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TURNAROUND

How to Change Course When Things Are Going South by Lisa Gable

Early Praise for *Turnaround*



**“A much-needed roadmap to the hardest of leadership challenges.”
— J. Alexander “Sandy” Douglas, CEO, Staples**

“A clear guide to turning around any organization or program from the turnaround master.” — Barbara McConnell Barrett, The 25th Secretary of the United States Air Force and former U.S. Ambassador to Finland

“The perfect synthesis of Gable's strategies, which I have witnessed with great admiration for more than a decade.” — Kimberly Reed, former Chairman of the Board of Directors, President, and CEO, Export-Import Bank of the United States

“A necessary read for anyone wishing to build bridges with others to create extraordinary results.” — Ryozo Kato, former Japanese Ambassador to the U.S.

“An insightful and essential guide for any leader hoping to reinvent a business.” — Elaine Chao, former U.S. Secretary of Transportation & U.S. Secretary of Labor & corporate board member

“A practical and down-to-earth guide to organizational change for not only seasoned leaders but also young professionals beginning their leadership journeys.” — Marty Evans, retired Rear Admiral, United States Navy; former National Executive Director, Girl Scouts of the USA; and former President and CEO, American Red Cross

“Turnaround is a must read for anyone hoping to transform an organization.” — Tim Smucker, Chairman Emeritus, The J.M. Smucker Co.

“If your organization or project needs a new direction, Lisa Gable offers a wealth of practical advice for how to change course. An eye-opening guide to a spectacularly hard topic.” — Paula Santilli, CEO, PepsiCo Latin America

“When I need help solving a tough problem, Lisa Gable is always one of my first calls.” — Auren Hoffman, CEO of SafeGraph

“A wise, engaging book on how to solve big, seemingly intractable problems.” — David Bunning, Chairman, FARE Board of Directors and Private Investor

“Turnaround reveals how working with others is one of the most effective ways to course correct an organization that has lost its way.” — **Toshiaki (Tag) Taguchi, former President and CEO, Toyota Motor North America, Inc.**

“Lisa Gable’s methodic and compassionate approach will help you transform even the most troubled of situations. A must read.” — **Kim Nelson, Independent Board Director, Colgate-Palmolive**

“An incredibly practical and insightful book.” — **Heidi Roizen, Silicon Valley executive, venture capitalist, and entrepreneur**

“If you are in a leadership role in any kind of business or organization, you should read this book.” — **Richard “Ric” Jurgens, Chairman Emeritus, Hy-Vee, Inc.**

“Lisa Gable’s ability to solve difficult problems and transform any organization makes Turnaround a must-read.” — **Rob Reid, author and entrepreneur**

“Lisa Gable’s proven guidance for turning around teams and organizations by applying a unique combination of discipline with diplomacy and humanity is unquestionable. This book is both timely and essential for any business or team wishing to successfully navigate the challenging times ahead.” — **Dov Baron, Inc Magazine Top 100 Leadership Speaker, Inc #1 Podcast for Fortune 500 Executives**

“Expertly written, well-organized, and accessible, Turnaround is an illuminating read for anyone tasked with improving a project or partnership.” — **Thomas Silvera, CST, Co-Founder and President of the Elijah-Alavi Foundation Inc.**

“Lisa builds on a career straddling corporate, non-profit, and government sectors to make a positive difference in the lives of millions. That passion for impact shines through in her book.” — **Dr. Derek Yach, President of the Foundation for a Smokefree World, and former Cabinet Member of the World Health Organization**

“If you need to solve a complex problem, Lisa Gable’s book is a must read. It provides a powerful framework for establishing trust, bringing partners to the table, and turning around any troubled venture.” — **Dr. Jerry Giaquinta, Academic Director for the World Bachelor in Business Program and Professor at USC Marshall School of Business**

“Few people are better positioned to show us how to grapple with disruptive challenges and turn them into positive results than Lisa Gable. In Turnaround, she shares what she does brilliantly and intuitively and, in the process, gives us the gift of an insider’s leadership guide.” — **Sylvia Acevedo, Corporate Director and former CEO, Girl Scouts of the USA**

“There is a great reason that Lisa has been tapped, repeatedly, for presidential appointments, ambassadorships and executive placements over the last 30 years, she is well known in business and policy leaders as a leader that can execute in challenging circumstances. Lisa Gable’s Turnaround is an important read for inspiring and aspiring leaders as they guide their organizations and team members through the complexities of the ever-changing business and cultural climate.” — **Cordell Carter, Executive Director, Socrates Program, The Aspen Institute**

“Lisa’s bipartisanship, leadership, and relationships across multiple sectors put her in the perfect position to help those seeking to improve their performance or outcomes.” — **Mary Kate Cary, Presidential Speechwriter and Adjunct Professor, University of Virginia**

Is your once-thriving organization stuck? Is your team on life support, unable to deliver on its potential? Is your initiative or campaign limping along instead of sprinting ahead? Lisa Gable, turnaround mastermind, offers a clear-headed, straightforward method for getting you back on track.

In ***Turnaround – How to Change Course When Things Are Going South*** (IdeaPress Publishing, October 15, 2021), Gable shares her simple but powerful method for breathing new life into the most troubled ventures:

- Visualize the future—don't fix what's there; start from scratch.
“To visualize a new future scenario, it often helps to focus on your customers or constituents' pain points. So often, in an effort to build something great, we fail to truly appreciate what they want and need—and therefore what will lead to our success.”
- Break down the present—ditch what isn't working; keep what does.
- Create a path to your future—map out critical decision and actions needed.
- Execute with confidence and diplomacy—speed up by partnering well with others.

For more than 30 years, Lisa Gable has been called to turnaround failing organizations—businesses, teams, nonprofits, political campaigns, and government projects—and solve seemingly intractable problems. From Silicon Valley to Washington DC, she's seen it all. Over time, she's learned the key to course-correct when things go South is applying the discipline of process engineering—carefully reevaluating everything your organization does and how it does it—with diplomacy and humanity, taking care of relationships and forging strong partnerships.

At a time when dizzying innovation cycles, hyper competition, and a global pandemic have made survival more challenging than ever, Gable's time-tested and industry-proof method will give you the tools to turn your ship around and a chart a course to success.

TURNAROUND – How to Change Course When Things Are Going South

By Lisa Gable

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About LISA GABLE

LISA GABLE is recognized worldwide as a turnaround mastermind. As CEO of several organizations, and as a former Presidential appointee, US Ambassador, UN Delegate, and advisor to Fortune 500 companies, Lisa has orchestrated and executed the successful turnarounds of well-known private and public organizations in all industries and sectors. She is highly regarded in business, political, and philanthropic circles for her ability to tackle difficult issues directly and with discipline and diplomacy.



Over the years, Lisa's proven turnaround methods have helped her move organizations to higher levels of performance by creating sustainable partnerships and profitable business models that have brought together political parties, corporate competitors, and even disparate nations. She is currently the CEO of FARE, the world's largest funder of food allergy research. Prior to leading FARE, she was a senior advisor at PepsiCo and President of the Healthy Weight Commitment Foundation where she worked on cross-sector solutions to improve intractable public health issues. From 1994 to 2009, she was a founding principal of The Brand Group, an advisory firm dedicated to helping companies such as Apple, Gap Inc., Intel, Oracle, Radisson Hotels, GI Film Festivals, and more implement change strategies.

In 2004, she was appointed by President George W. Bush as the first woman in World's Fair's 150-year history to direct the U.S. Pavilion, a 100 percent non-federally funded \$33.7 million operation with more than 70 employees. She completed operations with the first budget surplus in the history of the World's Fair, an achievement publicly recognized in a Senate proclamation in 2005. Earlier in her career, Lisa worked in high tech as corporate identity manager at Intel, in the White House as deputy associate director of presidential personnel, and in the US Department of Defense as a special assistant in the Technology Transfer Policy department.

Lisa was named one of the 10 Most Innovative Businesswomen in 2020 by *The Business Berg*. An entrepreneur and mentor, Lisa acts deliberately to move organizations and individuals toward their full potential. In the past, she served as the founding chair of the board of directors for the Foundation for a Smoke-Free World; has been a national trustee of the Boys and Girls Club of America and on the board of directors of Girls Scouts of the USA; a board of trustee of Thunderbird School of Management; a member of the National Academy of Medicine IOM Roundtable on Obesity Solutions; and board member of the Independent Women's Forum. She is also a mentor in organizations such as Rare as One project, a Chan Zuckerberg Initiative.

A sought-after speaker she has given keynotes and presentations for the Clinton Global Initiative, National Institutes of Health, National Collaborative on Childhood Obesity Research, Bridging the Food Industry and Public Health Divide, the Newseum, CONMEXICO, Women Leading Women, and numerous corporate and nonprofit domestic and international conferences and events. Lisa has been featured in media outlets including NBC Nightly News with Lester Holt, the Today Show, the New York Times, The Hill, PBS Newshour, and a wide variety of scientific journals, podcasts, and top U.S. daily newspapers.

A proud mom to a Montessori teacher, Lisa lives in Washington, DC, with her husband, a high-tech entrepreneur.

A Conversation with Lisa Gable, Author of *TURNAROUND – How to Change Course When Things Are Going South*

Why did you decide to write this book?

Throughout my career working for White House administrations, as US Ambassador, and corporate and nonprofit executive, I have been called upon to manage through inflection points and orchestrate challenging domestic and international operations. I also have shaped coalitions and global projects from the ground up. Along the way, I've gained turnaround skills, thanks to mentors and hard work. This is my chance to give back. I am at a point in life and my career in which I found myself with the time and flexibility (thanks, Covid-19) to make a difference and in some cases touches the heart with my experience. I KNOW that together we can find solutions to advance society in every way and allow us to learn from the creativity that arises during times of crisis, as this book leverages lessons learned and processes developed in my 35+ years of experience managing successful turnarounds in business, philanthropy and government. These methods are particularly relevant today as we must connect everyone's unique and diverse perspectives to arrive at the best possible solutions to the many challenges before us today and down the road.

Why is your book relevant today?

Today's environmental, societal, and cultural landscape has virtually every business "pivoting" constantly. The word 'agile' is used in board rooms and conference calls large and small. I wrote *Turnaround* to help readers quickly define their future scenario planning and build out systems to meet the deficits discovered during their latest challenges or simply to keep up with the demands of doing business today.

The obstacles and realities of the pandemic, for example, have created leaps in innovation and also placed organizations in imminent peril. Economic fault lines and organizational failures require we look back at case studies from the past to determine what to do and what not to do. My proven turnaround methods can help move organizations, teams, and projects to higher levels of performance by accelerating the adoption of new technologies, engaging in pre-competitive infrastructure design and leveraging unexpected opportunities to create sustainable partnerships and profitable business models.

Who will benefit from reading this book?

If your project, team, or organization has gone off the rails or is in a position that is unsustainable long term, this book is for you. You may be the CEO of a for-profit or non-profit organization, the head of a major division or program, the manager of a team, or the lead on a project tasked with heading its turnaround. Or you may be an individual contributor who sees an opportunity to make things better. Regardless of your title, this is your moment to assume the mantle of leadership and be a driver of positive change. Stop looking over your shoulder for someone else to save the day. You may just be it.

What are the qualities one needs to be a good turnaround specialist?

A good turnaround specialist is someone who combines grace and grit demonstrated in the following ways:

- Is a good partner because a team made up of wicked-smart people accelerates innovation.
- Admits when they don't know something, asks for help, assesses the facts, makes a decision, and moves on quickly.
- Understands and appreciates the diversity of their customer base. You must be willing to have deep conversations with real people who are impacted by the work you do.
- Checks their ego at the door and remembers that you are a custodian acting on behalf of an institution, the customers, and the constituents you represent. We all are temporary players in a long game.
- Makes tough decisions quickly, consistently, and firmly, yet with heart by treating the people impacted by those changes with dignity and respect.

What results can readers expect from following your guidance?

Readers' ailing or failing project, team, or organization will stabilize. Follow the four main steps I outline in the book—visualize the future, audit your assets, create decision trees, and execute with speed, confidence, and heart. You will learn to run hard and fast by managing the moving parts and ensuring that everyone engaged in the changes being made can hit the ground running with the right information at hand and an understanding of the path to the future you envision. If you remain steadfast to my process-oriented approach, your turnaround should be complete or near complete.