

# **TURNAROUND**

## **How to Change Course When Things Are Going South**

**LISA GABLE**

**LISA GABLE** is a former U.S. ambassador, United Nations delegate, and CEO of several organizations. She has orchestrated the successful turnarounds of a number of private and public entities across a number of industry sectors. She was a senior advisor at PepsiCo, president of the Healthy Weight Foundation, and currently serves as CEO of FARE, a public organization fighting food allergies. She previously was a founding principal of The Brand Group where she advised companies like Apple, Gap Inc., Intel, Oracle, and others. Lisa Gable is a graduate of Georgetown University and the University of Virginia.

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**MAIN IDEA**

How do you turn around a failing project, team, or even an organization?



An effective approach to driving a successful turnaround blends diplomacy and discipline together. It involves four steps:

- 1 VISUALIZE YOUR END DESTINATION
- 2 IDENTIFY WHAT STILL WORKS
- 3 CREATE A PATH -- NOW TO FUTURE
- 4 EXECUTE -- SPEED, TRUST & HEART

*"For the past three decades, I've been honing my approach for turning around failing projects, teams, and organizations, as well as for solving seemingly intractable problems. My method has been deeply influenced by lessons I was fortunate to learn early in my career—in my job at process-obsessed Intel and from my father, who built a university from the ground up with grace and heart. Straightforward but rigorous, the method marries discipline with diplomacy. Best of all, it can be deployed in virtually any situation where a turnaround is needed. Change is hard. Leading change is even harder. You'll have to be tough to get through likely bumps along the way. But the reward—leading a successful turnaround with grace and resolve—is worth it."*

– Lisa Gable



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**The Turnaround Method . . . . . Page 2**

The turnaround method balances the discipline of process engineering with diplomacy. Process engineering is all about designing work flows so they operate at their best, but you also need diplomacy to succeed in a turnaround. You need a results-driven yet diplomatic management philosophy.

**Step 1 – Visualize your end destination . . . . . Pages 3 - 4**

Focusing on your present problems is not usually the best way to launch a turnaround. Start imaging where you want to end up in the future, and use that to generate energy for your turnaround. Then design a path to this new vision that benefits everyone.

**Step 2 – Identify what still works . . . . . Pages 4 - 5**

Conduct an audit of your assets to break down the past. Decide whether each piece will or will not help you accomplish Jobs 1, 2 and 3, and whether those assets position you for the future you envision. Conduct a thorough audit with compassion and humility.

**Step 3 – Create a path – now to future . . . . . Pages 6 - 7**

Map out the critical decisions and actions needed to reach your target. Decide how you will use your assets to get Jobs 1, 2 and 3 done. Create your ideal path to go from where you are now to where you need to be in the future.

**Step 4 – Execute – Speed, trust & heart . . . . . Pages 7 - 8**

The best way to run a turnaround is to execute with speed, confidence, and heart. You want to set aggressive goals, and then get everyone energized to go after those goals. You also want to partner with those who will add more horsepower and energy to your turnaround. You've got a workable plan, and you now want people to run with it.