

# PIVOT

## PRACTICAL

# InnoVative

### On-the-Job Technical Support

Practical, InnoVative, On-the-Job Technical Support (PIVOT) is a demand-driven, holistic, and immersive learning-by-doing approach that helps to renovate organizational culture by creating strong teams of empowered, confident, knowledgeable, and skilled individuals. To this end, PIVOT applies an action learning approach to organizational change management. PIVOT provides dedicated resources as well as coaching and real-world practice with private sector actors, Missions, and Washington leadership to cultivate a brave, equitable, and engaging environment that encourages experimentation, reflection, and feedback.

Notably, PIVOT is designed to build technical skills while enhancing collaboration, learning, and adapting (CLA), and leadership development in an action learning environment where participants learn, apply, and enhance knowledge and skills through real life challenges and opportunities. The keystone of the PIVOT experience is the Action Learning Project where participants experiment and build skills, with visibility from Mission leadership and Washington, on a Mission-selected priority project.

"PIVOT is different in a very significant way: It develops skill sets that USAID staff usually don't get time to work on such as leadership skills, effective feedback, how to work with different personalities in the Mission... These issues can keep us from doing any kind of work well. We are applying these new skills to engaging with the private sector and implementing the Private Sector Engagement policy."

*PIVOT 1.0 Participant*

#### WHAT ARE THE RESULTS OF PIVOT TO DATE?

To date, the PIVOT approach has been leveraged to support the launch of two of USAID's Agency-wide strategies: the Private Sector Engagement Strategy (PSE) and the Climate Strategy 2022 – 2030. Monitoring activities reveal measurable improvements in individual **competencies**. For example, participants in the latest Climate and Finance Practicum reported an overall increase of approximately one level of proficiency in the strategic topical area (climate), as well as in CLA and leadership and communication.



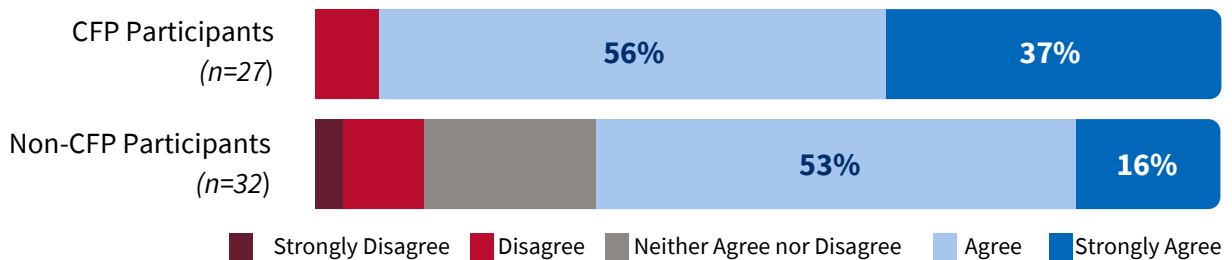
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## Climate and Finance Practicum, Average Number of Levels Improved Across Practice Area



PIVOT participants also reported significantly strengthened **behaviors**, or observable actions, compared to non-PIVOT participants. Reflecting on their ability to explore and implement systematic approaches to address climate change, ninety-three percent of PIVOT participants agreed or strongly agreed that they could do so in contrast to sixty-nine percent of non-PIVOT participants.

## Ability to explore and implement systematic approaches to address climate change



"I think what this does is provide an incubator for the inclusivity that one hopes to see in Missions but doesn't always see... it was seeing different people taking on different roles, changing those power dynamics. The people and the teams that come out of PIVOT are not the same teams and people that went into PIVOT. It definitely provides a space for the voice to mature, to be encouraged to step out."

*PIVOT 2.0 Participant*

In January 2023, USAID's Bureau for Development, Democracy and Innovation will expand PIVOT beyond its historic availability to African-based Missions, and will launch the first global call for USAID Missions to participate in the PIVOT Climate Champions Practicum. PIVOT Climate Champions Practicum is a nine-month experience designed to foster Missions for equitable and ambitious climate action. It will strengthen the capacity of USAID staff to implement the Agency's Climate Strategy, and build specific skills around climate systems, climate justice, and climate finance—key pillars of the Strategy.



### INTERESTED IN LEARNING MORE?

Visit the [PIVOT website](#) by scanning the QR code.

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