

## Individual Contributor

Problem Solving		
Unacceptable	Meets Expectations	Far Exceeds Expectations
Seldom considers multiple sides of an issue; fails to consider consequences before making a decision.	Considers multiple sides of an issue. Weighs consequences before making final decision.	Considers multiple sides of an issue and wide range of perspectives. Breaks down problems into fundamental parts. Identifies root causes and addresses problems in ways that lead to innovative solutions.
Overlooks available information before making decisions; often appears uninformed.	Makes informed decisions based on available information.	Makes informed decisions based on available and hard to find information. Utilizes information that is relevant, current and clear.
Overlooks issues, problems or opportunities which should be advanced in the decision making process. Fails to follow up.	Recognizes issues, and determines actions needed to advance the decision making process. Follows up as necessary.	Recognizes typical as well as complex and obscure issues, and actions needed to advance the decision making process. Recommends possible solutions. Follows up to ensure resolution.
Is resistant to new ideas and processes. Infrequently adjusts approach to achieve results.	Is open to new ideas and processes. Adjusts approach to achieve results.	Is open to and creates new ideas and processes; modifies approach as changes occur to ensure results are achieved. Ensures all voices are heard and valued.