

Ponder, Pivot, and Pursue – Strategies for Long-Tenured Professionals

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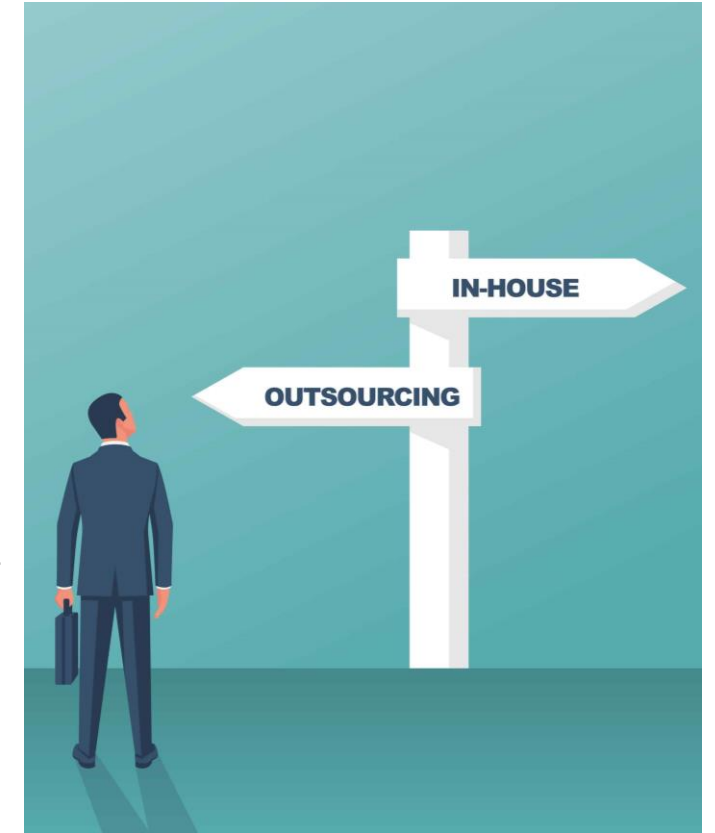
The Bottom Line Up Front

- What got you here won't get you there.
- The most valuable assets you have are the ones you may struggle to articulate.
- Being champions of change negates unspoken fears of unspoken resistance.
- Search engines don't care about people's success, but you can.



A Scenario

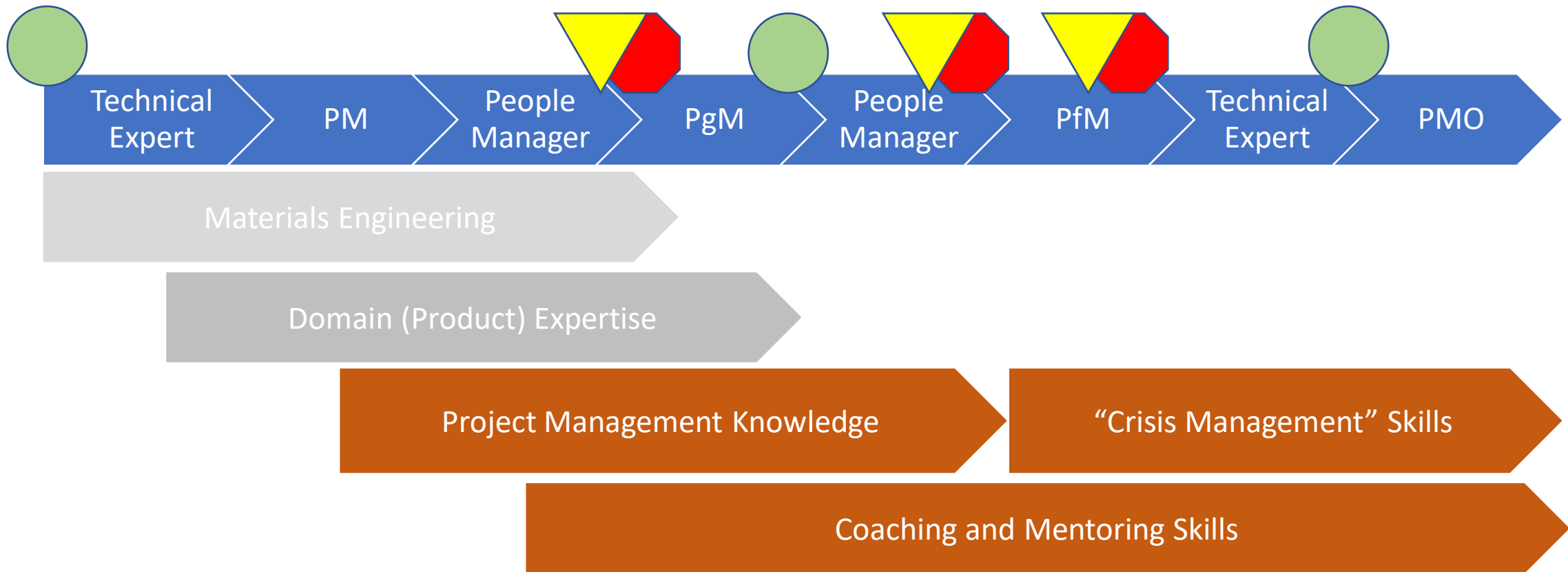
- You manage a portfolio of low-priority, very mature commodity products .
- You are the longest-tenured person on your team and in your department.
- Peer companies have been successfully outsourcing for two years.
- You have been given a year to incorporate outsourcing into your team design as a cost savings *and* capacity increase with no loss in efficiency.




Pondering? What options do you *really* have?



My Career Path, in a few colors



What is a Pivot?

 piv·ot
/'pɪvət/

See definitions in:

All Mechanics Military Sports Commerce

noun

the central point, pin or shaft on which a mechanism turns or oscillates.

Similar: center shaft fulcrum axis axle swivel pin hub spindle

verb

1. turn on or as if on a pivot.
"the sail **pivots** around the axis of the mast"
Similar: rotate turn revolve spin swivel twirl whirl wheel
2. (especially in a business context) **completely change** the way in which one does something.
"the teams performed exceptionally by quickly **pivoting** to meet the increased demand from our customers"

Google – Oxford Languages

pivot ^{1 of 3} noun

piv·ot ('pi-vət)

plural **pivots**

Synonyms of *pivot* >

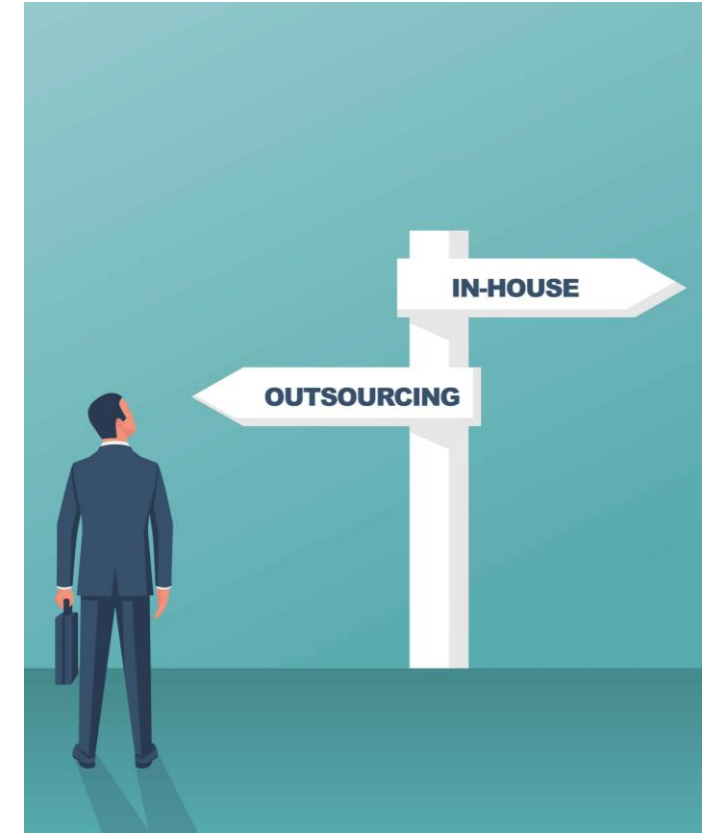
- 1 : a shaft or pin on which something turns
- 2 **a** : a person, thing, or factor having a major or central role, function, or effect
b : a key player or position
specifically : an offensive position of a basketball player standing usually with back to the basket to relay passes, shoot, or provide a screen for teammates
- 3 : the action of **pivoting**
especially : the action in basketball of stepping with one foot while keeping the other foot at its point of contact with the floor
- 4 : a usually marked change
The idea of allowing a [marijuana] dispensary in the city is a *pivot* from the stance previously held by the council, which voted in early 2018 to ban sales in the city.
—Katie Sebl
especially : an adjustment or modification made (as to a product, service, or strategy) in order to adapt or improve

Merriam Webster



A Pivot plan that worked for me

- ACQUIRED knowledge about the new business model
- ACCEPTED the old model was gone, and some of my value was gone with it
- ADAPTED, with coaching, to the new model, looking for a sweet-spot place to land.



Practical Tips for ACQUIRING

- Flex your network up and down (learn to love reverse mentoring)
- Read far afield of your history
- Leverage PMI and other groups to learn across industries

“When you most need your network, it is too late to build it”

– *Marty Seldman*



The Career Sweet Spot



Practical Tips for ACCEPTING

- Revisit your sweet spots; interrogate the overlaps
- “Sharpen the Saw”



- Human doings believe that they must “do” things (really well!) to be valued in our society (and to value themselves)...
- Human beings believe that their self-worth is defined by their values, attitudes, and beliefs.
- To shift from being a human doing to a human being, you must first change the way you view human beings.

Tyler Woods



Practical Tips for ADAPTING

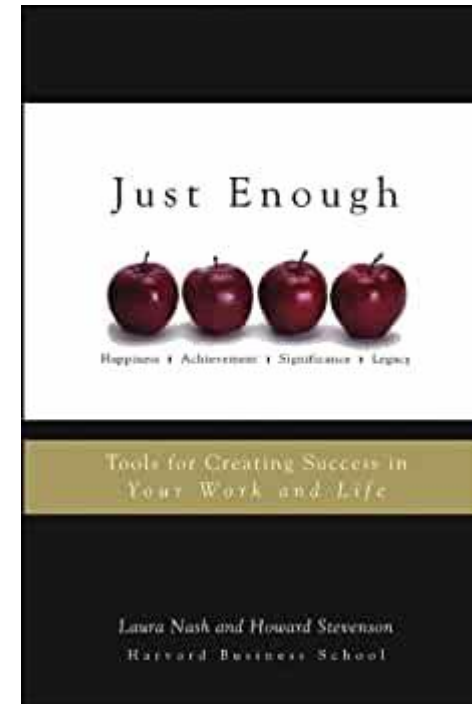
- Look FORWARD
- Develop and practice your active listening
- Make other people successful

With Brett Baty's promotion to Mets, Eduardo Escobar happy to help in any way

JOHN FLANIGAN
Mon, Apr 17, 2023, 9:06 AM EDT
2 min read



Eduardo Escobar / Jeff Hanisch - USA TODAY Sports



Pursue a Viable “Next” Target



- Know where you’re landing and what you’re still looking for
- Leverage skills, not history
- Become a holistic candidate



My Favorite Risk Management Quote

“Doubt is not a pleasant mental state, but certainty is a ridiculous one.

– *Voltaire*



Questions?

