

Talent Management Matrix

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|------------------|------|---|--|---|------|
| | High | | | | |
| | | Not Delivering Quality Results | Delivering Quality Results | Leveraging to Maximize Results | |
| Potential | | Focus on coaching and a solid development plan. If an individual has been in the role for some time, there may be a serious issue (derailer). Assertively seek opportunities aligned with strengths while working through Performance Improvement Plan. | Maximize performance in current role. Focus on increasing performance contribution to Enhancing Results, after which greater challenge and/or broader scope are likely. Seek opportunities to increase breadth of abilities and contributions; support growth through Experiential Learning Opportunities. | Reward, recognize and engage to retain. Advocate for immediate promotion, and develop for further promotional opportunities. Increase visibility by representing unit on and off campus. Challenge and provide greater scope through assignments to build skills. (These are future leaders of the organization.) | |
| | | Develop | Stretch and Develop | Develop and Promote | |
| | | Work through Performance Improvement Plan. Explore roles and assignments better aligned with strengths. | Focus on development. Increase performance contribution to Enhancing Results Continue to develop through assignments of greater complexity requiring increased expertise and exposure. | Reward, recognize and engage to retain. Develop through increasing complexity of assignments. Identify specific areas for development. Seek immediate promotion. Increase visibility by representing unit on and off campus. | |
| | | Manage and Support | Develop | Stretch and Develop | |
| | | Work through Performance Improvement Plan. Failure to deliver results within an established timeframe supports termination. | Optimize performance. Continue to maintain skill level; ensure ongoing effectiveness through solid development plan. | Reward, recognize and maintain skill development. Involve in training and leading others while sharing institutional knowledge. Continue providing challenging opportunities to engage and retain. | |
| | | Manage and Support | Manage and Support | Develop and Support | |
| | | Performance (based on current position) | | | High |

Potential:
The ability and interest to assume increasingly broad or complex responsibilities to meet organizational needs

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| Low | Fails to Achieve Expectations Does not fulfill position requirements. Performance improvement plan must be developed and monitored; or termination must be initiated. | Needs Improvement Fails to meet one or more of the significant position requirements. Requires improvements in areas noted. Performance improvement plan must be developed and monitored. | Fully Achieves Expectations Reliably performs position duties and responsibilities. Fulfills position requirements, established goals and expectations. Solid performance results in valuable contributions to unit goals. | Frequently Exceeds Expectations Performs beyond expectations in a majority of position duties and responsibilities. Proactively meets and predominantly exceeds position expectations – making a significant contribution to the overall achievement of unit/department goals. | Consistently Surpasses Expectations Works consistently at a superior level in most aspects of position; consistently exceed goals and expectations. Makes an exceptional or unique contribution to the unit/department. |
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