**Pivoting: Why do we do this the way we do?**

Pivoting in your organization can involve making big changes to strategy, systems, processes, staffing, mission and vision, etc.

However, pivoting or trying something new can also happen on a much smaller and more manageable scale. Pivoting doesn’t have to be about shaking up the whole organization. In fact smaller pivots, or new ways of doing things can cause less disruption while still having a positive impact on your organization.

Looking at the way you and your organization currently do things, and trying to make changes may scare people in your organization, especially those who have been there a long time. Limiting the size of the change can make this process smoother and more positive.

**Why organizations don’t change**

* Too focused on big changes to strategy that can feel impossible
* Change is scary
* Change is hard to follow through on
* Sunk cost fallacy: the tendency for people to continue doing something that they have heavily invested in, or have been doing a long time, even when other possibilities (often better) exist. This is usually do to not wanting to lose the time and money they have invested, or a fear of trying something new and having it fail.
* They haven’t taken the time to review and reflect on why they do something. “It is the way we have always done it.”
* Things are working “well enough” for the decision makers.
* The organization is worried about harming clients or breaking rules if they make changes
* Are afraid to risk funding if they make changes
* Leadership is worried that change will increase their workload
* Leadership is worried about the board’s reaction to change.

In this resource we will focus on making smaller, more focused pivots or changes to try and answer some of these concerns.

**You can make changes to something that:**

(for each of these also consider if it will have an impact on clients. If it will the change increases in size and impact)

* you use personally and don’t need approval from someone else to change
* You and some trusted team members can try and that only impacts those involved
* impacts a single team in the organization
* impacts a department in the organization
* impacts cross functional teams
* Your organization as a whole
* Impacts your mission or vision
* Will impact outside organizations
* Could impact funding

**Name it. Flip it. Frame it.**

This tool is taken from the book “Conversations Worth Having” by Jackie Stavros and Cherri Torres.

When looking at ways to pivot, or asking why do we do this the way we do? It can be disheartening and challenging to answer these questions from the negative perspective. The “Name it. Flip it. Frame it” tool helps you transform the problem into the positive opposite and approach the problem by looking at what you do want to happen, instead of looking at what you don’t want to happen. Here is the tool:

**Name it:** clearly state the problem or inquiry. What happened? What is challenging? What are the undesired results? What isn’t working?

**Flip it:** turn the issue/challenge into a positive opposite. State what you want to happen and the ideal results.

**Frame it:** What positive impact will this positive opposite have? How will things look different when the ideal result is achieved?

Try using the tool by answering these questions to explore how you can do something different in your organization:

**Name it:** What is something that is done in your organization that you have no idea why it is done this way?

**Flip it:** how would this thing be done the positive opposite way from the way it is done now? What is the ideal result of doing this thing in a different way?

**Frame it:** how would your organization be different if this was done the new way? How would the ideal result positively impact your organization?

**What we do and why do we do it this way?**

Before deciding to bring change to your organization you may want to explore and collect some data about whatever it is you would like to change. You can use the “What we do and why do we do it this way?” resource to help you through this exploration process.

**Running Pilot Programs**

One way to solve many of the challenges with changing how things are done is to run a time limited, staf impact limited, risk limited, pilot program with a clear set of goals and a time limit.

A worksheet for planning a pilot program is included in the resources for this topic on the RAFT leadership page: [www.raftcares.org/leadership-resources](https://www.raftcares.org/leadership-resources) (the same place you downloaded this document).