

How to build the EMI muscle inside your org.

By Rahul Jindal

Track 1

20 minutes, self-paced

Individual Contributors

Your workflow is being retired. Here's how to not feel like you are.

A short, practical module for the engineer, designer, recruiter, or analyst whose work is changing. Survival kit, not theory. Names the five pathologies in plain language so the IC can recognize what is happening to their team and recognize the difference between a real threat to the work and an immune response to the change.

What's in the curriculum

- What just happened (recognizing the moment your workflow gets retired)
- The five things you'll feel, and why each one is rational
- How to write your bridge sentence (the artifact that survives the change)
- What good managers will do, and what to ask for if yours doesn't
- When to stay, when to move: the honest version

Availability today

Pilot with one cohort planned Q3 2026. Currently delivered as a 30-minute 1:1 inside engagements.

Track 2

Half-day workshop, in-person or live virtual

Managers

How to retire a workflow your team built without breaking trust.

Hands-on workshop for the manager who is about to ask their team to give up something they built. Role-plays per pathology, scripts that work, scripts that don't. Each manager leaves with a draft Identity Portability Worksheet for one of their senior ICs and a personal commitment to run it inside 14 days.

What's in the curriculum

- The five pathologies: recognize them in your team's language
- Identity Portability Worksheet: practice the conversation, get coaching
- Sunset Audit drill: surface the ghost workflows you didn't know you had
- Allergic-reaction-or-legitimate-concern: the framing that changes meetings
- Co-designing retirement: the 90-minute working session, run live

Availability today

Currently delivered as a coaching engagement (one cohort, six managers max). Train-the-trainer track will replace this once Layer 3 ships.

Track 3

Three-week certification, cohort-based

POps & Transformation Leads

Train-the-trainer. The certification that lets you run EMI inside your function without me in the room.

For the people-function leader, transformation lead, or change agent who wants to own the EMI muscle inside their org. Built on case material from real pilots, not hypothetical examples. Outcome is a credentialed practitioner who can run the diagnostic, prescribe the intervention, and measure the lift independently.

What's in the curriculum

- Week 1: Diagnostic mechanics. How to read divergence maps. The cohort selection error that kills pilots.
- Week 2: Intervention prescription. Reading the pathology behind the symptom. Sequencing rituals across multiple dimensions.

- Week 3: Pilot design. The 8-week template, the pre-mortem, the lead and lag indicators that actually correlate with outcomes.
- Practicum: Each participant designs and runs a pilot inside their function with shadow coaching.
- Certification: Award is on completed pilot with measurable outcome, not on attendance.

Availability today

Charter cohort opening for one Alphabet sub-function and one external Fortune 500 partner. Limited to six participants for the first cohort to keep the coaching quality high.

Framework: Fiona Cicconi. **Instrument & scaffolding:** , second author.

Bring EMI into your function

The clearest path right now is a single named pilot: one workflow being retired, one cohort, eight weeks. Layer 3 certification follows the pilot, not the other way around.

Start a conversation [See the intervention library](#)