

9-box talent review

All records

PEOPLE REVIEWED
10
cycle 2026 H2 · 2 teams

STARS & HIGH POTENTIALS
2
1 at high flight risk — the retention alarm

UNDERPERFORMERS
1
all have an agreed action

CALIBRATION PROGRESS
80%
8 of 10 placements past draft

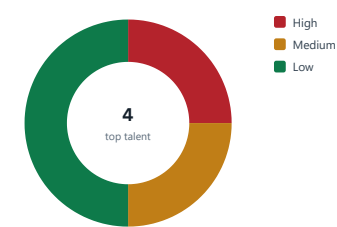
SUCCESSION COVERAGE
50%
2 of 4 top-talent roles have a named successor

CENTRE-BOX SHARE
30%
3 of 10 in Core player

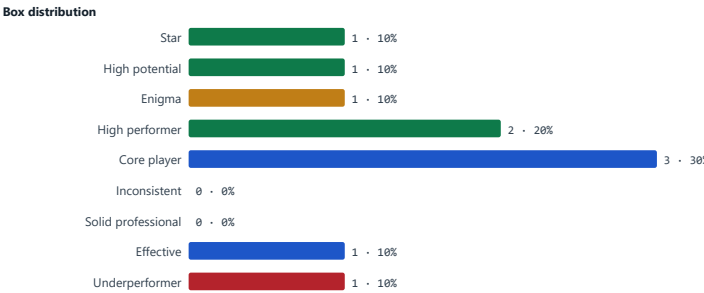
10 of 10 record(s) included. All records. Amounts in USD.



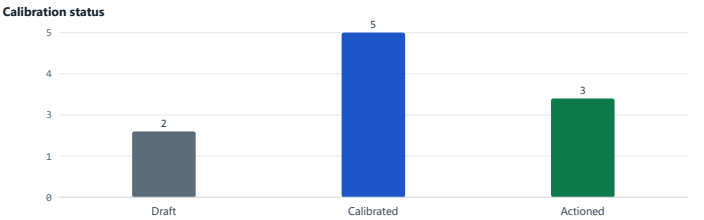
Each bar is a potential row of the 9-box; the segments are performance 1, 2 and 3 in that order. Segment labels name the people when three or fewer sit in a box, otherwise they show the count. Each bar is a potential row of the 9-box; the segments are performance 1, 2 and 3 in that order. Segment labels name the people when three or fewer sit in a box, otherwise they show the count.



High flight risk in these three boxes is your most expensive potential vacancy. Every red segment should have a retention action with an owner. High flight risk in these three boxes is your most expensive potential vacancy. Every red segment should have a retention action with an owner.



Green boxes are your top talent, red is the box that needs a decision, amber is Enigma and Inconsistent — the placements most likely to be new hires or misreads. Green boxes are your top talent, red is the box that needs a decision, amber is Enigma and Inconsistent — the placements most likely to be new hires or misreads.



A review is finished when every placement has been calibrated and the ones that need an action have one — not when the boxes are filled in. A review is finished when every placement has been calibrated and the ones that need an action have one — not when the boxes are filled in.

The grid, person by person

PERSON	ROLE	TEAM	BOX	EVIDENCE	FLIGHT	SUCCESSOR	ACTION	OWNER
Priya Nair	Senior engineer	Engineering	Star	Took over the payments migration when the lead left mid-project and l...	High	✓	Retention package agreed with the director; leads the platform re-arc...	A. Fischer
Daniel Kovacs	Engineer	Engineering	High potential	Solid delivery on the roadmap items he owned. Where he stands out is ...	Low	—	Stretch assignment: own the audit-logging service end to end next qua...	T. Vidal
Jonas Weber	Engineer	Engineering	Enigma	Four months in. Output is below the bar — two missed commitments this...	Medium	—	Structured eight-week onboarding reset with Daniel as buddy, weekly c...	T. Vidal
Grace Obi	Key account manager	Customer Operations	High performer	Renewed all three top accounts including the one that came in flagged...	Medium	—	No successor behind her — start cross-training Sofia on the top two a...	M. Duarte
Tomas Vidal	Engineering manager	Engineering	High performer	Team hit every quarterly commitment this year with the lowest attriti...	Low	✓	Keep scope stable; add mentoring of the two new team leads to deepen ...	A. Fischer
Ahmed Fofana	Engineer	Engineering	Core player	Delivers what he commits to at a steady pace; code review feedback is...	Low	—	—	T. Vidal
Mei Lin	Support team lead	Customer Operations	Core player	Queue targets met all year, quality scores steady. Ran the holiday co...	Low	—	Offer the second pod when it opens; no other change.	M. Duarte
Sofia Petrova	Customer success specialist	Customer Operations	Core player	Hit her renewal and onboarding numbers; her accounts score above the ...	Low	—	Cross-train on the top two key accounts as Grace's understudy; review...	M. Duarte
Rita Almeida	Billing administrator	Customer Operations	Effective	Reliable, accurate, keeps the billing run on time every month and tra...	Low	—	—	M. Duarte
Marco Rossi	Engineer	Engineering	Underperformer	Third consecutive cycle below the bar: missed commitments in both qua...	Medium	—	Formal performance improvement plan agreed and started, eight weeks, ...	T. Vidal

Retention & succession watchlist

PERSON	BOX	FLIGHT RISK	SUCCESSOR	ACTION	OWNER
Priya Nair	Star	High	✓ identified	Retention package agreed with the director; leads the platform re-architecture ...	A. Fischer
Grace Obi	High performer	Medium	X none	No successor behind her — start cross-training Sofia on the top two accounts th...	M. Duarte
Tomas Vidal	High performer	Low	✓ identified	Keep scope stable; add mentoring of the two new team leads to deepen the bench ...	A. Fischer
Daniel Kovacs	High potential	Low	X none	Stretch assignment: own the audit-logging service end to end next quarter, with...	T. Vidal

Talent grid register

CYCLE	PERSON	ROLE	TEAM	PERF	POT	OWNER	REVIEWED	FLIGHT	STATUS	BOX
2026 H2	Priya Nair	Senior engineer	Engineering	3 Exceeds	3 High	A. Fischer	2026-07-31	High	Actioned	Star
2026 H2	Tomas Vidal	Engineering manager	Engineering	3 Exceeds	2 Growth	A. Fischer	2026-07-31	Low	Calibrated	High performer
2026 H2	Grace Obi	Key account manager	Customer Operations	3 Exceeds	2 Growth	M. Duarte	2026-08-01	Medium	Calibrated	High performer
2026 H2	Daniel Kovacs	Engineer	Engineering	2 Meets	3 High	T. Vidal	2026-07-31	Low	Actioned	High potential
2026 H2	Mei Lin	Support team lead	Customer Operations	2 Meets	2 Growth	M. Duarte	2026-08-01	Low	Calibrated	Core player
2026 H2	Ahmed Fofana	Engineer	Engineering	2 Meets	2 Growth	T. Vidal	2026-07-31	Low	Draft	Core player
2026 H2	Sofia Petrova	Customer success specialist	Customer Operations	2 Meets	2 Growth	M. Duarte	2026-08-01	Low	Calibrated	Core player

CYCLE	PERSON	ROLE	TEAM	PERF	POT	OWNER	REVIEWED	FLIGHT	STATUS	BOX
2026 H2	Jonas Weber	Engineer	Engineering	1 Below	3 High	T. Vidal	2026-07-31	Medium	Draft	Enigma
2026 H2	Rita Almeida	Billing administrator	Customer Operations	2 Meets	1 Limited	M. Duarte	2026-08-01	Low	Calibrated	Effective
2026 H2	Marco Rossi	Engineer	Engineering	1 Below	1 Limited	T. Vidal	2026-07-31	Medium	Actioned	Underperformer

Notes

Sample review — replace every placement with your own people and your own evidence before relying on it or circulating it. Treat any real version of this file as confidential.

A 9-box placement is a manager's judgement, made comparable by calibration — it is not a measurement, and it ranks the quality of the evidence as much as it ranks the people. Placements go stale quickly, potential is routinely confused with ambition or likeability, and a grid that is never discussed face to face is just labels. Treat this as the structure for a talent conversation, not the verdict on anyone's career, and treat the file itself as confidential personal data.