CHANGE MANAGEMENT	Self-to-Self	Self-to-Others	Self-to-System
1. Contribute to **shifting culture** from strictly compliance-oriented HR to equitable and inclusive HR consultation that embodies EID core values and practices. **(cross-listed in EID Rubric)**	• Reflect on the presence or absence of integrated EID core values and practices in my workplace—and how their absence affects marginalized employees in different ways. • Take part in professional development focused on creating equitable, inclusive, and consultative workplace culture.	• Demonstrate internalized EID core values and practices by working proactively—alongside marginalized employees—to shift HR culture to be more equitable, inclusive, and consultative. • Proactively explore the impact of change initiatives on identity groups, and mitigate disparate impacts.	• Lead the shift toward equitable, inclusive, consultative practices in my organization in partnership with marginalized employees. • Ensure the integration of EID core values and practices in day-to-day operations and in all change initiatives by allocating time and funds for employees to take part in EID learning and practice.
2. Learn and leverage **change management models** for supporting or leading change initiatives.	• Learn about various change management models and the contexts in which we may apply them.	• Promote discussion about the selection and use of change management models when supporting or leading change initiatives.	• Choose change management models and features strategically when leading change initiatives. • Provide context to stakeholders for my choices.
3. Champion proactive, timely, and inclusive **stakeholder communications** to enhance outcomes of change management initiatives.	• Cultivate patience and deep listening skills. • Learn best practices for communicating with appropriate timing and maximum inclusivity.	• Model patience and deep listening. • Proactively explain reasons to stakeholders for shifting priorities or implementing change. • Model sending communications about change initiatives with maximum inclusivity.	• Foster patience and deep listening among my employees. • Initiate and lead communication strategies for change initiatives. • Partner equitably to ensure appropriate, well-coordinated, timely, and inclusive communications. • Create inclusive ways to hear timely input on change initiatives.

	Self-to-Self	**Self-to-Others**	**Self-to-System**
4. Plan and manage effective and inclusive **change processes**.	• Learn about change process methodologies (e.g., agile, waterfall) and how these are distinct from change management models.	• Collaboratively identify and use appropriate change process methodologies to track goals, requirements, dependencies, risks, deliverables, etc. • Involve others in change processes whenever appropriate to maximize inclusion.	• Anticipate and assess potential impacts of change initiatives at organizational and individual levels when choosing change process methodologies. • Help others identify and implement process solutions that align with my organization's goals and maximize inclusion.
5. Behave in a **grounded and adaptable** manner, especially in fast-paced environments with multiple or shifting priorities.	• Cultivate groundedness and adaptability. • Cultivate critical thinking skills. • Learn techniques for working proactively instead of reactively (e.g., with priority/project management training).	• Model adapting to change in a grounded manner. • Model critical thinking skills, including the ability to anticipate and mitigate potential obstacles. • Demonstrate effective priority/ project management skills.	• Set expectations for navigating change in a grounded and adaptable manner; provide feedback in real-time. • Teach critical thinking skills so others can anticipate and overcome obstacles. • Make sure priority/project management training is widely accessible. • Identify change champions to lead the way.
6. Engage in **continuous process improvement.**	• Learn ways to engage in continuous process improvement (e.g., Six Sigma) and how they can support successful change management.	• Carry out continuous process improvement in consultative partnership with my stakeholders. • Encourage others involved in change initiatives to pause and evaluate outcomes before moving on to the next project.	• Foster a culture of continuous process improvement in my organization. • Create ways to get feedback from stakeholders. • Ensure documentation of post-process analysis to foster knowledge transfer and avoid repeated undesirable outcomes.