



GRID DEFINITIONS

Developing World-Class Leaders



Strong (>50%)
likelihood of
progression
beyond grade/
band

Potential to
progress beyond
grade/ band

Currently best
suited to
grade/band

High potential	Excellent	Star
High potential with strong initial impact, but new or inexperienced in current role. Ready for stretch through a variety of roles to develop sustained performance.	Frequently achieves challenging and stretching goals with strong demonstration of potential. Very experienced at grade/ band and acknowledged as a leader. Performance continually improving and now ready to consider roles at the next level.	An exceptional performer who stands out from their peers. Realised potential, ready for / will be successful at next level now. Acknowledged as a leader and role model.
Early Promise	Good	Strong
Likely to be new to post or grade/band. Demonstrating early capability and signs of long-term potential.	Experienced at grade/band and delivering strong performance against high expectations. Has the potential to keep developing and to deliver more in either scale or complexity.	A consistently strong performer, delivering excellent value. Acts as leader and role model. Regularly exhibits behaviours and competences beyond current level.
Inconsistent	Effective	Expert
Performance is inconsistent or not fully effective. Has competency gaps, or behavioural style issues.	Meets all performance expectations at this level. Likely to be more suited to current grade than to progress to a more senior post.	Highly valued in current role and respected as an expert. Delivers consistently strong performance and role models professional excellence.

Inconsistent or incomplete
performance, or new to grade/band

Fully effective

Exceptional performer



SUSTAINED CONTRIBUTION OVER TIME