

Considerations for people in the following coloured areas of the 9 Box Grid

Green

For those in the 'Ready Now' category who need support to reach their full potential, these individuals should be put forward to leadership programmes. Those who are 'Key Generalists' and 'Future Emergent Potential' may also be given similar opportunities, however more targeted discussions should be had to explore if any chosen programme is right for their development needs.

Only people who fall in the green category, who you identify as needing exposure to further leadership development opportunities to reach their next role / potential, should be put forward for the NHS Leadership Academy's Professional Leadership Programmes.

Purple

For people who fall into this category, it's about thanking them for the good jobs they are doing and maintaining their development or providing opportunities that may help stretch them or help them become more expert in their field. Remember, without good consistent performers and experts, the NHS would not continue to deliver.

Blue

For these individuals, it's about acknowledging they need targeted development to reach their potential in role, whether it be someone who is new to post who needs development support to perform in their new role, or people who for whatever reason need support to reach their performance potential in their current roles or identifying where else their skills may be effectively utilised.

Please go to the NHS Talent Management Hub for further supportive tools and resources.

<http://www.leadershipacademy.nhs.uk/talent>

Overview and use of the Talent Management Conversation Tool



Overview and use of the Talent Management Conversation Tool

This tool helps staff and managers to measure 'performance' (what you achieve) and 'behaviours' (how you achieve it) of individuals against their demonstrated 'potential' (capacity, ambition, motivation, readiness) to move on in their career path in the immediate, short or longer term on their journey to reach their full potential.

The following describes the talent grid for use with talent conversations. See Appendix 1 of the Talent Management Conversation Tool guide for further supporting information on how to identify where someone is on the talent grid, conversational questions and possible development interventions, and see Appendix 2 for a blank copy of the grid for use with preparation for the conversation.

<p>Readiness to move</p> <p>Performance and behaviours</p>	<p>Professional talent</p> <p>Shows promise to continue to advance in their professional field or into a wider leadership role within 3–5 years if they have the capacity and ambition to do so, but equally valuable where they are.</p>	<p>Developing talent, ready soon</p> <p>Demonstrates the potential, ambition and motivation to develop at their current level and potentially progress in their career within 1–3 years into new and wider challenges.</p>	<p>Ready now</p> <p>Demonstrates the potential, ambition, motivation and experience to perform at the next level now or within the next 12 months into new and wider challenges.</p>
<p>Exceeds expectations</p> <p>Outstanding performance against objectives, achieves more than what is expected of them, and demonstrates role modelling of behaviours required beyond their role.</p>	<p>Professional in field</p> <ul style="list-style-type: none"> • High performance in own field. • Role models behaviours of organisation/role. • Consistent results and brings added value to tasks given • Possible reached 'expert' stage in their career. • Shows upward potential, but less ambition, likely to move on in the medium future, outside of own specialism. • Emergent wider skills. 	<p>Key generalist (Pivotal and flexible)</p> <ul style="list-style-type: none"> • High performance with consistency of results across a variety of assignments and brings added value to tasks given. • Acts wider than professional background. • Role models behaviours of organisation/role. • Low-moderate potential/ambition to move on, possibly happy to stay in current position. • Secondary pool to fill critical positions; perhaps move one level; likely to shift to key of high professional roles over time. 	<p>Role model (High potential to go further)</p> <ul style="list-style-type: none"> • A role model with the highest levels of performance, potential and ambition to move on. • High performer, bringing added value to assignments with lots of potential and capacity for immediate advancement. • Role models behaviours of organisation/role. • Demonstrates mastery of current assignment. • True organisation asset – role model. • First call to fill critical positions.
<p>Meets expectations</p> <p>Meets the expectations for performance against objectives and behaviours required at the level for their role.</p>	<p>Future professional in field</p> <ul style="list-style-type: none"> • Good reliable performance. • Behaves professionally in line with role. • Showing upward potential but less ambitious to move outside of field. 	<p>Solid generalist (Solid/adaptable)</p> <ul style="list-style-type: none"> • Good rounded performance. • Behaves professionally in line with role. • Meets expectations. • Works wider than professional background. • Some potential to do more in long term if ambition and development allows. 	<p>Future emergent potential (Capacity for key roles)</p> <ul style="list-style-type: none"> • Individual with high potential. • Good rounded performance. • Behaves professionally in line with role. • Has the capacity to be a consistent talent, or with stretch move to higher levels.
<p>Partially met expectations</p> <p>Below 'met expectations' against performance objectives and behaviours required at the level for their role.</p>	<p>Developing professional (Needs stretching)</p> <ul style="list-style-type: none"> • Current low demonstration of performance and behaviours required of role. • Being supported to reach their potential. • May be in the wrong role. 	<p>Developing generalist (Needs stretching)</p> <ul style="list-style-type: none"> • Low performance but showing moderate potential over time outside of professional role. • Being supported, needs pushing and stretching to reach full potential. • May be bored, under-used or in the wrong role. 	<p>Transition employee (New to role, needs support)</p> <ul style="list-style-type: none"> • New to post or assignment. • Have yet to demonstrate results, or high potential in a new position / development assignment. • Future performance will allow assessment of where they align to the grid longer term.