ready**
High Performance/High Potential

**Future Leader, Star Performer - Ready**
High Performance/High Potential

---

**High (23-30)**
Mastery

**Low (0-3)**
Needs Improvement

**Questionable Performer, Inconsistent**
Low Performance/Moderate Potential

**Solid Performer, Enigmas, Rough Diamonds**
Low Performance/High Potential

**Under/Low Performer, Icebergs, Talent Risk**
Low Performance/Low Potential

**Strong Performer, Emerging Leader**
Moderate Performance/High Potential

**Strong Performer, Emerging Leader**
Moderate Performance/High Potential

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**Leadership Potential - Aspiration**

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**Low (0-15)**
Limited

**Medium/Moderate (15-22)**
Growth

**High (23-30)**
Mastery

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**9-Model Key**

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**SAMPLE**