

Heatmap Grid

Purpose:
Visualise where the current appraisal system is misaligned with the ARP model — showing where friction exists between what's done (Action) and how it lands (Response). Highlights high-risk zones for value leakage.

Appraisal Element	Action	Response	Value	ARP Gap	Heat Rating	Comments
Goal-setting	1	9	9	Misaligned	Red	Goals set without staff input. Seen as imposed.
Feedback delivery	3	2	6	Aligned	Red	Vague comments, no examples, low impact.
Manager preparation	6	7	42	Aligned	Amber	Neither side is investing. Systematic neglect.
Ratings consistency	8	8	64	Aligned	Green	Perceived as fair overall, but still variable.
Development follow-through	7	3	21	Misaligned	Red	Actions not followed up. No visible change.
Recognition and appreciation	5	5	25	Aligned	Amber	Informal recognition lands well; formal does not.

Scoring Guide:
Action Quality and **Response Quality:** High / Medium / Low based on S1P1-1 and S1P1-3.
ARP Gap: Misaligned = A ≠ R; Aligned = A ≈ R. (+/- 1)
Heat Rating:
Green = Low risk
Amber = Medium risk
Red = High risk (Value loss)

Usage Notes:
Use during Phase 1 workshops to focus efforts.
Pairs with stakeholder mapping to prioritise engagement.
Forms baseline for tracking improvement over time.

