



Self-development BARS by Level

Self-development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
<i>Entry/Support</i>			
1. Asks for help with personal development efforts.	Avoids seeking help for self-development efforts, missing potential learning opportunities.	Seeks guidance about opportunities and resources for continuous learning and development.	Involves the right people to help identify development priorities and provide guidance on useful learning opportunities and resources.
2. Pursues ways to develop new skills.	Rarely pursues ways to develop new skills; may wait for others to initiate or resist change.	Takes steps to develop new skills.	Pursues a range of development options (e.g., on-the-job assignments, classes, mentors), showing enthusiasm for learning.
3. Seeks opportunities to acquire new knowledge and skills.	Relies on current knowledge, skills, and abilities; shows little interest in expanding horizons.	Takes advantage of available opportunities to update knowledge, skills, and abilities.	Demonstrates strong commitment to own development by continuously updating knowledge, skills, and abilities.
4. Seeks opportunities to apply new skills on the job.	Rarely pursues opportunities to apply new skills on the job; may prefer the status quo.	Looks for ways to apply new skills on the job.	Assertively seeks and finds opportunities to practice, apply, and strengthen new skills on the job.
<i>Individual Contributor</i>			
1. Seeks feedback on areas to develop.	Avoids seeking feedback about what areas to develop, relying on own opinion.	Gathers feedback about where to focus own development efforts.	Actively seeks feedback from people with various perspectives to identify priorities for self-development.
2. Identifies clear development goals and tactics.	Struggles to articulate development goals and tactics; may lack clarity about focus areas or not know how to achieve them.	Creates a development plan that states clear goals and the tactics to achieve them.	Creates a thorough and detailed development plan that states clear goals and the practical steps and tactics needed to achieve them.
3. Takes initiative to practice and apply new knowledge and skills.	Does work without looking for ways to develop or apply new knowledge and skills.	Makes an effort to develop and apply new knowledge and skills on the job.	Demonstrates a strong commitment to development by regularly practicing and applying knowledge and skills; is quick to share new learning with others.



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4. Seeks additional job responsibilities to broaden skills.	Avoids additional job responsibilities that could broaden skills; may be content with current skill set.	Shows interest in assuming additional job responsibilities to broaden skills.	Takes initiative to broaden skills through additional job responsibilities and challenging assignments.
<i>Supervisor/Manager</i>			
1. Aligns own development plans with the goals and values of the organization.	Creates a development plan that lacks alignment with the goals or values of the organization; may prioritize own goals or interests.	Creates development plans that are aligned with the priorities and values of the organization.	Carefully aligns own development plans and career aspirations with the goals and values of the organization; pursues ways to both enhance skills and advance organizational strategy.
2. Continuously improves own leadership capabilities.	Puts little effort into enhancing own leadership skills.	Takes actions to continuously enhance own leadership skills.	Consistently works to enhance own leadership skills, expanding capability to lead people and teams in many challenging contexts.
3. Models personal development by continuously expanding own knowledge and skills.	Gives low priority to development efforts for self or the team.	Demonstrates commitment to own development and encourages others to expand their expertise and skills.	Actively pursues opportunities that expand own expertise and skills and motivates the team to continuously learn and develop.
4. Pursues challenging assignments and career opportunities that stretch and build own capabilities.	Shows little interest in challenging assignments or career opportunities, missing the chance to build new capabilities.	Takes on stretch assignments and career opportunities that will broaden capabilities.	Assertively pursues challenging assignments and takes charge of initiatives that will broaden own capabilities, maximize contribution, and enhance career success.
<i>Director/Executive</i>			
1. Anticipates how changes in the organization or industry may impact own developmental needs.	Identifies personal development needs irrespective of changing dynamics in the organization or industry.	Considers organization and industry dynamics when creating own development plan.	Monitors changes in the organization and industry and considers implications for own development needs; makes plans to capitalize on upcoming opportunities.
2. Continuously improves own leadership skills and abilities.	Puts minimal effort into enhancing own leadership skills.	Takes steps to continuously enhance own leadership capabilities.	Consistently works to improve own leadership skills, expanding ability to effectively lead the organization.
3. Shapes an organizational culture that supports personal development.	Does little to build a culture that fosters individual or career development.	Creates a culture that fosters individual and career development.	Creates an organizational culture that strongly values and accelerates individual and career development.



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