



Decision Quality BARS by Level

Decision Quality

Making good and timely decisions that keep the organization moving forward.

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
<i>Entry/Support</i>			
1. Seeks advice when unsure about choosing a course of action.	Delays action instead of seeking guidance when faced with an unfamiliar problem.	Solicits the advice and expertise of others in order to move forward in an effective, timely manner.	Confidently and quickly draws on others' expertise in order to make the right decisions in uncertain circumstances.
2. Makes good routine decisions with coaching from others.	Struggles to solve routine problems; does not internalize coaching on how to handle these issues.	Seeks coaching from others to address routine problems; learns to handle these issues effectively.	Swiftly internalizes coaching on routine issues; handles issues confidently after being instructed by others.
3. Tests ideas with others before acting in new or unfamiliar situations.	Misses opportunities to confirm ideas with those who have more experience; pushes ahead without seeking expert advice.	Shares ideas with experienced team members when facing new situations, listens to input, and makes appropriate adjustments.	Offers several ideas for how to address new situations, conveying a strong interest in hearing and applying feedback from more experienced team members.
4. Uses rules and procedures to guide decisions and actions.	Shows little regard for existing rules and procedures when taking action.	Bases decisions and actions on relevant rules and procedures.	Leverages rules and procedures to speed up decision making substantially.
<i>Individual Contributor</i>			
1. Demonstrates good judgment in routine, day-to-day decision making.	Shows flawed or inconsistent judgment on routine, day-to-day matters; leaves some matters unaddressed or handles them ineffectively.	Usually makes the right decisions on routine, day-to-day matters.	Consistently demonstrates strong judgment; may be sought out by others for expertise and guidance.
2. Makes sound independent decisions in urgent and non-routine situations.	Struggles to make informed independent decisions in urgent and non-routine situations; may rely too much on others.	Typically makes good independent decisions and takes appropriate action during urgent, non-routine situations.	Takes smart, independent action in urgent and non-routine situations; quickly and skillfully addresses unfamiliar problems in challenging circumstances.
3. Considers various inputs, criteria, and trade-offs to arrive at effective decisions and recommendations.	Focuses on a limited range of data and priorities when making decisions; overlooks the full array of inputs, criteria, and trade-offs.	Integrates various inputs, decision criteria, and trade-offs to make effective decisions.	Clearly defines the implications of various trade-offs, skillfully balancing various inputs and decision criteria to deliver high-quality decisions.
4. Uses good judgment about whether to act independently or to escalate an issue.	Escalates problems too quickly or too often, or drives independent action on issues when escalation would be appropriate.	Knows when to act independently and when to escalate issues.	Operates with a clear understanding of when to act independently and when to escalate for others' involvement.



Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
<i>Supervisor/Manager</i>			
1. Holds others accountable for making sound decisions that comply with policies and standards.	Protects others from the consequences of poor decisions that deviate from policies and standards.	Fosters accountability by ensuring that people's decisions comply with policies and standards.	Ensures that people internalize policies and standards and accept full responsibility for their decisions.
2. Is willing to make tough decisions and move them forward, even if they are unpopular.	Delays making potentially contentious decisions or avoids acting on initiatives that may be unpopular among team members.	Demonstrates an ability to make tough decisions and advance initiatives that may be unpopular.	Confidently makes choices in the best interests of the organization and deals constructively with resistance or negative reactions from others.
3. Strikes the right balance between accepting workable solutions and pushing for better alternatives.	Has difficulty determining what good enough looks like, missing opportunities to accept workable decisions or waiting too long for better decisions to emerge.	Promptly accepts workable decisions while also seeking out better alternatives when necessary.	Consistently drives workable decisions to ensure steady progress while also ensuring that multiple alternatives are considered for critical issues.
4. Synthesizes information, experience, and various inputs to determine the best course of action.	Relies too heavily on one source of information or own experience; misses opportunities to incorporate other input and expertise when making decisions.	Integrates analysis, experience, and other inputs to make effective decisions.	Swiftly collects and synthesizes multiple inputs and others' expertise in order to make optimal decisions.
<i>Director/Executive</i>			
1. Creates an environment that promotes cross-functional analysis and decision making.	Takes insufficient action to promote cross-functional analysis and decision making; may overlook or create barriers to multidisciplinary problem solving.	Advocates cross-functional analysis of problems, encouraging cooperation across functions on key decisions.	Regularly practices and urges cross-functional analysis of problems, removing the obstacles that hinder widespread cooperation on key decisions.
2. Holds leaders accountable to push decision making down to the most appropriate level.	Requires decisions to be made largely at the top; retains too much decision-making authority.	Coaches leaders to push decision making down to the most appropriate level; challenges those who retain too much authority.	Consistently supports and challenges leaders to empower all levels to make decisions.
3. Requires that organization-level decisions be based on data and sound reasoning.	Allows organization-wide decisions to be made without supporting logic and data.	Pushes for the use of sound logic and data when making organization-wide decisions.	Sets the expectation that all organization-level decisions be supported by robust data and sound logic.
4. Willingly makes tough decisions and difficult trade-offs on behalf of the organization.	Hesitates excessively when called upon to make tough decisions or difficult trade-offs; shies away from making tough choices.	Typically steps forward and makes tough decisions or difficult trade-offs.	Quickly and confidently makes tough decisions and difficult trade-offs, skillfully balancing analysis with decisiveness.