

# GLOSSARY

*The Pivot* includes the author's proprietary words and phrases that may not be familiar to every reader and may have more than one meaning, depending on the context. This Glossary serves to clarify the meaning of such words and phrases used in this book.

**Alignment** Commitment from every employee throughout the organization to strategic business objectives and, ultimately, toward a shared vision.

**Aligned Momentum** Alignment combined with uninterrupted forward movement. When associated with a bold business strategy, Aligned Momentum can lead to business performance breakthroughs.

**Aligned Momentum Key Indicator** A measurable characteristic of a workplace culture that, when it exists, indicates that aligned momentum is alive in that culture. *The Pivot* introduces six Aligned Momentum Key Indicators: Clarity, Mastery Mindset, Nimble Decision-making, Strategic Thinking, Talent Adaptability, and Coaching.

**As-is state** The current state of a person, business, or situation. "As-is" differentiates the current state from the desired "To-be" state. (See: *To-be state*.)

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**Assessment** A method used to evaluate, measure, and document the current “as-is” state, readiness for a desired “to be” state, progress, needs, and the best next step(s).

**Best next step** The first move chosen, concluded, or decided after assessing a situation.

**Bottom-line Change**<sup>®</sup> Zingerman’s recipe for effective organizational change. The process starts with an employee and their written proposal for change, which should include the vision of the future they wish to realize through the change. Their plan for change is put to and addressed by a relevant group of people, who are selected to be the messengers of the proposed change. Everyone who will be impacted by the change is informed of the proposal and is invited to write an action plan. Once the plan is agreed, the change process is begun.

**Breakthrough performance** A significant improvement on a prior level of performance, achieved through the orchestration of consistent, focused, and aligned execution of a bold strategy, and typically involving a Pivot.

**Business** Used synonymously with “company” to mean an organizational entity that sells goods or services for profit. Also used synonymously with “organization”; the term, “organization” is often used in *The Pivot* to refer to the structure or social norms inside a business. This book uses the term, “business” more often than “company” because non-profit organizations can better relate to operating “like a business,” and those that do could benefit from reading *The Pivot*.

**Business vibrancy** A vigorous and lively performance level in business; a great place for people to work; a high market value of a business.

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**Clarity** Getting clear and being clear when communicating a message.

In *The Pivot*, Clarity is often associated with clear communication of strategy, including vision, purpose, values, and direction, as well as priorities, themes, goals, and initiatives. Clarity is a foundational step in orchestrating change and readying the workplace culture for a Pivot. Clarity is also the first of six Aligned Momentum Key Indicators. (See: *Aligned Momentum Key Indicators*).

**Coaching** In the context of business performance and individual performance in their business career, coaching is the art of unlocking potential to maximize performance. In *The Pivot*, coaching is crucial to catalyzing momentum. Coaching is performed through (vs. to) a person, individually and/or as part of a team, with the intention of helping them help themselves to learn and grow. Coaching is the final of six Aligned Momentum Key Indicators. (See: *Aligned Momentum Key Indicators*).

**Company** A commercial business. In *The Pivot*, company and business are used synonymously. (See: *Business*).

**Decision-making** A systematic approach to selecting “yes” or “no”, which may include a course of action. In *The Pivot*, decision-making typically refers to such being performed using models and methods, and involving a group, as differentiated from quicker and more individual judgment calls and choices. In some cases, decision-making covers decisions, judgment calls, and choices.

**Discover** In *The Pivot*, “Discover” is one of the phases of Gap Assessment.

**Employee** An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. In *The Pivot* it is implied that independent contractors with recognized rights and duties, and especially if assigned to a manager, are part of the workplace culture and the orchestration of a Pivot.

**Employee engagement** The emotional commitment to do one's best at work. Fully engaged employees truly care about their work, the people they work with, and the company they work for. When both alignment and engagement exist, there is an emotional commitment to shared vision, values, objectives, goals, and priorities. *The Pivot* references Gallup's Q12 employee engagement measurement, stated as the proportion of engaged, non-engaged, and disengaged employees.

**Empowerment** The act of delegating authority to one or more employees, which includes the training, coaching, and resources to be prepared for the responsibility delegated.

**Extraordinary business momentum** Ordinary momentum is incremental. Extraordinary momentum reaches new heights. *The Pivot* describes a method for readying many people to initiate changes that are in alignment with the organization's strategy, and that, over time, and when well-orchestrated, generate extraordinary business momentum—even performance breakthroughs.

**Fixed mindset** A perception that qualities such as intelligence and talent are innate and unalterable. People with a fixed mindset may document their qualities rather than grow them. They may also believe that talent alone leads to success, without effort. Psychologist, Carol Dweck in her book *Mindset*, compares a fixed mindset to a growth mindset. In *The Pivot* what is termed, "Mastery Mindset" is similar to a growth mindset. (See: ***Growth mindset***).

**Focus** To pay close attention to, without distraction.

**Goal** A desired result.

**Grown-up business** An organization formed over two years ago, and that has been in operation since formation.

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**Growth mindset** A perception that, with effort, intelligence and talent can be improved. (See: *Fixed mindset*).

**Hero** A person who is admired or idealized for courage, outstanding achievements, or noble qualities. Although someone may call a role model of admired traits or abilities their hero, *The Pivot* is using the more traditional “saves the day” definition of a hero. The term as used is gender neutral.

**Huddle** Also referred to as a team huddle or daily huddle. A peer-to-peer discussion, lasting no more than 15 minutes daily or weekly, designed to support awareness, collaboration, and the early identification of opportunities and challenges.

**Initiating change** Starting the process of change with a defined purpose for the change and for your vision of the future after the change (Also see: *Bottom-line Change*).

**Key Indicator** A shared definition (and metric) that marks progress toward a desired strategic objective, goal, or priority. Similar terms are KPI (Key Performance Indicator). And, as used in combination with strategy objectives it is similar to an OKR (Objective and Key Result). A Key Indicator offers a means to track progress. It answers, “How will we know we are making progress?” A definition of the destination, i.e., the vision and strategic objectives (or goals or priorities), is required before you can recognize the destination, and answer, “What will success look like, and how will we know we are there?” (Also see: *Aligned Momentum Key Indicators*).

**Large business** In *The Pivot*, and The Pivot/Aligned Momentum Business Assessment, a large business is defined as one having over 1000 employees.

**Leader** A person whom others follow. In *The Pivot*, when “leader” is stated with no further description, it is referring to the person at

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the top of an organization. Other definitions of “leader” include those people throughout the organization that other employees look to for advice, guidance, or to model the way of the business and workplace culture. These are typically referred to as “leaders throughout the organization.”

**Level Position** in a hierarchical organization.

**Mastery Mindset** An open, growing mind. A perception that one can improve, even significantly with effort. Mastery Mindset is the second of six Aligned Momentum Key Indicators. The indicator helps you coach employees to approach their work, interact with others, and engage in training in such a manner that they continuously improve their strengths. Employees with a Mastery Mindset step up to apply their strengths, even when it will require learning something new, to best serve the organization’s goals, purpose and values. (See: *Aligned Momentum Key Indicators*).

**Medium-sized business** In *The Pivot*, and *The Pivot/Aligned Momentum Business Assessment*, a medium-sized business is defined as one having 101–1000 employees.

**Mission statement** An expression, written or verbal, of the organization’s current primary focus in terms of the business they do and the industry or market they serve.

**Momentum** A continuous state of forward movement in business.

**Nimble** The ability to act quickly and easily.

**Nimble Decision-making** The ability to select the best next step(s) when making decisions, judgments calls, or choices. Nimble Decision-making is the third of six Aligned Momentum Key Indicators. (See: *Aligned Momentum Key Indicators*).

**Orchestrate** From a position that affords observation of all the component parts (mainly your people and their words and actions), communicate via respectful guidance that empowers those closest

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to the action to make the proper changes for the betterment of the whole organization.

**Ordinary business momentum** Incremental improvement, with occasional breakdowns, delays, and stalls

**Organization** A group of people who work together in an organized way for a shared purpose. Often used in *The Pivot* to refer to the organizational structure and social norms at work.

**Personal Brand Alignment** A method of ensuring alignment between a person and their role, and between each role and the business's strategy. Personal Brand Alignment helps establish: awareness of one's personal vision, values, and strengths (personal brand); alignment of personal brand with a definition of success; and alignment of personal brand with the definition of success in one's role at work.

**pivot** A term to describe a quick turn, usually in response to changing external variables: turning away from one customer segment and focusing on a new one, for example. Or, changing a government policy; an unplanned career change; going for the big, quick win (being the hero); and so on. A turn-on-a-dime pivot may prove successful for an individual or a small startup. This type of pivot is rarely a successful route to positive, sustainable change for a grown-up business. *The Pivot* presents a turn-on-a-dime pivot in lower case and a well-orchestrated Pivot in upper case. (Compare: *The Pivot*).

**Purpose** Why the business exists. May also be used by an individual to express their calling in life.

**Purpose statement** A means to communicate, usually in writing, the reason the business exists. It answers the question, "Why are we (this business) needed?" Or for an individual "What is our unique gift that we are called to express or share?"

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**Scrum** A framework for project management that emphasizes iterative progress toward a defined goal and leverages a discipline of daily team meetings, similar to huddles (see **Huddle**). Usually associated with agile software development.

**Small business** In *The Pivot*, and The Pivot/Aligned Momentum Business Assessment, a small business is defined as one that has been operating for over two years and has up to 100 employees.

**Silo** A closed structure that allows communication to move up and down within the structure, but not into or out of the structure. In an organization, units, divisions, and departments can become siloed. This silo mentality is similar to a person having a fixed mindset (see **Fixed mindset**). A silo inhibits collaboration and in most cases this also inhibits the growth of individuals and the momentum of the business.

**Startup** In *The Pivot*, and The Pivot/Aligned Momentum Business Assessment, a startup is defined as one having been in business for two years or less and having 5–500 employees.

**Strategic direction** The selected path and strategy toward achieving the business vision.

**Strategic focus** A capability that best ensures your business is (and people are) both focused and nimble. Strategic focus requires understanding the business strategy, or at least how that strategy translates to one's role.

**Strategic objective** A long-term (usually for a year or longer) desired, measurable achievement that helps to translate a vision into more specific team and individual goals, priorities and initiatives. Broadly stated, strategic objectives must be achieved to remain or become competitive.



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**Strategic plan** An expression, usually in writing, of business vision, mission and/or purpose, values, strategic objectives, and game plan, supported by research, assessment, and analytics.

**Strategic Thinking** The ability to look forward with a clear understanding of what is needed to brilliantly execute strategy, and then come back to the present to take the best next step. Strategic Thinking is the fourth of six Aligned Momentum Key Indicators. (See: *Aligned Momentum Key Indicators*).

**Strategy** All aspects of the strategic plan that need to be understood and acted on to move forward toward the vision, as planned (see: *Strategic plan*). Strategy is sometimes referred to as only the game plan. In *The Pivot*, strategy is the concise term for the whole strategic plan, including vision, values, strategic objectives, direction, game plan, etc.

**Talent Adaptability** Fitting roles to strategy. A state or mindset of readiness in an employee that affords a business the flexibility to fit the best talent into a role where they are most needed. Talent Adaptability is the fifth of six Aligned Momentum Key Indicators. (See: *Aligned Momentum Key Indicators*).

**Talent assessment** A method of determining if the current workforce holds the right talent for the current strategy, with the aim of training, adapting, and hiring the right talent if required. Talent assessment is also used for succession planning.

**To-be state** The desired state, after improving from the current state. (See: *As-is state*).

**The Pivot** A well-orchestrated change over time, comprised of smaller changes or shifts initiated by many people. Mastering *The Pivot* is critical to extraordinary business momentum and makes performance breakthroughs possible. (Compare: *pivot*).

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**Turn-on-a-dime** To turn direction quickly; in some contexts, too quickly.

**Vision** A desired future state of the business, so clear in one's mind that it can be "seen," and forms the basis for strategy. (See: *Strategy*).

**Vision statement** An expression used in internal business communication, usually in writing, of a desired future state of the business, made so clear that it can be "seen" in one's mind.