



Building Relationships

COLLABORATION

Interacts with others in ways that demonstrate collaboration and cooperation. Builds partnerships with others to achieve organizational results. Cultivates, builds, and maintains positive relationships across the organization.

Core Behavioral Anchors –

1. Cooperates with others; shares information and knowledge to identify and implement solutions in which all parties can benefit.
2. Helps and supports fellow employees in their work to contribute to overall success.
3. Places the needs of the team above self-interest; builds and maintains effective working relationships.

Management Behavioral Anchors –

1. Fosters an open environment where employees feel safe providing constructive feedback.
2. Develops and cultivates mutually beneficial work relationships and alliances inside and outside the organization.
3. Encourages and assists others in building networks to improve relationships and maximize results.

Met Few Expectations (MFE)	Met Some Expectations (MSE)	Successfully Met Expectations (SME)	Far Exceeded Expectations (FEE)
Not a team player; often disrupts team process, jeopardizing progress toward common goals.	Has difficulty collaborating with others; often prefers to work independently.	Works effectively and cooperatively with others.	Models cooperation and teamwork; creates opportunities for self and others to improve working relationships and work outcomes.
Exhibits behaviors that negatively impact the morale and accomplishments of the team.	Sometimes displays behaviors inconsistent with workplace courtesy and respect.	Treats others with respect; encourages and appreciates individual contributions.	Is respectful and welcoming; Inspires collaboration by bridging gaps among diverse individuals and units.
Often avoids conflict; not prepared or willing to resolve conflict.	Unable to resolve or constructively manage conflicts.	Works effectively with others to resolve conflict.	Skillfully and proactively addresses conflict; seeks and achieves 'win-win' resolutions.