



Values Differences BARS by Level

Values Differences

Recognizing the value that different perspectives and cultures bring to an organization.

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
<i>Entry/Support</i>			
1. Shows interest in working with people with a variety of backgrounds and perspectives.	Misses opportunities to work with people from a variety of backgrounds and perspectives.	Works with people from a variety of backgrounds and perspectives when the opportunity arises.	Regularly seeks out people from different backgrounds and perspectives to draw upon their knowledge, expertise, and insight.
2. Avoids using stereotypes.	Relies on stereotypes rather than understanding people as individuals.	Understands people without applying stereotypes.	Grasps the uniqueness of each individual and challenges others who use stereotypes.
3. Shows respect when interacting with individuals and groups from other backgrounds.	Struggles to engage respectfully or openly with individuals and groups from other backgrounds.	Shows openness and respect to people and groups, regardless of their background.	Engages with individuals and groups with the utmost respect; creates an environment where everyone feels comfortable.
4. Learns from others who have different perspectives, backgrounds, and/or styles.	Misses opportunities to learn from others who have different perspectives, backgrounds, and/or styles.	Willingly learns from others who have different perspectives, backgrounds, and/or styles.	Proactively seeks out opportunities to learn and put into practice ideas from others who have different perspectives, backgrounds, and/or styles.
<i>Individual Contributor</i>			
1. Behaves with sensitivity toward differences in cultural norms, expectations, and ways of communicating.	Behaves without considering possible differences in cultural norms, expectations, and ways of communicating.	Behaves with appropriate appreciation for different cultural norms, expectations, and ways of communicating.	Consistently behaves with great sensitivity toward differences in cultural norms, expectations, and ways of communicating.
2. Challenges stereotyping or offensive comments.	Allows stereotyping or offensive comments to occur in the workplace.	Speaks up when others are stereotyping people or making offensive comments.	Confronts stereotyping and offensive comments promptly, making it clear that such actions are inappropriate.
3. Seeks out the perspectives and talents of others.	Focuses on accomplishing work without making sufficient effort to enlist the perspectives or talents of others.	Explores the perspectives and enlists the talents of different people when accomplishing objectives.	Draws upon a wide range of perspectives and talents to add value to own work and optimize performance.
4. Works effectively with others who have different perspectives, backgrounds, and/or styles.	Has difficulty working effectively with those who have different perspectives, backgrounds, and/or styles.	Partners successfully with those who have different perspectives, backgrounds, and/or styles.	Brings together those who have different perspectives, backgrounds, and/or styles and skillfully leverages the unique capabilities of each.



Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
<i>Supervisor/Manager</i>			
1. Encourages others to stay open to, seek, and learn from the perspectives of others.	Gives little encouragement for the team to seek out and learn from the perspectives of others.	Urges people to show openness to and learn from the perspectives of others.	Regularly exposes team members to the perspectives of others and ensures they learn from these viewpoints.
2. Creates an environment in which differences are openly shared, embraced, and incorporated into the team's activities.	Overlooks chances to encourage, explore, and learn from differences; may rely too much on existing approaches without seeking out other views.	Encourages and explores differences; incorporates some new perspectives into the team's activities.	Builds a team culture in which differences are embraced; leverages people's differences as a way to strengthen workgroup performance.
3. Helps people understand the business value of varied perspectives, experiences, and knowledge.	Overlooks or does not explain the business value of varied perspectives, experiences, and knowledge.	Provides clear messages about the business value of varied perspectives, experiences, and knowledge.	Enthusiastically advocates and helps others understand the business value of varied perspectives, experiences, and knowledge.
4. Interacts with others in ways that are sensitive to cultural norms and expectations.	Misses opportunities to adapt communication style to account for cultural norms and expectations.	Is sensitive to differences in norms, expectations, and ways of communicating.	Fluently adapts to different cultural norms and expectations; engages successfully with a wide range of people.
<i>Director/Executive</i>			
1. Sponsors and mentors people from a variety of backgrounds and perspectives.	Gives attention mainly to those who share own background rather than mentoring those who are different.	Takes steps to advance the careers of people from other backgrounds and perspectives.	Serves as a valued resource and mentor to people with an array of backgrounds and perspectives.
2. Cultivates an environment that makes others feel valued, regardless of their background.	Allows or creates a work environment in which people from different backgrounds do not feel valued or respected.	Supports an environment where people of all backgrounds feel respected and appreciated.	Creates an accepting, empowering environment that makes all employees, regardless of background, feel valued and motivated.
3. Fosters a culture that encourages and supports openness and engagement.	Gives limited attention to openness and engagement; may allow a more narrow organizational culture to develop.	Takes action to encourage and support openness and engagement; makes its importance known to the organization.	Champions the cause of openness and engagement and ensures others recognize the vital importance of these topics.
4. Applies understanding of cultural differences to create value for the organization.	Overlooks how cultural differences may relate to the work of the organization; does not leverage these dynamics in a way that creates value.	Applies an understanding of cultural differences to help meet business goals.	Skillfully and consistently identifies how recognizing cultural differences can lead to new opportunities and value to the organization.