



AMERICAN SOCIETY OF
SAFETY PROFESSIONALS

Learning to Pivot

Advisory Group
October 2025

Agenda

- Welcome
- Learning to Pivot
- Breakout Discussions
- Report Out
- Reminders



Pivoting



What does it mean to Pivot?

- Pivot: To shift strategically in anticipation of or response to a change in conditions, constraints, or opportunities
- In safety: Adjusting methods, tools, and priorities without abandoning core safety principles

Why Pivoting Matters

- Workplaces are in constant flux
- Stakeholders expect agility
- Safety = anticipation, not just reaction

Four Forces Driving the Need to Pivot

1. Technology
2. Competition
3. Financial
4. Risks



Technology

- AI, wearables, real-time monitoring, automation
- Challenges: resistance to adoption, steep learning curves
- Skills: curiosity, digital fluency, cross-functional collaboration

Competition

- Competing with internal priorities: production, cost, efficiency
- Competing for external talent and reputation
- Skills: Positioning safety as a business advantage, benchmarking, communicating ROI

Financial Pressures

- Limited Budgets → "do more with less"
- Short term cost vs. Long term savings
- Skills: Prioritization, business case building, linking safety to productivity

Risk

- Emerging Risks: stress, supply chain, climate, AI misuse
- Challenges: unknowns & shifting regulations
- Skills: scenario planning, comfort with ambiguity, fast-decision-making

Putting It All Together

To pivot effectively, safety professionals need:

- Curiosity – Keep learning
- Agility – Adjust quickly
- Strategic Framing – Link safety to business goals
- Courage – Lead change, even when it is uncomfortable



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"Pivoting isn't plan B; it's part
of the process"

-Jeff Goins, *The Art of Work*



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Breakout Discussion

Questions to Consider

- How do we prepare our teams to adapt to evolving safety risks? What ASSP training, webinars, or publications could support this preparation?
- What skills or traits help safety professionals pivot to any of the four factors (Technology, Competition, Financial, Risk)? How has ASSP helped you (or could help others) build those adaptive skills?

Reminders

- Our next meeting is December 11th @11am CT
 - Calendar invite sent in August
- Communication is a two-way street
- Advisory Group Webpage
- Reach out to Operations Committee or Governance staff at governance@assp.org





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THANK YOU