

Collaboration - Supervisor & Manager

Collaboration		
Unacceptable (1)	Meets Expectations (3)	Far Exceeds Expectations (5)
Does not treat all people with dignity, respect, and fairness.	Consistently, in all cases, treats everyone, with dignity, respect and fairness; is very easy to approach and helpful.	Is a role model for consistently treating all people with dignity, respect, and fairness; inspires and ensures that others do so as well, holding them accountable if they do not.
Avoids conflict or engages in conflict in a way that is unproductive.	Resolves interpersonal conflicts constructively and professionally; seldom requires outside assistance.	Consistently, in all cases, resolves interpersonal conflict constructively; utilizes conflict as an opportunity rather than a problem.
Misses opportunities to share time, resources and knowledge with others.	Enthusiastically spends time with others to help them and the team succeed.	Anticipates and acts upon opportunities for helping others succeed; consistently and enthusiastically shares time, resources and knowledge with others.
At times does not behave or express self in an open or honest manner; is inconsistent in what they say and do; struggles in difficult situations.	Behaves and expresses oneself in an open and honest manner; is consistent in all cases with what they say and do; Appropriately handles difficult situations.	Always behaves and expresses self in an open and honest manner; always consistent in what they say and do; is discreet and professional; demonstrates advanced skill and tact in handling difficult situations and sensitive matters.
Criticizes or ignores feedback from others; struggles with accepting developmental feedback.	Is receptive to and implements suggestions for improvement. Solicits feedback. Actively identifies ways to improve and help others.	Actively solicits feedback from others and works to implement suggestions. Utilizes feedback to improve leadership effectiveness.

Please be mindful of different cultural norms and neurodiverse populations when applying these standards.