



# PIVOT YOURSELF!

By *Daniela Campos*

The human being is multiple, has different aspirations, develops various skills and needs multiple activities to perform. People who are in high school will have up to five careers during their lifetime and many professionals today already have more than one, either by transition or simultaneously. Work took on new meanings. Alongside the income factor, values, purpose, contribution to society and responsibility for the environment appear. Demands closely associated with young people, but quite present among the mature as well. Maturity comes at different times for each one and is marked by this search for meaning, a call that makes you rethink your perspective on life, a desire to

evolve and leave a legacy. It could be the beginning of a new cycle, where “now” wins more importance and transforms choices, including professional ones; the turning point or turning point – decisive moment, in which something very important can happen and change the entire future course. I defend maturity as the period that brings together the best circumstances to “pivot”, a concept I borrow from management. The term comes from the English expression “pivot”, which means “rotate”, “move around its own axis”, and is used to refer to the movement carried out by a company that undergoes a major change, but without leaving its axis.

As in the business world, our growth does not follow a linear curve of constant upward trend. Instead, it takes the form of an S curve (or S curve, also from the vocabulary of strategic management), which ascends, stagnates and if we don't do something, it tends to fall. Before that happens, companies pivot the business to generate a new curve, larger than the previous one, based on the experience gained. They trust in the lessons learned, do not repeat the mistakes and change the strategy to transform the business. Think of yourself as your company. When we make new choices that bring renewal of purpose, energy and career, we also pivot, changing the direction we want to go, maintaining the base that already

existed. All the previous curves that brought us there allow us to embark on a broader journey. With more knowledge, experience repertoire and emotional intelligence, we can experience new growth curves. We work with organizations that learn, and we learn all the time. Whitney Johnson, in her book *Smart Growth*, brilliantly linked the S curve to the stages of learning – a launching point, an ideal stage, and the mastery phase. Knowing where you and others are on this curve increases your ability to grow individually, as a team, and of the organization, as it allows for the creation of more suitable for each stage. At the launch point, people need support and training; in the sweet spot, staying focused is the most important thing. When they achieve mastery, it's time for a new challenge. We are what we learn, subjects with a set of skills acquired in the exercise of our profession, in our relationships and in other activities and hobbies. Management guru Charles Handy popularized the term “portfolio career”, referring to professionals with a portfolio of activities that coexist simultaneously. You know those bars placed between the activities that describe someone's experience in the LinkedIn profile? They named the Slash Effect, a term created by the North American Marci Alboher to name the portfolio of activities of “slash professionals” or “slash, slash” (//). Our professional trajectory is a combination of possibilities that we find along the way, creating unique portfolios. We are no longer tied to hierarchical and linear careers, with a monothematic training. In the digital age, we must be the professional who, throughout the entire cycle, checks the best resources available at that moment and, with them, moves to a second place, where he finds new resources, chooses the best ones and moves again. Build the plan along the plan, a concept of entrepreneurship created by Professor Saras Sarasvathy, from the University of Virginia (USA) – the Effectuation or effectuation logic: using what is under your control (who are you, the what do you know, who do you know,



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what resources do you have), in a creative way, to implement ideas or deal with situations as they arise. Do something with what is available and seek to develop what you need for the next step. Co-creating the future instead of trying to predict it. No wonder, flexibility is the key word of the new economy. Constant transformations require adaptability to apply knowledge (and acquire new ones) to solve rapidly changing scenarios. Added to this is the ever-present demand for balance between personal and professional life, which has intensified with the pandemic. Being a portfolio professional can mean the possibility of combine

employment, personal projects and better relationships. Being a “slash pro” expands opportunities for achievement. And pivoting can be a decision today that leads you towards an incredible future. If so, pivot yourself!

