

Strategic Leadership Consulting

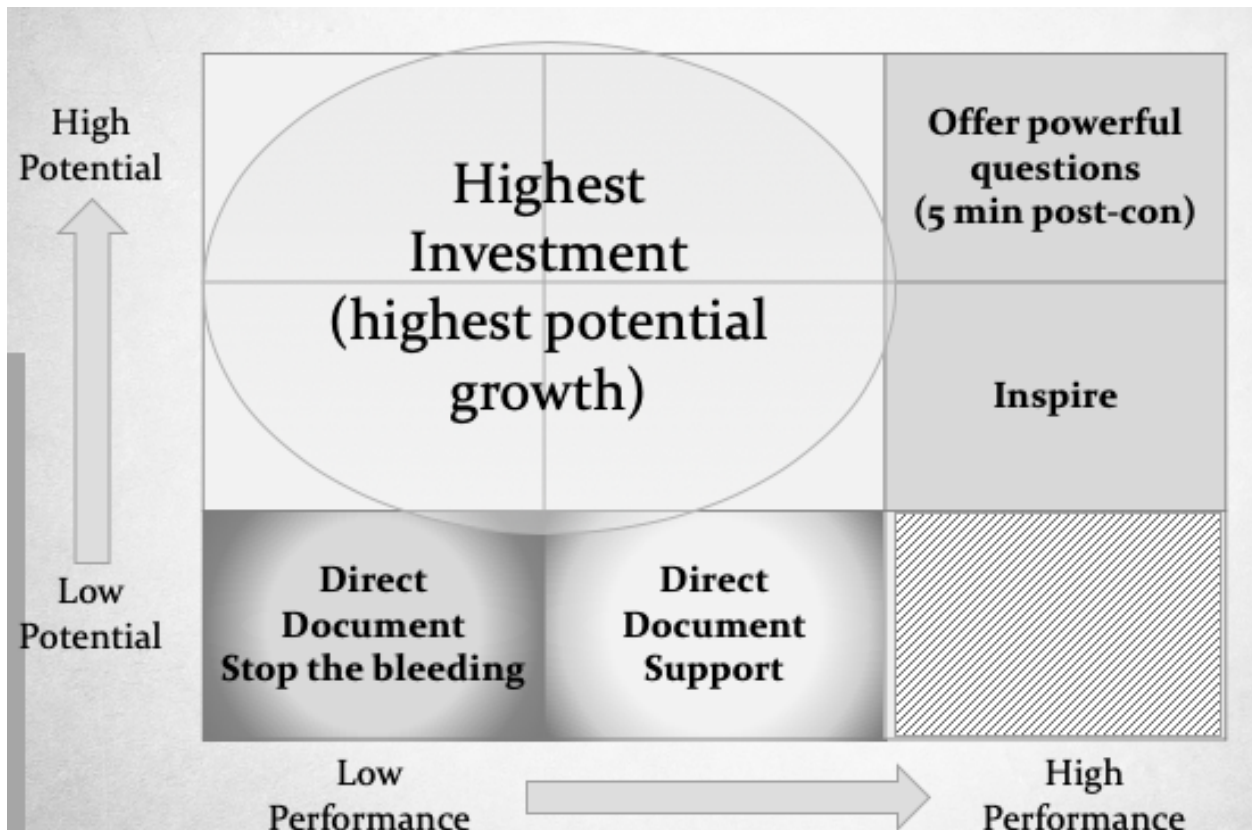
Using Nine-Box to Guide Growing People

Nine-box plots people along two axes, potential and performance.

High potential/high performing individuals require little feedback and will ask for help when they see a need to improve their performance.

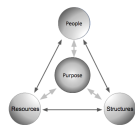
Low potential/low performing individuals require directive coaching and very specific feedback. They should be under formal review and are candidates for moving out of the organization.

The people in the in the left middle and upper boxes are the people most capable of making dramatic improvements to organizational performance. They generally combine the room to grow with the capacity for growth. Focusing efforts on this group will yield the biggest growth.



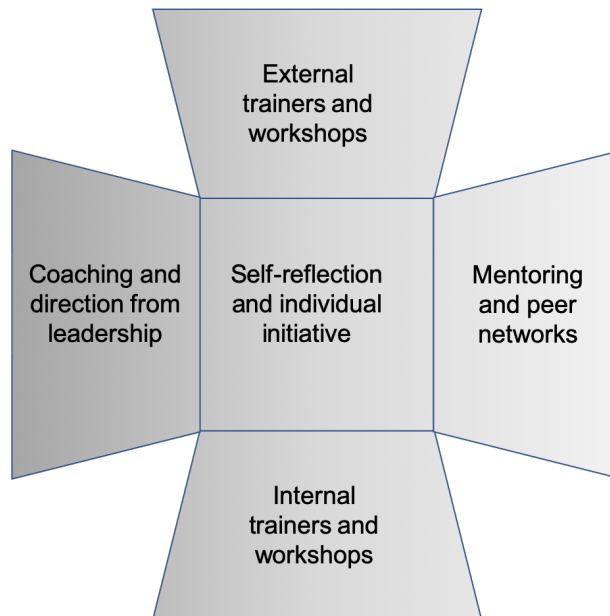
A valuable part of 9-box includes the discussions of leaders in assigning people to different boxes. As leaders have different values, perspectives, and information, making collaborative decisions about which box an individual fits into leads to a better understanding of what constitutes high or low performance or potential. These discussions also contribute to leaders' abilities to help each of their people to continually improve.

Once we have an idea of where people fall in 9-box, we can think about how best to reach their needs and help them grow. Another helpful tool in this is the Cube of Development.



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The cube shows the five different ways we grow:



Each of these sides has advantages and disadvantages. Different parts of the cube are better for learning certain types of things, but more importantly, different sides work better with people who fall in different boxes of nine-box:

	High performing	Growth Quadrant	Low potential
External workshops and trainers	Excellent	Good	Poor
Internal trainers and workshops	Poor	Excellent	Poor
Self-reflection and individual initiative	Excellent	Good	Poor
Mentoring and peer networks	Good	Excellent	Good
Coaching and direction from leadership	Poor	Excellent	Good

If you'd like more on this topic, please feel free to email me.

Cheers,

Frederick