



The Power of Pivot

OKLAHOMA FEDERAL EXECUTIVE BOARD – MAY 25, 2022

Presenter – Jeffrey Vargas

A Few Requirements for Today

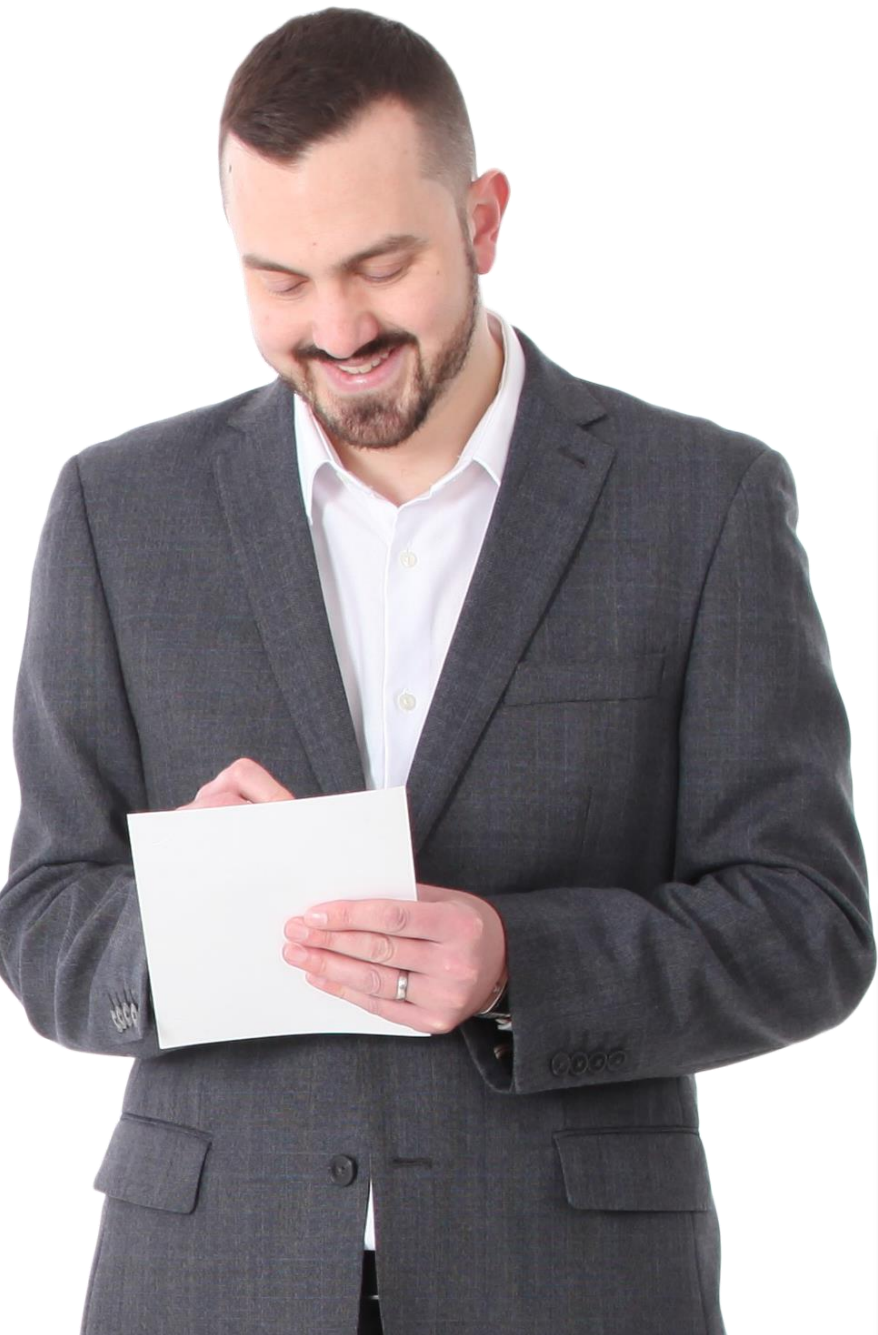
Full Presence

Honesty – With Self and Others

Willingness to Listen to Others

Willingness to Share





Today's Workshop Engagement

Experience

Experience Aha Moments

Share

Share Wisdom in the Room

Use Your “Aha Moment” Sheet as an Insight Tool...

Challenge	Action
Something you want to implement immediately	
Something you want to implement within the next 30-60 days	
Something you want to share with a friend/coworker	

What informs my ideas and thoughts regarding “The Power of Pivot”

- Federal Intrapreneur, Strategist
- Federal Human Capital Leader – 22 years.
- Chief Learning Officer, nuclear weapons complex (NNSA).
- Chief Learning Officer, financial oversight (CFTC).
- Federal recruiter, human capital strategist, employee engagement, diversity and inclusion (DOE)
- Mentor, youth advocate, leader.
- Fourteen Years – Federal Generations Expert.



My Current Mirror - Generationology LLC

A Future of Work Leadership and Professional Development Consulting Firm

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- 37 Future of Work Professional and Leadership Workshops
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Today's Agenda

Expand your definition of a pivot moment

Know when to execute and own your pivot moment

Identify and practice the habits of effective pivoting

Understand how to practice self-care and wellness during and after a pivot

Understand and practice the four steps to an effective pivot



Quick Poll



Your Response to the Statement...

IN THE LAST SIX MONTHS I HAVE EXPERIENCED A MAJOR PIVOT IN MY LIFE.

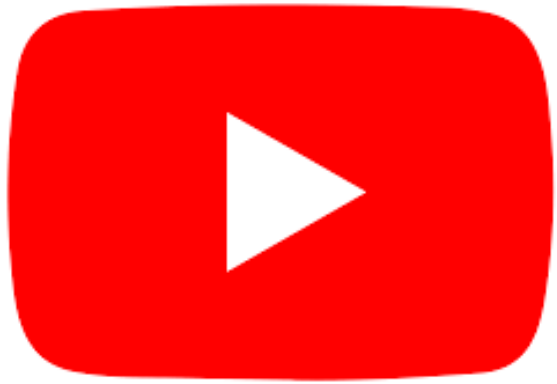
Quick Poll



Your Response to the Statement...

I BELIEVE I AM
EXPERIENCING OR WILL
SOON EXPERIENCE A
MAJOR PIVOT IN MY
LIFE.

Companies that made successful pivots:



GAP



Gap started as a San Francisco-area record store that sold Levi's.

PayPal began as a company making security software for handheld devices.

YouTube was a video dating site.

Wrigley originally used chewing gum as an incentive for customers to buy their baking powder.

Companies
that DIDN'T
Make
Successful
Pivots



Government Agencies - Pivots

WORKFORCE

Budget request pivots to build trust, recruit federal workers



Drew Friedman | @dfriedmanWFED

March 29, 2022 3:31 pm ⌚ 5 min read



The government's ability to execute on its mission comes down in large part to Americans' trust in the institution.

This simple fact is why the White House is seeking to strengthen the federal workforce by adding more internships, improving human resources and implementing a significant pay raise as part of President Joe Biden's 2023 [budget request](#) released on [March 28](#).

A photograph of two basketball players in a defensive stance on a court. The player on the left is wearing a white tank top, black shorts, white socks, and blue sneakers. The player on the right is wearing a grey tank top, black shorts, white socks, and black sneakers. A basketball is on the floor in the foreground. The text "Pivot..." is overlaid on the image.

Pivot...

What Does Pivot, or the “Act of Pivoting” Mean to You?

What Pivot Means...Does this Surprise You?



Pivot as a noun – eight definitions



Pivot as a verb – two definitions

Defining a Pivot

Pivot as a noun – eight definitions

- A shaft or a pin upon which something turns
- A person, thing, or factor having a central role, function, or effect
- A usually marked change

Defining a Pivot

Pivot as a verb – two definitions

- To turn on, or as if on, a pivot.
- To adapt or improve by adjusting or modifying something (such as a product, service, or strategy).

Understanding Your “Spectrum of Movement” in a Pivot

Pivots are often simply identified as changes, but there are differences between a change and a pivot....

Change

- Reactive
- Requirement for a rapid response
- Situationally driven
- Tactical – “survive”

Pivot

- Proactive
- Intentional
- Strategic – “go beyond surviving and work toward thriving”
- Communicated broadly



Our Working Definition of a “Pivot” ...

“Intentional, proactive action,
that is strategic in nature, and
managed and communicated
broadly...”

*FYI - The start up/entrepreneurial world
thinks of a pivot as a change in strategy
without a change in vision...*



Individuals in Government Pivot Differently

A MOMENT TO HONOR YOU – FEDERAL EMPLOYEES



Influences – Regarding Government Employee Pivots

Change in Administration


Changes in Congress

Demographics Changes

Policy Changes



What else would you add to the list?



Your Work in Government Operations What Rings True – Stuff You are Dealing With..

- Hiring and onboarding
- Training, promotion, and career planning
- Working in a hybrid, co-located environment.

What are some other operational challenges?

Challenges to Pivoting in Government

Change Fatigue

In Government,
It's a Real
Thing...



Change Fatigue

- “...phenomenon that represents the overwhelming feeling of stress, exhaustion, and burnout associated with rapid and continuous change in the workplace...”



When Change Fatigue is Present in Government Employees...



Moments of Pivot taking Place in Life...

How we learn

How we work

How we address equity

How we socialize

How we fight

How we vacation

How we care/empathize

How we spend our free time

What Else Would You Add?



Burnout Syndrome

- “...a conceptualized as resulting from chronic workplace syndrome stress that has not been successfully managed. It is characterized by three dimensions:
 - Emotional Exhaustion
 - Depersonalization/alienation from activities
 - Reduced performance”

WHO, 2019



The Cost of Burnout in Government





How Do We Overcome Workplace Challenges Including Change Fatigue and Burnout Syndrome?

We Learn to Pivot...

My Moments of Pivot - Know Your Why...

Permission Requested – Deep Authenticity and Real-Change Talk

My Pivot Moment



FIRE KILLS COUPLE IN TAKOMA PARK

By **Brian Mooar**
April 13, 1995

An apparent electrical fire raced through a Takoma Park house early yesterday and killed an elderly couple who had lived in the dwelling for three decades.

The first firefighters arrived at 2:26 a.m. -- 12 minutes after neighbors placed the first call for help -- and found heavy flames shooting from the two-story brick house in the 7200 block of Flower Avenue, officials said.

Fire officials said yesterday that they were investigating why a Prince George's County ladder truck from a station two miles away arrived at the burning house minutes before a Takoma Park pumper truck carrying water needed to douse the flames.

The response raised questions about the public safety services provided to Takoma Park, a municipality with 16,700 residents that straddles the Montgomery-Prince George's county line.

tragedy



Tragedy Became a Pivot Opportunity

- Career in Government
- Learning and Development Leader
- Leadership and Professional Development Expert
- Future of Work Speaker
- Intergenerational Engagement Coach





Government Employees have an opportunity to reframe from current reactive changes to proactive, intentional pivots...

Lets call it - "Pivot Toward Purpose"

Reflecting on “Pivots” in our lives...



Neighbor Share

- Identify a “pivot moment” in your life (personal or professional) that taught you a “life lesson”/impacted the direction of your life.
 - Who was in your life?
 - What was the circumstance/challenge/opportunity?
 - What happened?
 - How did you pivot?
 - What was the lesson you learned?
 - How has that lesson impacted your life today?
- If you could experience that moment again, would you change anything or do anything differently and why?

EVERYONE HAS HAD A PERSONAL AND PROFESSIONAL PIVOT, AND EVERY PIVOT MOMENT CAN BE ENHANCED...



How You Pivot – IS YOUR Choice...



PLAY BIG VERSUS PLAY
SMALL...



RECOGNIZE THE MEANING
OF YOUR PIVOT



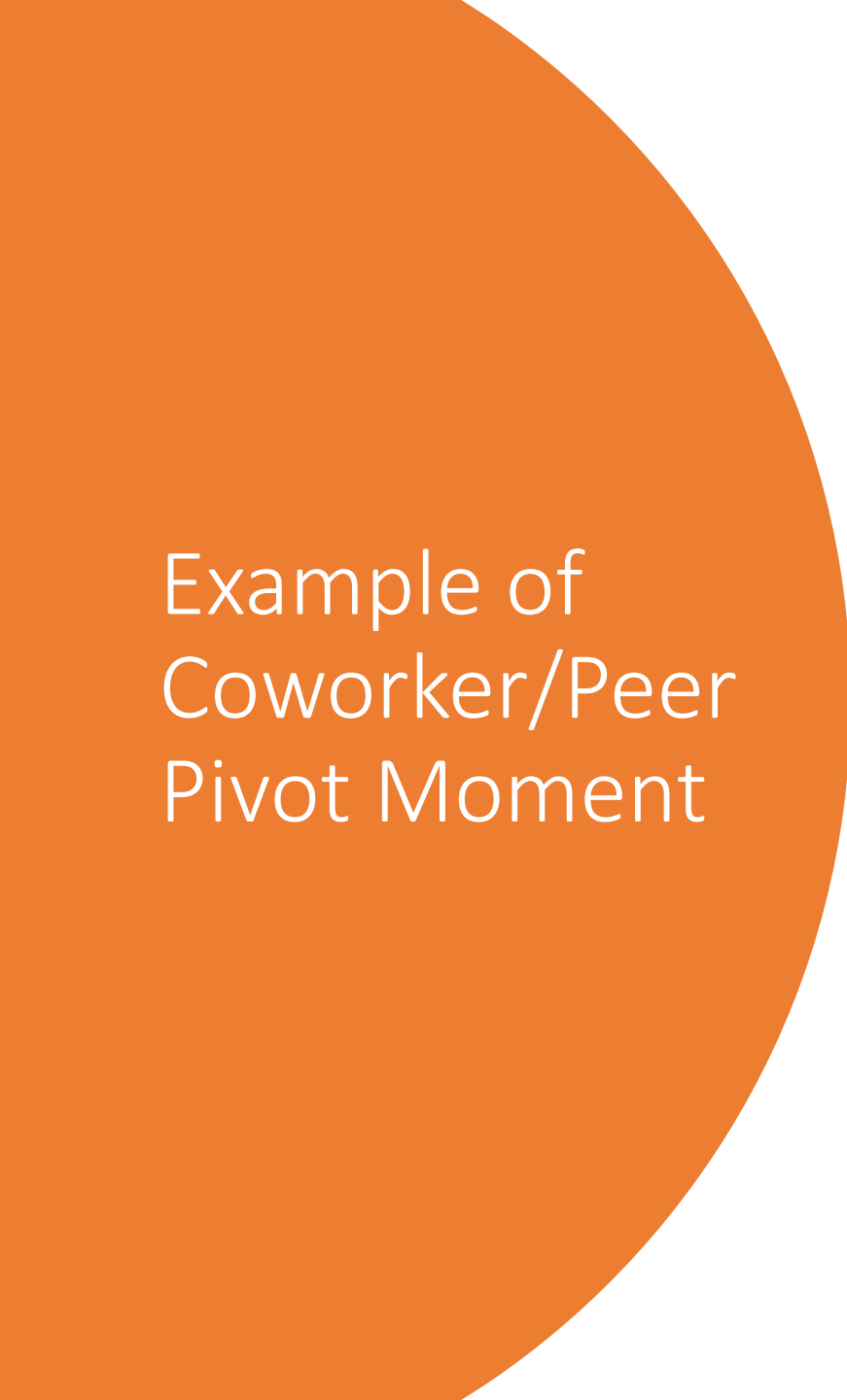
Do a scan of your workplace and your engagement with your coworkers - **where do you see pivot moments and opportunities?**

Example of a Workplace Pivot


The Biden Administration has determined that certain activities that were conducted at our headquarter offices in Washington, D.C. should now be done in our office here in Oklahoma. The expectation is that myself and my coworkers will be ready to “hit the ground” running and take over the program fully by January 1, 2023.



Exploring Pivot Moments
with Coworkers and Peers



Example of Coworker/Peer Pivot Moment

- John is a GS-12 Program Analyst (343) who has worked with me for the last three years. He just told me that he decided to do a 90 detail in a sister office where he will get some specialized experience in doing budget formulation and contract management.
 - John and I are co-leaders of our new onboarding effort that is set to deploy in 30 days.
- 


Exercise/Neighbor Share – Write Out Your Pivot Moment

1

Write down what you view as a current or emerging pivot moment at your workplace or with a coworker.

2

Share your story with a neighbor.



Breaktime!

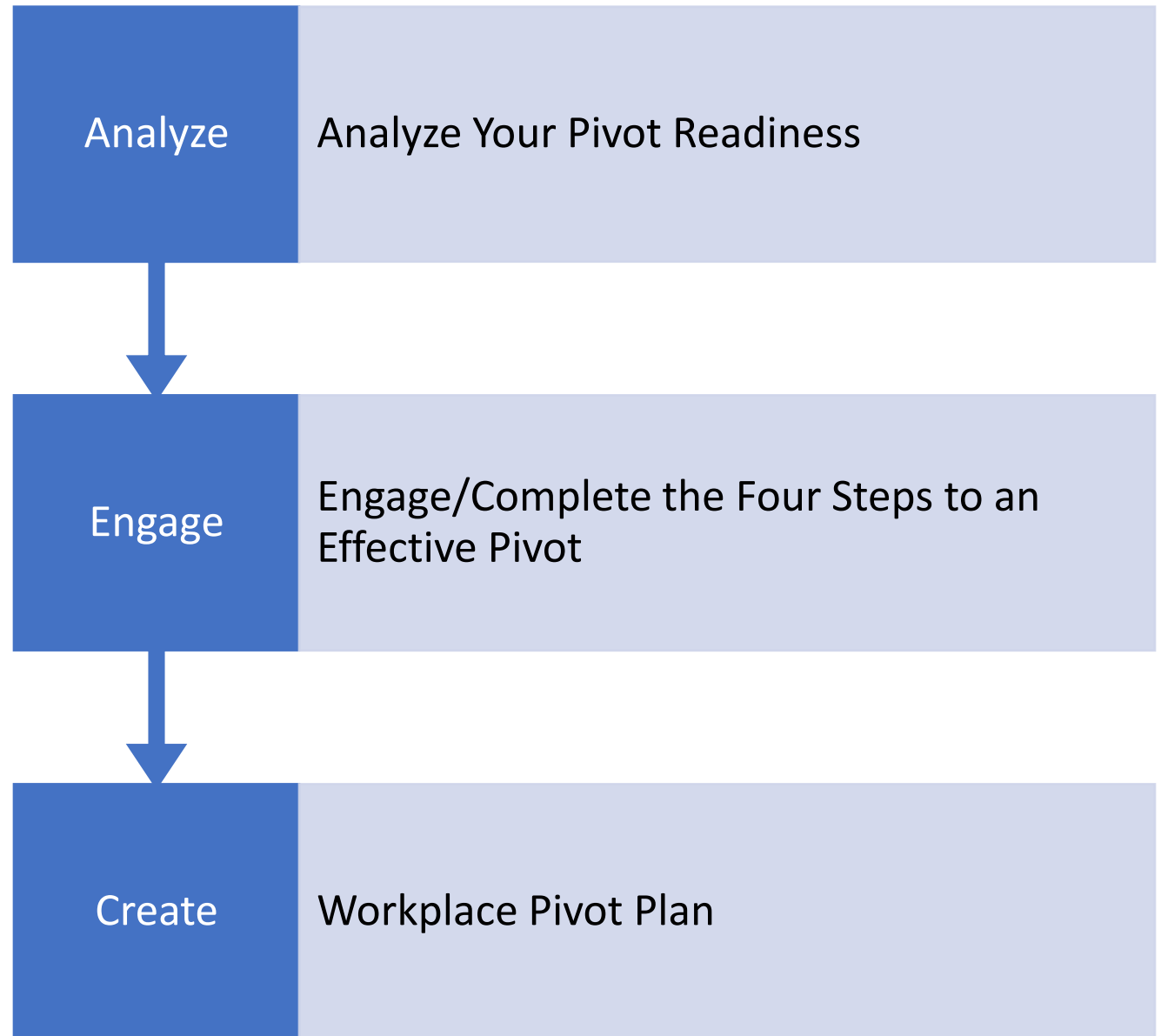


Let's do
this!

How to
Experience an
Exceptional Pivot
and Embrace the
Power of a Pivot



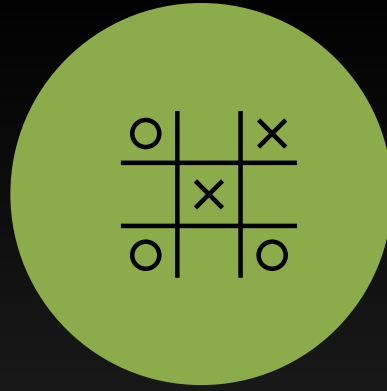
Experience an Exceptional Pivot



Are You Ready for a Pivot?



MINDSET



STRATEGY



TACTICS

Analyze Your “Pivot” State

Mindset:

- What matters to me most in this pivot moment?
- Who do I want to be in this pivot moment?
- Am I prepared to pivot?
- Am I willing to pivot?

Strategy:

- Do I understand what is happening and why it's happening?
- What will I gain/what will I lose based on the pivot that is taking place?
- How am I positioning myself to be proactive in the pivot moment?

Tactics:

- Do I understand the timeframe for execution and how to manage my time to support the pivot?
- Do I understand and have a plan for how I will prepare for the pivot, deploy the pivot, and operationalize the pivot?



Four Steps
to an
Effective
Pivot

Plant In the Soil of Ethics

Move with Intention – Focus
on Outcome/Objective

Engage/Make Adjustments

Report Out

Plant ‘ “In the Soil of Ethics”

Are there any ethical areas of concern with the pivot?

Will the pivot require you to show what you stand for?

With the pivot require you to show what you stand against?

How will the pivot confirm or challenge your ethics?

“You have to pivot based on what you believe” – Simon Sinek

Identify Outcomes and Objectives in a Pivot

Remember that unlike goals, **objectives** are specific, measurable, and have a defined completion date and **outcomes** are the result of something, or the consequence of it.

- Clearly identify what you see/you believe is the objective of the pivot and when you believe the pivot will end.
- Clearly identify what you see as the outcome YOU WANT TO SEE as a result of the pivot.

Outcomes and Objectives in a Pivot

Gather data/sort Information - seek to validate/refine your objective/outcome





Engage Your Pivot



Engage and Adjust

How to Engage Your Pivot

Identify, write out, and track the daily actions you are taking/will take when engaging your pivot.

Review/identify your “habits” that support or detract from the outcome you have identified for your pivot.

Engaging Your Pivot – Collaborate with Others



PLANNING



LEADING



DELEGATING



COMPLETING

Recognize – Engage – Get Stuff Done – Share Your Results

Your Daily Three Pivot Engagement Questions

Daily – ask yourself three questions about your pivot

- Do I still want the same outcome?
- What, if anything is changing around me that might have an impact on my pivot, and how am I going to address the change?
- What can I do differently today than yesterday to support my pivot moment?

Important to
Note:

When You
Engage Your
Pivot Things
Don't Always Go
Well...

Imperfect Action

Uncomfortable
Action

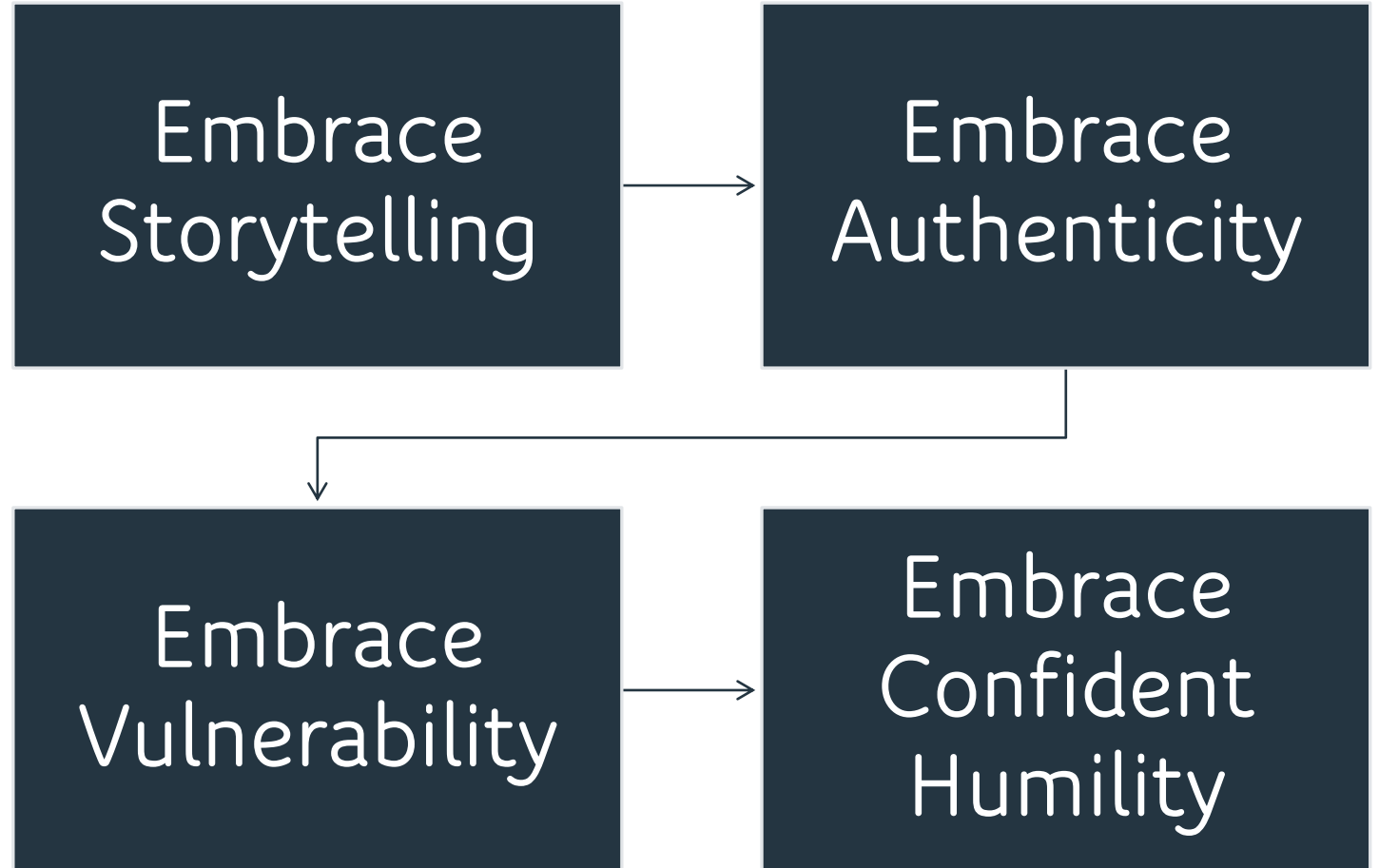
Report Out

Why Report Out?

Pivots need a voice, they need to be communicated in order to ensure that there is appropriate accountability (in an organization, with coworkers, with self, etc).

Provides an opportunity to grow/enhance the pivot.

Report Out



Reporting Out

Embrace Storytelling:

- Be descriptive, use data, stay focused on the goal and outcome

Embrace Authenticity:

- “It is what it is” – no hyperbole.

Embrace Vulnerability:

- You recognize the pro’s and con’s of the pivot, and you decide to pivot, anyway

Embrace Confident Humility

- You don’t have all the answers, but you are confident in doing, and trying things based on your experience, desire for a new/different outcome, and your ability to learn and adjust.

Report Out

Who should know about your pivot moments and why?

How do you plan to report out on a Pivot Moment?

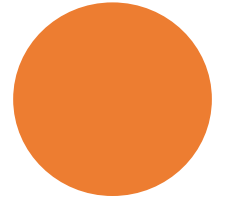
Prioritize Taking Care of You,
Protect Your Wellness Before,
During, and After a Pivot

Be good to yourself
and practice self
forgiveness and
grace – especially
when you are
executing a pivot.



Take Care of Your Team

- Random Acts of Kindness (RAKs)
- Mitigating reactive change
- Social awareness of the pivot
- Be authentic in forecasting/predicting future acute and chronic pivots



A close-up photograph of wooden Scrabble tiles on a wooden surface. A long wooden rack is filled with tiles spelling out the word "STRATEGIC". The tiles are light-colored wood with black letters and numbers. The rack is positioned diagonally across the frame. Several other tiles are scattered around the rack on the wooden surface. The text "Let's Practice" is overlaid in white, sans-serif font, centered over the rack. Below it, the text "THE POWER OF PIVOT" is also overlaid in white, sans-serif font, centered below the rack.

Let's Practice

THE POWER OF PIVOT

Complete Your Pivot Action Sheet



Neighbor Share.. Pivot Challenge

Review Parts of Your Pivot
Action Sheet with a Neighbor

Identify Ways You Will
Incorporate What You Have
Learned in Identifying,
Planning For, Deploying and
Executing a Pivot.

Channel Your “Pivot Knowledge” Toward Your Workplace

Become

Become a “Person of Action and Ideas” on Workforce Issues

- Offer to articulate/create/promote a new position that has never existed.

Commit

Commit to the Concept of “Precision Engagement”

- Embrace and practice peer recognition and accepting the recognition of others
- Embrace deeper and more authentic engagement with others – practice “presence and empathy”
- Pursue and envision accomplishing more than what’s expected

Challenge

Challenge Yourself and Others

- Become not only pivotal to others, but pivotal to the growth of your organization.

Sample Proactive Pivot Plan

	Immediate Action – Expected Result	30 Day Action – Expected Result	60 Day Action – Expected Result	90 Day Action – Expected Result
Strategic Tool				
Tactical Tool				
Other				

In Closing...

Some thoughts
on “The Power
of Pivot”

- Share your knowledge – continue to lead others with integrity and be good to yourself on your leadership journey and when you are identifying and addressing pivotal moments at home and at work.
- Remember that to much is given, much is required – pivot with vision, purpose and resolve.

Thank You!

Now, Let's Answer Your Questions...





THANK YOU
OKC Federal
Executive Board!

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List of our 37
Leadership
Workshops...



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Appendix

“Pivoting Well” Requires Self-Investment



HOW ARE YOU INVESTING IN
YOURSELF?



HOW ARE YOU ENVISIONING
UTILIZING THAT INVESTMENT?

To Maximize a Pivot...

Pursue energy, instead of passion

Call out, and embrace your “Best Self”

Recognize the gift of being a follower before you are serving as a leader

Instead of trying to be political – commit to being PIVOTAL

Quick Review

Protect

- Protect your wellness and mental health during pivots – know that change never lasts forever.

Prepare

- Proactively see moments of pivot as opportunities for personal and professional growth.

Discover

- Find purpose and power in the objective of your pivot.

Embrace/call out

- Four Steps to a Pivot and “Amp Up” – Pivot with Power

Use

- Use workplace challenges as opportunities to showcase that you can do more, accomplish more, and give more.

Not a Pivot – Not a Pivot Moment...

Being a “great worker”.

- Doing your 9-5, being “sufficient” in your job/your role – it’s not enough.

Working **without** intention or purpose...

- Hoping someone will notice you, or the work that you do.

Taking no action when an opportunity shows up.

- “Bad Math” – I’ll really get involved in the management of my career when I have everything in my life in order.



Reflect on Workplace Experiences

Do my coworkers know me, do they see me?

How can I better prepare for, and properly apply, emotional connectivity/dysconnectivity?

How do I support, engage, and learn from my peers during pivot moments?