PROBLEM SOLVING	Self-to-Self	Self-to-Other	Self-to-System
1. Be curious about and understand many other **perspectives and lived experiences** when solving HR problems. **(cross-listed in EID Rubric)**	• Learn about the perspectives and lived experiences of colleagues and stakeholders who have different identities than mine (race, ethnicity, gender identity, sexual orientation, age, ability, education, language, socio-economic class, religion, etc.). • Develop the habit of asking for different perspectives when solving HR problems.	• Openly and proactively acknowledge the diversity of perspectives and lived experiences in my organization. • Explore many other perspectives to determine the best and most equitable solutions to HR problems.	• Solve problems innovatively by amplifying the strengths of diversity in my organization. • Create inclusive spaces to foster belonging and innovation in problem solving.
2. Demonstrate curiosity, humility, and dedication to the principle "**seek first to understand**."	• Openly acknowledge when I don't understand something. • Learn about and begin to use **humble inquiry** to understand more fully.	• Model the habit of humble inquiry to show that it's impossible to know everything. • Synthesize diverse perspectives and experiences to create genuinely new ideas and approaches to HR problems.	• Infuse humble inquiry into my organizational culture. • Foster truly transformative solutions by facilitating engaged "listening processes" in my organization.
3. Work in partnership with colleagues and stakeholders to analyze and solve problems at their **root causes**.	• Learn about and begin using root cause analysis. • Develop the habit of examining whether I'm solving a real vs. "presenting" problem.	• Proactively integrate root cause analysis into my work and use results to inform emerging solutions. • Rise above transaction-level work to provide holistic consulting that reflects understanding of real problems and their root causes.	• Consult with partners to integrate root cause analysis seamlessly in day-to-day and strategic work. • Coach and mentor others in my organization to do the same.

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4. Consider cross-functional and organizational impacts of HR work through **systems thinking**, instead of resolving issues in a siloed, transactional way.	• Actively seek to understand cross-functional HR impacts of my work. • Generate potential solutions by asking my colleagues "far-sighted questions" and regularly engaging in dialogue.	• Proactively identify, discuss, and mitigate cross-functional HR impacts with others. • Demonstrate understanding of connections within systems through the habit of weighing impacts of decisions on diverse stakeholders.	• Model skillfulness in developing and asking questions that routinely lead to the timely identification of cross-functional HR impacts. • Create structures to reduce silos and amplify systems thinking in my organization.
5. Demonstrate **adaptability** in problem solving through the integration of learning from experience.	• Learn from my experiences and the experiences of colleagues to develop evolved solutions to HR problems—versus doing the same things over and over because "that's how it's always been done."	• Model evolving thinking by proactively sharing past approaches, successes, and failures with colleagues. • Partner with colleagues and stakeholders to experiment with "outside the box" solutions.	• Encourage adaptability and innovation to address emerging HR challenges. • Facilitate courageous exploration and critical examination of new approaches in my organization. • Engage in deeper analysis of the significance of issues within the broader system of HR@UW.
6. Cultivate **innovation and courage** in the workplace to change directions when appropriate. Provide space for others to problem-solve without fear of criticism.	• Develop respectful, inclusive behaviors that invite different perspectives and approaches. • Learn and apply innovative problem-solving models that foster creative experimentation.	• Model respectful, inclusive behaviors and successful navigation of discomfort and resistance. • Deliberately create project teams that invite diverse and conflicting perspectives. • Integrate innovative problem-solving models into work groups.	• Lead and facilitate welcoming "grace spaces" across my organization that invite dissent, innovation, and experimentation. • Partner with colleagues and stakeholders to create systems that consistently reinforce the value of grace spaces. • Lead and facilitate innovative problem-solving processes and coach others.