



Your next step: Evaluate your staff to identify leaders

Collaborating to accelerate social impact

Identifying potential future leaders using the performance-potential matrix

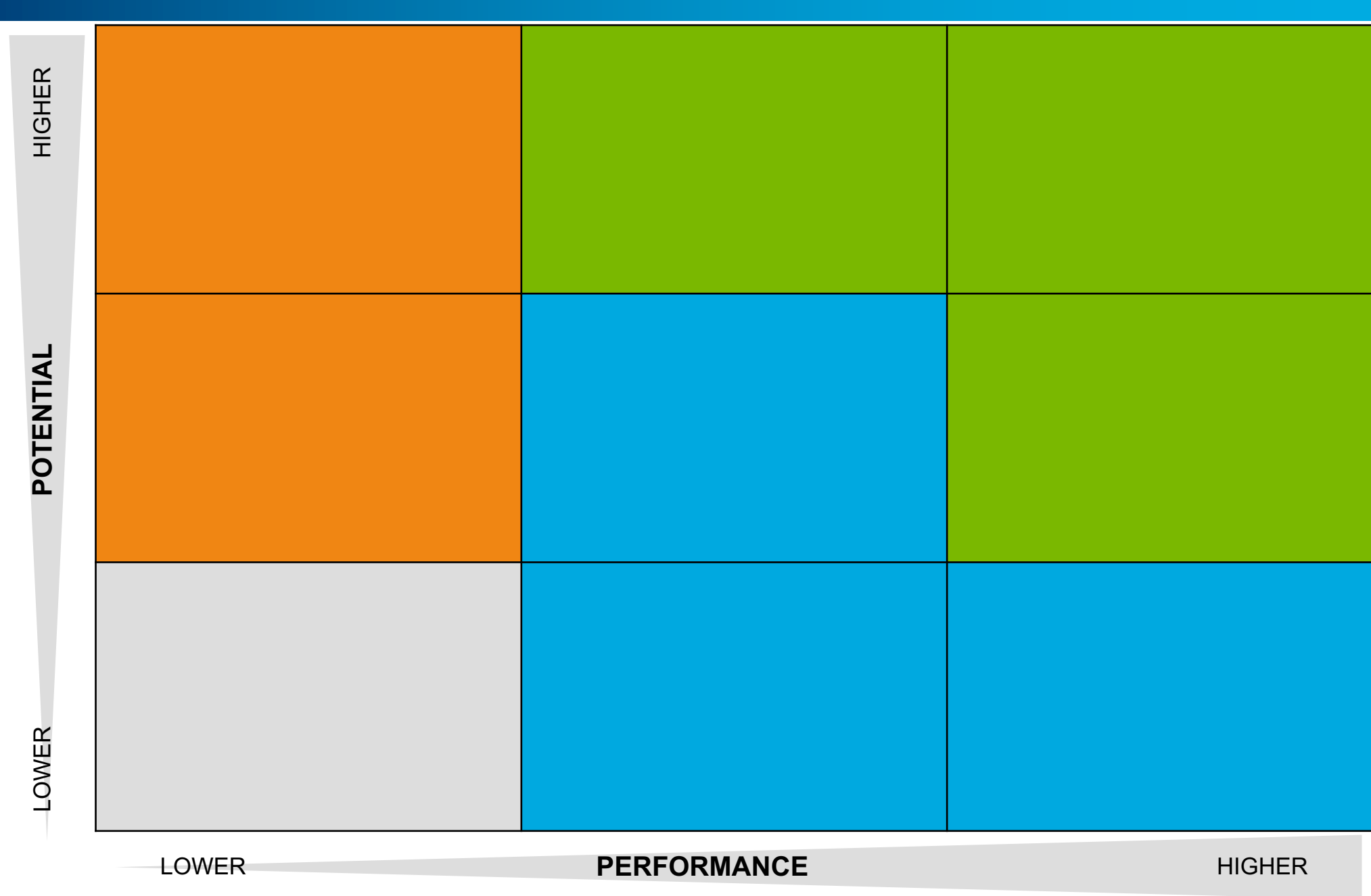
- This template accompanies the [Performance-Potential Matrix video](#)
- The performance-potential matrix offers a bird's eye view of the leadership talent within your organization
- Most organizations conduct some kind of performance assessment, but don't have a systematized way to think about leadership 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

What the boxes mean...

HIGHER POTENTIAL	<ul style="list-style-type: none"> • Fails to meet most performance expectations • Has demonstrated advanced leadership potential, perhaps inconsistently or in a different role 	<ul style="list-style-type: none"> • Meets most performance expectations (e.g., strong program leader but lacks supervisory skills) • Demonstrates all of the potential criteria required of more advanced leadership positions 	<ul style="list-style-type: none"> • Fully meets all performance expectations and potential criteria • Capable of moving into to a senior leadership position at your organization today and aspires to do so
	<ul style="list-style-type: none"> • Fails to meet most performance expectations • Some potential to move into a senior leadership position, but needs to demonstrate additional aspects 	<ul style="list-style-type: none"> • Meets most performance expectations (e.g., strong program leader but lacks supervisory skills) • Some potential to move into a senior leadership position, but needs to work on some development areas 	<ul style="list-style-type: none"> • Fully meets all performance expectations, including both programmatic and supervisory skills • Some potential to move into a senior leadership position but needs to work on some development areas
LOWER	<p>Insufficient information to assess this person, and/or new in role</p> <p>Fails to meet Most performance expectations, and shows low potential</p>	<ul style="list-style-type: none"> • Meets most performance expectations of (e.g., strong program leader but lacks supervisory skills) • Low potential to move into a senior leadership position (i.e., lack of aspiration, ability, and/or engagement) 	<ul style="list-style-type: none"> • Fully meets all performance expectations, including both programmatic and supervisory skills • Low potential to move into a senior leadership position, (i.e., lack of aspiration, ability, and/or engagement)
	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"> • May be new to role; ensure support is available • May be in wrong role; consider reassignment 	<ul style="list-style-type: none"> • Continue to develop in current role; consider providing test assignment in more senior role 	<ul style="list-style-type: none"> • Consider providing significant new assignments or re-assign to a more senior role
POTENTIAL	<ul style="list-style-type: none"> • May be in the wrong role or at the wrong level; consider providing test assignment in different role 	<ul style="list-style-type: none"> • Continue to develop in current role 	<ul style="list-style-type: none"> • Gradually expand current role
LOWER	<ul style="list-style-type: none"> • Consider replacing if support has not improved performance 	<ul style="list-style-type: none"> • Continue to develop in current role; periodically reassess potential for growth 	<ul style="list-style-type: none"> • Retain in current role; periodically reassess potential for growth
<p style="text-align: center;"> ← LOWER PERFORMANCE HIGHER → </p>			