



Project
Management
Institute.
New Hampshire

Pivot with Purpose; Leading Projects and People Through the AI Shift

Star Dargin

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Handout

1. I will (your word for change) to (achieve this outcome)
2. What 1-3 things need to change with (me, my team, project, organization) to (achieve this outcome)?
3. What are the barriers getting in the way of achieving this outcome?
4. Here's what I want to make **VISIBLE** and **MEASURABLE**
5. Where can I use more **BOTH/AND** and remove **OR** and **BUT**?

Pivot with Purpose

Pivot

- Change
- Transform
- Shift
- Advance
- Forward
- New
- 180
- Unstuck
- Project

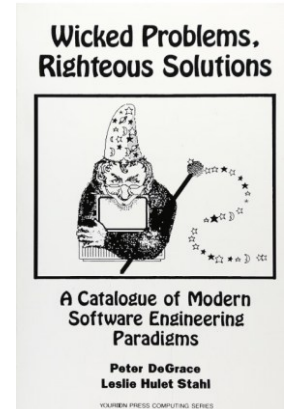
Purpose

- Goal
- Why
- End Point
- Result
- Mission
- Vision
- Intention
- Direction
- Scope



Why I Never Got my PMP

- Already Managing Many Projects and Programs
- Software, New Tech, Innovation
- Waterfall: Hardware/Manufacturing Process Not Always Best for S/W
- Agile: It's about the people; it's about the People +/-
- Process for the sake of Process
- Too Rigid, Too Hard to change, memorization



Human's/People First. Knowing, Connecting, Supporting, Understanding, Caring. Not agreeing. Healthy Disagreements, Results, Creating Boundaries. Creating Systems/Processes; Creating Trust and Respect. **Instead, I got my PCC**

Same Goals, Different Approach
Human-Centric AND Gratitude-Foundation

Leadership Needs Now to Succeed in AI? (Not Tech)

Lead Rapid Change
Lead with Unknowns
Clarity that changes
Reduce Stress/Overwhelm/Burnout
Emotionally Intelligent Communicator
Situationally Aware
Diverse, Collaborative, Innovative
Motivator, Inspirer
Human Emotion Expert
Grateful, Peace, Calm, Happy, Positivity



**What 1-3 things need to change
to (achieve this outcome)**

What Barriers Get in the Way?

- Fear
 - Naïveté
 - Not skilled
 - Distrust
 - Judgement
 - Assumptions
 - Personal Lives/Cultural/Experiences
 - Fear of speaking up
 - Poor communication
 - Stressed
 - Poor feedback, collaboration
- skills
 - No Motivation/
 - Disengaged
 - Indifference
 - Lack of feeling supported/seen

***We Can't Pivot
What We Don't
See***



Both/**AND** Leadership

A Bigger Lens. A Stronger Path Forward.

When we move from either/or to both/and, we see more, lead better, and create greater value.

FROM EITHER/OR Narrower Choices



Plan **OR** Adapt

Stick to the plan or change course.



Technology **OR** Humanity

Use AI or focus on people.



Speed **OR** Thoughtfulness

Move fast or be careful.



Risk **OR** Opportunity

Avoid risk or pursue opportunity.



Deliverables **OR** Value

Get it done or create value.



Results **OR** Relationships

Meet goals or take care of people.

A SHIFT IN MINDSET



*Find
the **AND**.*

What else
can be true?
What are we
not seeing?

TO BOTH/**AND** More Possibilities



Plan **AND** Adapt

Have a plan and stay responsive.



Technology **AND** Humanity

Leverage AI and keep people at the center.



Speed **AND** Thoughtfulness

Make progress and make good decisions.



Risk **AND** Opportunity

Manage risk and look for opportunity.



Deliverables **AND** Value

Meet commitments and create lasting impact.



Results **AND** Relationships

Achieve outcomes and strengthen people.

When we only see part of the picture,
we limit what's possible.

When we make the invisible visible,
we create a brighter way forward.



Gratitude is Invisible, Mythic
Hard to Define, Woo- Woo
“Both/And” and Everything In-between

Make Visible: See AND Act Framework

SEE

- What wasn't I seeing?

AND

- What else can be true?

ACT

- How can I make it visible?
- What will I do differently?



Plan AND Adapt

Change Management

- Put a High Priority on Change Management Plans/Processes
- Create Multiple Change Management Plans/Processes
- Create boundaries (1 week: do X, 1 month: do Z)
- Be prepared to revise in the moment

Address the Invisible

- What don't I know about this?
- Who is really using it? And how?
- Who is resisting it?
- Who is pretending to use it?
- Who doesn't know how?
- Who is afraid to say they don't know?
- How trusting/engaged are they?





Human
Judgement
AND
AI Decisions
Judgements

GIGO - Garbage In, Garbage Out

*Data is information, not action. Leaders put it into action.
~ The Gratitude GAP, Star Dargin*

Ask again and again: What/How many insights? Pro/cons? Is it legal? How legal? Is it ethical, according to what ethics? Is it honest? Are there contradictions? List pros and cons. And what else?



What could go right or wrong?

Make Visible and
Manage Both Sides!

Results AND Relationships

ROI = Return on Investment

- R = Relationship
- O = Over
- I = Issue

Proactively build Positive Professional relationships with stakeholders before working on an issue.



Make Visible Your **Stakeholder Relationship** Strength

Positive, Proactive, Professional

Stakeholder	Positive	Proactive	Professional	Total
Sponsor/Manager	5	4	9	18
Sponsor/Functional	8	6	9	23
Tech Leader	9	9	5	23
End Client/Customer A	2	3	10	15
Team Member A	8	8	8	24
Team Member B	6	7	9	22
IT Support	5	4	7	16
Legal	7	5	9	21
Marketing	4	7	8	19

What Do YOU Want to Make Visible?

AND Commit, Measure, and be Accountable to!



Accountable

Make the Invisible Visible

Pivot with Purpose

See AND Act

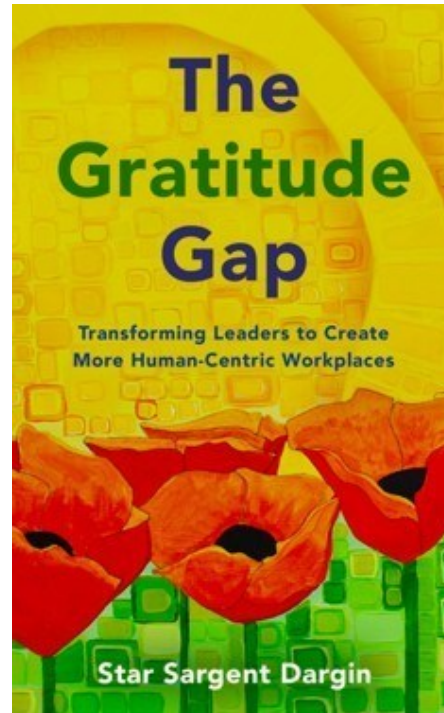
Find the Both AND

Make Gratitude the Foundation

Lead AI, Don't Outsource Humanity

Continue Closing the Gratitude Gap

Scan to learn more or get the book.



Gifts and Resources from The Gratitude Gap, Scan here





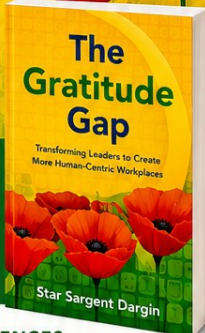
Making the Invisible Visible

The Gratitude Gap Closer

Star Sargent Dargin, PCC, CPCC
 Keynote Speaker | Leadership Coach | Author of *The Gratitude Gap*
 Leadership • AI • Change • Innovation • Gratitude

Partnering with leaders so people thrive, innovation grows, and change becomes an opportunity rather than a disruption.

*What we measure gets our attention.
 What gets our attention improves.
 The challenge is making the right things visible.*



To discuss partnering with Star
 Speaking or Leadership Coaching:
<https://calendly.com/star-4/connecting30>

I have TWO private-pay coaching slots open

Email: Star@StarLeadership.com

FEATURED KEYNOTES



Pivot with Purpose

Leading Through Change, AI, and Multiple Roles With Confidence and Humanity
 Discover practical strategies to lead AI rather than let AI lead you, embrace change with confidence, and help your team thrive in an increasingly human-centered workplace.



Making the Invisible Visible

Measuring What Matters to Strengthen Leadership, Teams, and Results
 Discover practical ways to uncover what's blocking success, recognize leadership blind spots, and create lasting impact.



Closing the Gratitude Gap

Transforming Leaders to Create More Human-Centric Workplaces
 Discover why gratitude is a foundational leadership strategy and skill. It is a practical leadership advantage that strengthens trust, improves communication, and creates workplaces where people and organizations thrive.

AUDIENCES

- Executive Leadership
- Engineering & Technology
- Project Management
- Workforce Development
- Professional Associations
- Government
- Nonprofit
- Healthcare

PARTICIPANTS LEAVE WITH

- ✓ Practical tools and a framework they can use immediately.
- ✓ Greater confidence leading through change.
- ✓ Fresh perspectives and inspiration to reveal hidden opportunities.
- ✓ Stronger approaches for building trust, innovation, and accountability.
- ✓ Actionable ideas tailored to their organization's challenges.

WHAT PEOPLE SAY

“Star is an expert communicator and not only well-read but also a skilled practitioner. She was a very effective speaker.” — NASA participants

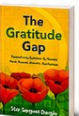
“Star's practice is rooted in gratitude. I'm now a more confident leader, working at a higher level, winning better business, and leading from a much more positive place.” — Amy, Director of Business Compliance, Weston & Sampson

ABOUT STAR

As a former engineer and engineering executive turned executive leadership coach, Star brings a unique perspective that blends analytical thinking with human-centered leadership. Star is *The Gratitude Gap Closer*, a leadership coach, speaker, and author of *The Gratitude Gap*. She partners with leaders to make the invisible visible, helping them create more human-centric workplaces where people thrive, innovation grows, and change becomes an opportunity. A former engineer and engineering executive and a Boston University instructor for more than 20 years, she brings practical business experience, executive coaching, and research together to inspire fresh thinking and meaningful action.

CREDENTIALS

- Former Engineer and Engineering Executive
- Executive Leadership Coach since 1999
- Founder, Star Leadership
- Author of Two Books, *The Gratitude Gap* and *Leading with Gratitude*
- Boston University Instructor (20+ years)
- Professional Certified Coach (PCC, CPCC)



FEATURED BOOK

The Gratitude Gap

- A practical guide for leaders who want to create more human-centric workplaces.
- Available for keynote events and book signings.

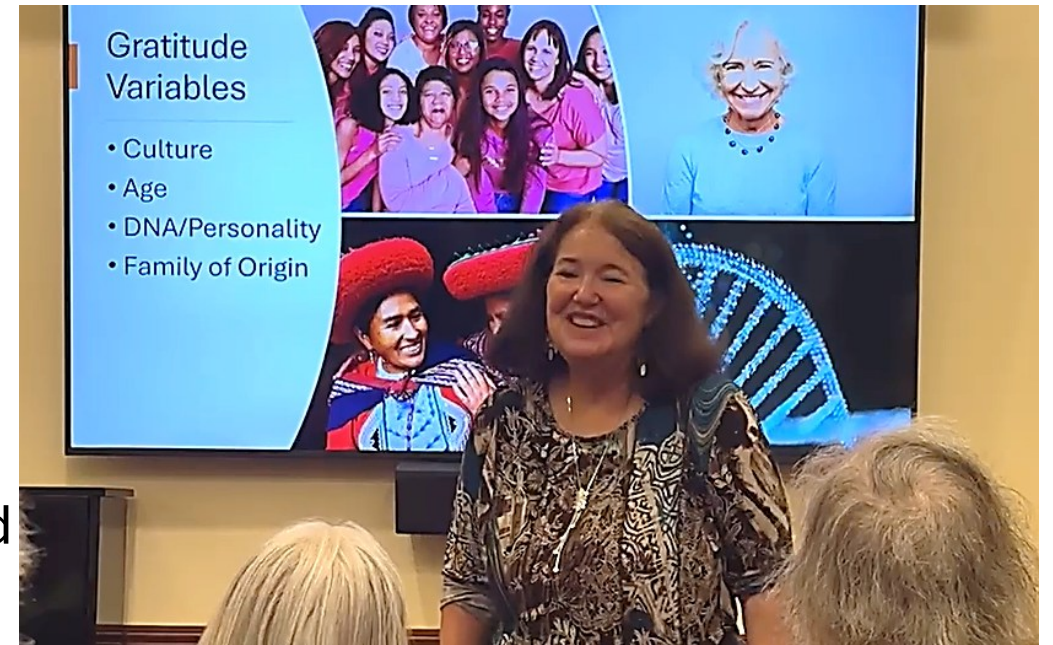
LET'S CONNECT

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- Star Dargin, PCC, CPCC, VC I LinkedIn

What people are saying:

- “Better people make better leaders,” John Ela, CEO
- “Trust, connection, and results”, Chris Kiklas, GM
- “Kindness and strength co-exist”, Steve Kadish
- “enhancing decision-making, reducing burnout, and strengthening relationships,” Gwen Acton, PhD
- “that people perform better when they feel seen, valued, and appreciated,” Brian Proctor
- “Create workplaces that are not only high-performing but deeply human, Kathleen Langone, PMP, author
- “Better customer relationships, more partnering opportunities, and improved employee retention”, Tara Whitney, Fractional CFO, executive coach

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“Star’s practice is rooted in gratitude, which is essential for me to be kind and express gratitude. The result is that I am now a more confident and comfortable leader. I’m working at a higher level and a sounding board for peers and others. I’m getting better business results through collaboration and successful conflict management. I’m happier and leading from a much more positive place.”

Amy, Director of Business Compliance, Weston & Sampson