

Supervisor & Manager

Collaboration		
Unacceptable	Meets Expectations	Far Exceeds Expectations
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 anyone, regardless of background, to help them and the team succeed.	Anticipates and acts upon opportunities for helping anyone, regardless of background, succeed; consistently and enthusiastically shares time, resources and knowledge.
Criticizes or ignores other perspectives and feedback from others; struggles with accepting developmental feedback.	Is receptive to and implements multiple perspectives and ideas. Solicits feedback. Actively identifies ways to improve.	Actively solicits perspectives and feedback from others and works to implement suggestions. Utilizes feedback to make better decisions and improve leadership effectiveness.
Does not value the importance of teamwork; has difficulty resolving team conflicts; neglects the importance of respect for all when interacting with the team.	Encourages teamwork among direct reports; facilitates resolution of team conflicts; promotes respect and a sense of belonging among all team members.	Visibly and proactively encourages teamwork among direct reports; consistently facilitates the resolution of team conflicts in a way that is mutually agreeable; promotes respect, recognizes contributions, and fosters a sense of belonging among all team members.