mimansa
RESEARCH & ADVISORY

TOOLKIT · POTENTIAL RATING HEALTH CHECK

Proxy Test



Answer with two or three leaders in the room. Be honest. A Yes is a warning sign.

TEAM OR UNIT
e.g. e.g. Sales, West

CYCLE
e.g. 2025 to 26

PEOPLE RATED
e.g. 140

FILLED BY
e.g. HRBP and talent lead

TICK EACH ONE THAT IS TRUE

- [ ] Most top performers also get top potential.
- [ ] Managers fill both scores at the same time.
- [ ] We have no written meaning of potential.
- [ ] Two managers would score the same person in very different ways.
- [ ] Scores move when the manager changes.
- [ ] People rated high potential three years ago did no better than others.
- [ ] One group gets lower potential, but not lower work scores.

HOW MANY DID YOU TICK?

◯ 0 to 1: fine ◯ 2 to 3: look closer ◯ 4 or more: fix before the review

WHAT POTENTIAL MEANS HERE, IN ONE LINE

ONE CHANGE WE WILL MAKE THIS CYCLE

If you cannot define it, ask managers for evidence, not a score.

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