

Embraces and Enables Change

Recognizes change as an opportunity to learn. Demonstrates curiosity, creativity, and a willingness to adapt. Proactively seizes opportunities and is resilient in the face of challenges. Works with others to solve problems and move work forward.

	Emerging	Developing	Proficient	Advanced	Expert
<i>Recognizes need for change, demonstrates curiosity</i>	Accepts and understands change as an opportunity to gain new knowledge and improve performance.	Acquires new knowledge and skills to improve at a personal level. Adapts work priorities based on new data and circumstances.	Contributes to analyzing and improving processes, procedures and results within own department and teams.	Seeks out and brings to life best practices, ideas and new learning across the organization. Takes calculated risks on new and unusual ideas; thinks "outside the box".	Anticipates changing circumstances. Engages staff and external stakeholders in reaching new territory for mission impact.
<i>Seizes opportunities, resilient, solves problems</i>	Shows persistence, and does not shy away from problems that have not been encountered before.	Uses evidence to identify root issues; generates new and different options to solve problems. Shares learning and insights with others.	Cultivates dialogue about change when moving initiatives forward. Designs and recommends approaches to change and challenges that engage others.	Anticipates longer term opportunities to improve mission implementation.	Leads change efforts across the organization, and prioritizes organizational activities accordingly.