



Workshop:

How and When to Pivot Your Strategy

In this workshop you will:

1. Learn how to respond to unanticipated events that impact your organization
2. Distinguish between events that require a strategy shift vs a change in approach
3. Explore change management tools and approaches to help staff navigate change proactively

Presented by:



Ali Carella
Senior Consultant,
La Piana Consulting



Humberto Camarena
Senior Consultant,
La Piana Consulting

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3-4pm EST/12-1pm PST





Start with a clear **strategy**





Can it be **anticipated?**

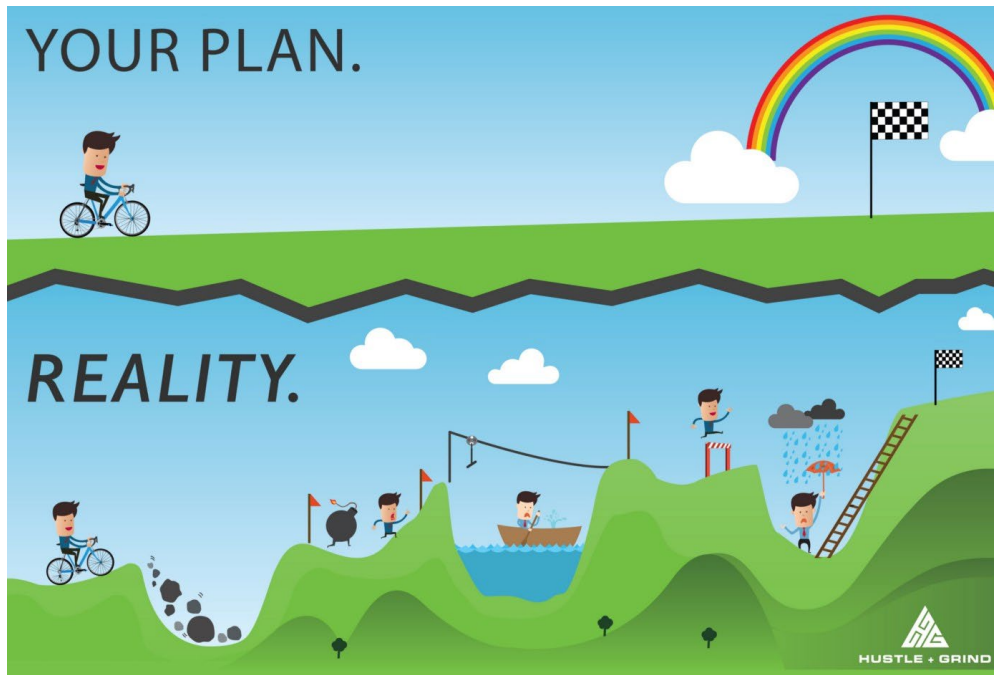


Case Study – An organization that does **NOT** need to pivot right now



When events **CANNOT** be anticipated...

- COVID
- Significant policy changes
- Sudden shifts in laws and power: Executive orders
- Natural disasters
- Comms crisis: attack, negative/bad association (being connected to a bad apple/story)
- Merger
- Cyber attack
- You don't receive a bid you were counting on
- Sporadic acts of violence
- Unanticipated external tragedy
- Emergency response
- Economic recession* (depending on circumstances, this may be anticipated or not)





Case Study – An organization that needs to **pivot** its strategy



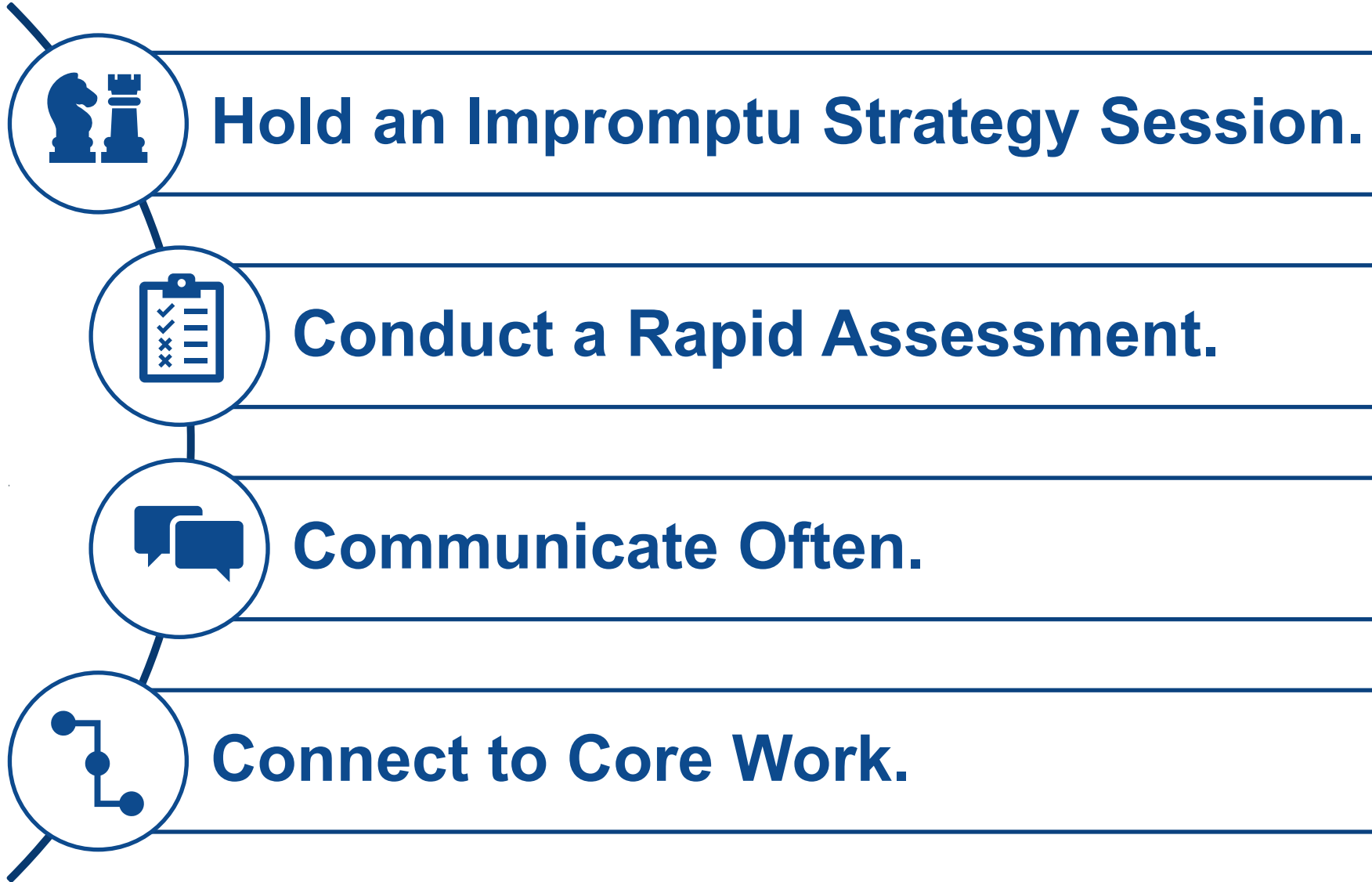
How do I know if I need to pivot?

Screening Questions

1. Is this something that hits the core of your organization, and you must respond to it?
2. Are you uniquely positioned to address this?
3. Is this best addressed by your organization or could you collaborate with others instead?
4. Does this require an immediate response?
5. Do you have the capacity to take this on, or can you develop the capacity to do so?

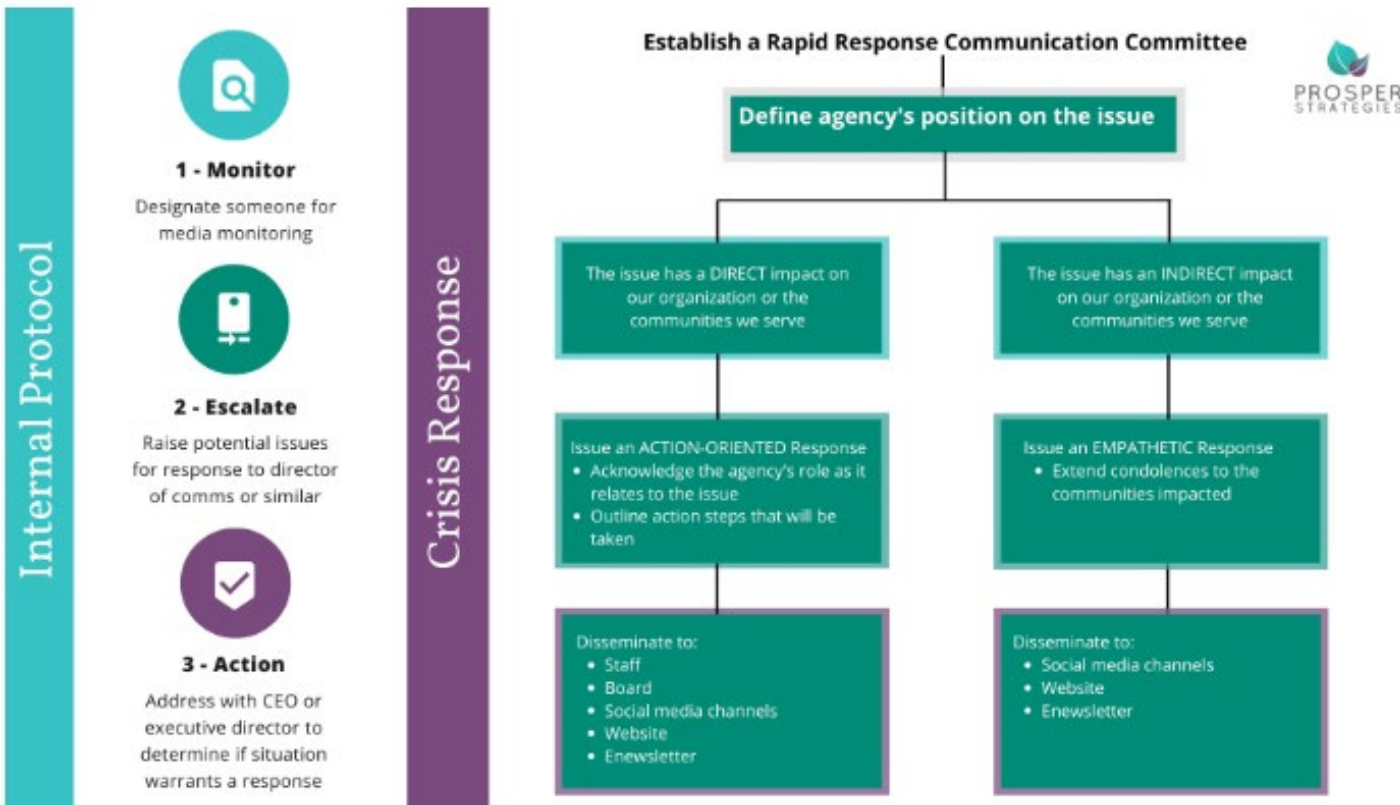


Actions to take if you are pivoting

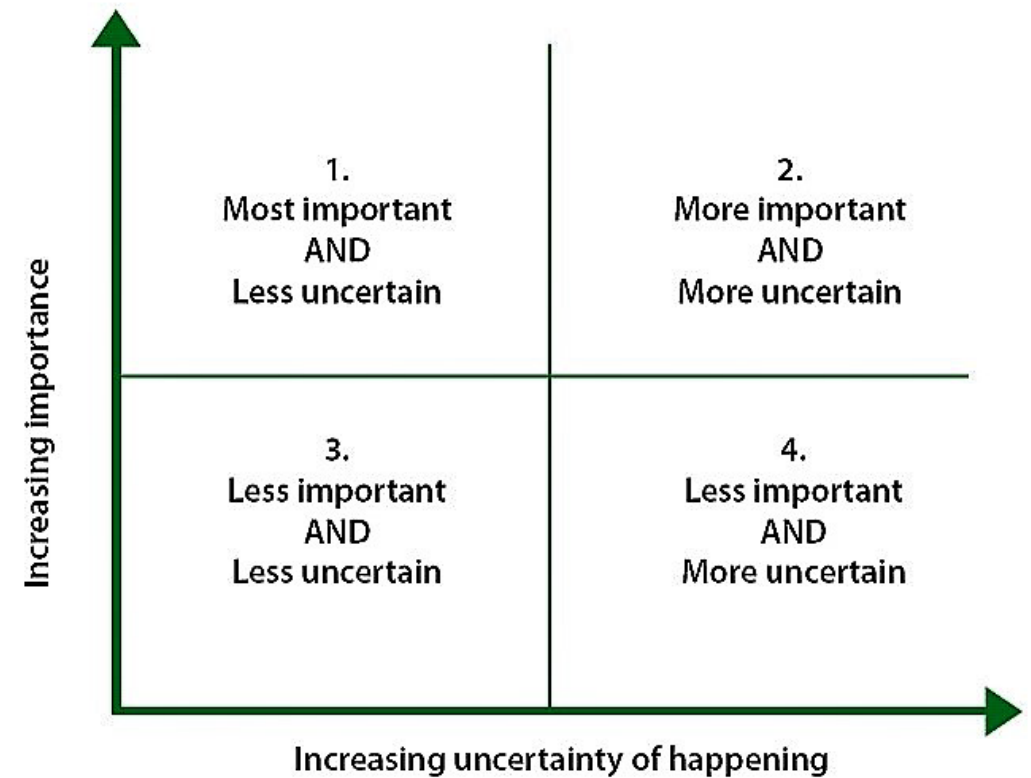


Approaches for anticipating significant shifts

1. Rapid response



2. Scenario building



Change Management



Share in the chat:

What are the consequences of BAD change management?











How can I bring staff and other stakeholders along?

Building Blocks of Individual Change – ADKAR

ADKAR element	Definition	What you hear	Triggers for building
Ⓐ Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
Ⓓ Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
Ⓚ Knowledge	On how to change	"I know how to..."	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
Ⓐ Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A gaps Barriers/capacity Practice/coaching
Ⓡ Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment

10 Aspects of Change Management

Yesterday-Tomorrow Analysis of the 10 Aspects

Yesterday (before the change)	Aspect	Tomorrow (after the change)	Degree (0-5)
	 Processes		
	 Systems		
	 Tools		
	 Job Roles		
	 Critical Behaviors		
	 Mindset/Attitudes/Beliefs		
	 Reporting Structure		
	 Performance Reviews		
	 Compensation		
	 Location		

Kotter's 8-Step Change Model



dreamendstate.com

Closing Takeaways

1. It's more common to change your **approach** than to change your actual strategy
2. Regularly **forecasting** and preparing for potential changes in the landscape is helpful for weathering surprises
3. Being intentional about **change management processes** will help make pivots more effective
4. Don't underestimate the power of **WHY** for helping people navigate change.

