

Individual Contributor

Collaboration		
Unacceptable	Meets Expectations	Far Exceeds Expectations
Does not treat all people with the same level of respect, dignity or fairness.	Treats all people with dignity and respect; strives to be fair and consistent.	Consistently (in all cases) treats everyone with dignity, respect and fairness; is very easy to approach and helpful.
Seldom attempts to resolve interpersonal conflicts; lets problems fester and escalate; often requires third party intervention.	Strives to resolve interpersonal conflicts constructively; seeks assistance when needed.	Resolves interpersonal conflicts constructively and professionally; seldom requires outside assistance.
Demonstrates an unwillingness to help others succeed.	Spends time with others when asked, regardless of background, to help them succeed.	Enthusiastically spends time with anyone, regardless of background, to provide support and help them and the team succeed.
Is not open to other perspectives or feedback from others; criticizes and ignores feedback from others.	Is careful to ensure all perspectives are considered before reaching a conclusion	Is receptive to and implements multiple perspectives and ideas. . Solicits feedback. Actively identifies ways to improve.
Does not show interest in listening to ideas from others; has difficulty respecting ideas when different from own; tends to reach conclusions before listening to all sides.	Listens to and considers ideas from others, even when different from own.	Listens to and considers ideas from others, even when different from own; is careful to ensure all sides are heard before reaching a conclusion.