

The activation kit for Emotional Metabolism Index.

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The four-layer transformation stack

Each layer self-contained. Read top to bottom or jump in.

Layer 1 · live now

The Diagnostic

Five dimensions, twenty-five questions, five minutes. A score from 0 to 100, archetype placement (Brittle → Regenerative), and an action plan scoped to your role and industry. Take it as a leadership team and compare divergence. That is the first conversation.

Take the diagnostic

Layer 2 · ready to run

EMI in Practice: Five Interventions

One pathology-specific intervention per dimension. Each is a self-contained artifact a manager can run on a Tuesday morning without a consultant. Identity Portability Worksheet, Sunset Audit Checklist, Vaccination via Sandbox, Integration Rituals Guide, Retirement Co-Design Template.

See the intervention library

Layer 3 · early access

Training & Enablement

Three audiences, three curricula. ICs get a 20-minute self-paced module. Managers get a half-day workshop with role-plays per pathology. Pops and transformation leads get a three-week train-the-trainer certification. Currently delivered as coaching; self-serve modules in development.

See the curriculum

Layer 4 · for transformation leaders

8-Week Pilot Blueprint

An 8-week pilot, pre-designed. Named workflow, named cohort, week-by-week timeline, lead and lag indicators, exit criteria, three-failure pre-mortem, comms plan, Phase 2 with named tracks. The full plan ships inside the downloadable activation kit.

Download the activation kit

Intervention library · one artifact per pathology

Manager-runnable. No consultants required.

01 · Identity

Hill to Die On

Identity Portability Worksheet

45 min per IC, before the retirement is announced

One-page artifact filled out with each affected senior IC. Three prompts: the capability that survives this workflow, what is actually being retired (artifact, practice, or relationship), what they want their name attached to next.

02 · Closure

Ghost Workflows

Sunset Audit Checklist

30 min, day 30 / 60 / 90 after retirement

Twelve-item checklist surfacing zombie artifacts running in parallel: calendar items, shared docs, Slack channels, dashboards, role names. Each gets yes/no plus a decommissioning owner.

03 · Trust

Allergic Reaction

Vaccination via Sandbox

Three small retirements in 90 days, before any big retirement

Each runs the full retirement arc: announce, identity portability, sunset audit, ritual, debrief. The point is acquired immunity, not the workflows themselves.

04 · Belonging

Inner Circle

Integration Rituals Guide

Four rituals across two quarters, two hours each

Story Exchange · Bridge Appointments · Vocabulary Trade · First Decision Shared.

Sequence matters; out of order halves the effect.

05 · Agency

Quiet Quitting

Retirement Co-Design Template

One 90-min working session, before the retirement is announced externally

Forces seven decisions to be co-owned by the affected team: what is being retired, why now in their voice, who decides specifics, who gets credit, what they own next, the bridge timeline, and 30 / 90 / 180-day success.

Curriculum · three audiences, three tracks

ICs, managers, transformation leads. Different curricula, one philosophy.

Track 1 · ICs

Survival kit · 20 min self-paced

Built for the engineer, designer, recruiter, or analyst whose work is changing. Survival kit, not theory. Recognize the moment your workflow is being retired; write the bridge sentence; know what to ask for; know when to stay and when to move.

Track 2 · Managers

Half-day workshop · 6 managers per cohort

Hands-on for the manager about to ask their team to give up something they built. Role-plays per pathology. Each manager leaves with a draft Identity Portability Worksheet for one of their senior ICs and a 14-day commitment to run it.

Track 3 · POps + Transformation

3-week certification · cohort of six

Train-the-trainer. Diagnostic mechanics → intervention prescription → pilot design + practicum. Award is on a completed pilot with measurable outcome, not on attendance. Charter cohort opening for one Alphabet sub-function and one external Fortune 500 partner.

The 8-week pilot blueprint

One named workflow. One cohort. Eight weeks.

The smallest unit that produces a measurable result. The protocol is the constant; the variable is the org. Full timeline and indicators are in the downloadable kit.

Week 1

Diagnostic + cohort

Leadership takes EMI; cohort selected; binding constraint named.

Week 2

Identity portability

Manager runs the worksheet 1:1 with each affected senior IC. Bridge sentences captured.

Week 3

Co-design session

90-min working session with the affected team. Seven decisions signed in a one-pager.

Week 4

Public announcement

Retirement announced using the team's voice from week 3, not leadership's frame.

Week 5

Sunset ritual

Named ritual closing the workflow. What it taught, who built it, what comes next.

Week 6

Sunset Audit

Twelve-item checklist run by the workflow owner. First ghost-workflow sweep.

Week 7

Allergic-reaction audit

Blameless review of which resistance was identity, which was legitimate.

Week 8

Debrief + Phase 2

Pilot debrief published inside leadership. Phase 2 named: which dimensions next.

How to bring this in

Three engagement options. Match the option to the pressure.

Option A · Diagnostic-only

Self-serve, two weeks

Leadership team and one extended cohort take the diagnostic. Authors read the divergence map and produce a written interpretation. No live engagement. The lightest possible first step.

Option B · Pilot

One named pilot, eight weeks

The full 8-week blueprint, run with one Alphabet sub-function. Authors embedded as advisors at weeks 1, 3, 5, 8; the rest is in the function's hands. The standard engagement.

Option C · Charter cohort

Pilot + certification, fourteen weeks

Pilot in weeks 1-8 plus POps certification cohort running in parallel from week 4.

Outcome: one workflow retired plus six certified practitioners by week 14. Limited to one cohort per quarter.

Start a conversation

Take the diagnostic, forward the kit to your transformation lead, and pick one workflow you are about to retire that is not the easy case.

Download the activation kit (PDF)Take the diagnostic

Framework: Fiona Cicconi · Chief People Officer, Alphabet. **Instrument & scaffolding:** , second author. Names and pathologies locked 2026-04-26.

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