COLLABORATION	Self-to-Self	Self-to-Other	Self-to-System
1. Create a **climate** that fosters equity, inclusion, and respect across a diverse workforce by working in collaborative partnership with others. **(cross-listed in EID Rubric)**	• Identify and incorporate collaborative partnership behaviors in day-to-day work. • Seek feedback from internal (HR) and external stakeholders regarding my skillfulness at partnering.	• Develop and sustain collaborative partnerships with internal and external stakeholders. • Leverage my influence to include (or advocate for the inclusion of) people with marginalized identities in decision-making spaces.	• Put EID core values into use in collaborative partnerships across my organization, both in daily activities and strategic planning. • Share decision-making with people with marginalized identities in day-to-day and strategic work.
2. **Communicate** HR concepts and ideas to internal and external audiences in ways that bring about greater understanding.	• Learn to ask clarifying questions with humble inquiry to understand other perspectives and root issues. Recognize that executing transactions is not the only goal. • Communicate so that stakeholders understand (i.e., avoid HR jargon).	• Model the habit of asking clarifying questions with humble inquiry and actively acknowledge others' perspectives and root issues. • Ensure mutual understanding while resolving issues.	• Put humble inquiry and mutual understanding into use in my workplace culture. • Help distinguish what internal versus external stakeholders need and communicate accordingly.
3. Develop, sustain and leverage positive **relationships** with colleagues and other stakeholders.	• Learn principles of Emotional Intelligence (EI). • Learn the "yes, if…" strategy for responding to stakeholder requests. • Ask for feedback from internal and external stakeholders, and learn strategies for delivering feedback. • Explore ways to engage with the UW HR community beyond my unit (e.g., communities of practice).	• Model EI. • Model "yes, if…" strategy with stakeholder requests. • Regularly ask for and provide feedback to internal and external stakeholders. • Actively engage with the wider HR community (e.g., participate actively in HR communities of practice).	• Facilitate the use of EI in daily and strategic work. • Teach the "yes, if…" approach in my organization to promote agency among stakeholders. • Create systems for gathering feedback from internal and external stakeholders to learn if we are meeting needs. • Proactively prepare opportunities in my organization for engaging the wider HR community.

	Self-to-Self	Self-to-Other	Self-to-System
4. Foster **equitable recognition** by amplifying others' voices and sharing credit.	• Learn strategies to amplify other voices and to credit other ideas.	• Model the habit of amplifying other voices and crediting other ideas—particularly the voices and ideas of colleagues and stakeholders with marginalized voices.	• Create processes in my organization to recognize other ideas and ensure amplification of marginalized voices among colleagues and stakeholders.
5. Facilitate **mutually beneficial outcomes** equitably, inclusively, and in accordance with applicable laws and policies-- including in difficult conversations and dispute mediations.	• Learn different approaches to decision-making. • Learn how to achieve mutually beneficial outcomes. • Explore how my identities and lived experience can create biases that influence HR outcomes.	• Be intentional in the choice of decision-making frameworks. • Facilitate mutually beneficial outcomes—especially in difficult conversations and conflict. • Consistently check for biases with feedback and support from others.	• Model different decision-making approaches in my organization. • Reinforce working toward mutually beneficial outcomes whenever appropriate. • Mentor others to explore self-identity in the context of biases and continue my own practice of exploring self-identity.
6. Understand the role of **shared governance** and how to interact and partner effectively with these groups.	• Learn about Shared Governance roles and ways to engage in Shared Governance.	• Communicate the importance and role of Shared Governance with internal and external stakeholders. • Develop and sustain collaborative partnerships with governance representatives.	• Reinforce the importance for my organization's HR to get involved with Shared Governance and to foster awareness among non-HR stakeholders. • Model partnerships with and serve as an ambassador for Shared Governance organizations.