

Fold me

“Don’t Panic. Pivot.”  
- Cheryl Amyx

**Pivot**



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For anything to change, we have to start doing something differently. We have to start behaving in a new way. There may be a change in process, change in a situation, or change in personnel. For change to occur, we have to influence the hearts (emotional side) and minds (rational side) of our people. In times when we are asked to pivot and make changes frequently, following these three steps provided by Dan Heath and Chip Heath in their book *Switch: How To Change Things When Change Is Hard*, can be helpful.

### **1. Direct the rider (rational Side)**

- Find the bright spots – What’s going well? What’s working? Look closely to find out what’s making you/your team successful. Where are the peak experiences or mountain top moments happening?
- Script the critical moves – What may look like resistance from yourself or your people may be a lack of clarity. Clearly communicate the steps.
- Point to the destination – Clearly communicate the “why”. Show what’s possible. Explain where we are headed.

### **2. Motivate the elephant (emotional side)**

- Find the feeling – What’s the hook? What’s the emotional drive for the change or what you’re trying to achieve? How can you speak to the feelings and emotions of those you’re trying to get to make the change? Show them something that makes them feel something.
- Shrink the change – Make it easy for people to do what we’re asking. Or make it hard for people to continue doing the undesired behavior. Remove any steps or obstacles to set people up for success to complete the tasks. Celebrate small wins.
- Grow your people – How can you make your change a matter of identity instead of consequences? In change there will be mistakes and failures. Cultivate a growth mindset. What went wrong? What did we learn? What can we do differently next time?

### **3. Shape the path**

- Rally the herd – Get people excited for the change. Positive peer pressure can help. Acknowledge and praise desired behavior. Often in new situations, we look to others for how to behave.
- Build in habits – Create habits that support the change you’re trying to make. Look for the bright spots and praise them. Look for those things that need to be done every time. Create a check list to help routinize the process.
- Tweak the environment – Design the environment in which undesired behaviors are made harder and desired behaviors are made easier. Small tweaks make a difference.