

Talent Maricopa Executive Development Pilot Questions

The Nine-Box chart exercise is completed based on the questions in each AACC category on all potential Pilot participants. The following questions will be used to determine where to place candidates in the Nine-Box chart and to discuss the Growth/Highly Promotable candidates and any competency gaps that will be addressed in the Executive Development program. The mapping and competency gap process will be conducted by the immediate supervisor, Al Crusoe - VC of Human Resources and facilitators Dorothy Sisneros and Donna Schober for the Executive Development Pilot Project and will remain confidential. Please consider each question and list examples that you can use to support your placement on the Nine-Box Chart. **(1 = low 2 = medium 3 = high)**

A. Organizational Strategy	1	2	3
1. Does he/she have a driving need for making improvements or exceeding standards of excellence?			
2. Is he/she able to simplify complexity and form new concepts that lead people in a compelling way?			
3. Is he/she able to stand back and look objectively at situations and objectively assess the strengths and weaknesses of others?			
4. Does he/she have the self confidence to take on real challenges to achieve goals?			
5. Can he/she see the big picture and what needs to be done next and act?			
6. Does he/she use data-driven or data-informed evidence and proven practices to solve problems, make decisions and guide others?			
7. Does he/she use a systems perspective?			
8. Does he/she focus on aligning the organizational mission, structures and resources in order to achieve the strategic plan?			
CATEGORY TOTAL			
B. Resource Management	1	2	3
9. Does he/she have a strong track record of effective people, time, and financial management?			
10. Does he/she take genuine pleasure from having a positive impact on people and the organization through persuasiveness and/or strategy?			
11. Does he/she take the initiative to resolve issues and take appropriate action?			
12. Does he/she work to develop other leaders as a priority?			
13. Is he/she accountable for goals/actions?			
14. Does he/she delegate appropriately?			
CATEGORY TOTAL			

Name: _____ Date: _____

C. Communication	1	2	3
15. Is he/she open to feedback and criticism?			
16. Is he/she open to giving feedback?			
17. Is he/she able to influence others in a positive manner in order to articulate and champion the shared mission, vision and values?			
18. Does he/she manage conflicts appropriately in order to contribute to the long-term viability of the organization?			
19. Does he/she manage stress constructively?			
20. Does he/she actively listen and ask provocative questions?			
21. Does he/she interact with others in a sensitive and effective way?			
22. Does he/she communicate (in writing, verbally, physical gestures) in a clear, positive manner?			
CATEGORY TOTAL			
D. Collaboration	1	2	3
23. Does he/she embrace and employ the diversity of individuals, ideas, and communication styles?			
24. Does he/she demonstrate cultural sensitivity relative to a global society?			
25. Does he/she build and leverage networks and partnerships to advance the mission, vision and values of the organization?			
26. Does he/she facilitate shared problem-solving and decision making?			
27. Does he/she demonstrate the willingness to serve others?			
28. Does he/she offer reasonable support to colleagues?			
CATEGORY TOTAL			
E. Community College Advocacy	1	2	3
29. Does he/she value and promote diversity, inclusion, equity, and academic excellence?			
30. Does he/she demonstrate a passion for the mission of community colleges?			
31. Does he/she have the willingness to continue learning?			
CATEGORY TOTAL			
F. Professionalism	1	2	3
32. Does he/she have the intuitive self confidence to deal with tough situations and the resilience to deal with the pace and pressure of the role?			
33. Does he/she demonstrate learning agility across multiple functions and areas of expertise and the ability to set strategic direction and lead thought in this area of expertise?			

Name: _____ Date: _____

34. Does he/she demonstrate leadership through authenticity, creativity, and vision?	
35. Does he/she demonstrate the courage to take risks, make difficult decisions, and accept responsibility?	
36. Does he/she use power and influence wisely?	
37. Does he/she contribute to the profession?	
38. Does he/she self-assess performance regularly using feedback, reflection, and evaluation?	
39. Does he/she demonstrate ethical thinking and behaviors in all actions?	
40. Does he/she hold self/others responsible and accountable for decisions and actions in support of the organization?	
41. Does he/she maintain effective work behavior in the face of pressure?	
42. Does he/she adapt to changing demands and conditions?	
CATEGORY TOTAL	
(95% = 120) (90% = 113) (85% = 107) Total Score (126 max)	

Use the raw score to place candidate on the Nine Box Chart.

Talent Map (Nine-Box Chart)

Performance	At level Exceptional performer – exceeds requirements	Promotable – one level maximum ≥113 Exceptional performer – exceeds requirements	Highly promotable; significant leadership potential ≥120 Exceptional performer – exceeds requirements
	At level Effective performer – fully meets requirements	Promotable – one level maximum ≥107 Effective performer – fully meets requirements	Highly promotable; significant leadership potential ≥113 Effective performer – fully meets requirements
	At level Partially meets requirements - needs significant improvement	Has potential to be promoted – one level maximum Partially meets requirements - needs improvement	Has potential to be highly promotable Partially meets requirements - needs improvement (new in current position)
Promotability			