

DRIVEN to SUCCESS

A 10-Point Checkup for Achieving
High Performance in Business



Jane S. Goldner, PhD

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About the Book

Have you checked under your hood lately? In this economy, it's absolutely mandatory. Take charge of your company's future success with *Driven to Success: A 10-Point Checkup for Achieving High Performance in Business*, a new business book authored by consultant Jane Goldner, Ph.D., founder and president of The Goldner Group. This step-by-step guide is designed to help business leaders propel their organizations to the next level of high performance. The book's easy-to-read 10-checkpoint system allows readers to evaluate their actions at a glance and hold colleagues and employees accountable for doing the same.

An expert in leadership and human resource development, Dr. Goldner has consulted for top organizations such as Georgia-Pacific, The Coca-Cola Company, Georgia Department of Defense and National Guard Bureau Domestic Operations for more than 25 years. She distills her wide range of experience into a quick read that shows companies of all sizes how to build the internal connections required to attract, develop and retain valuable employees and transform their organizations into highly successful enterprises.

The creation and maintenance of a healthy, cohesive and successful company depends on the leadership's willingness to look under the hood for problems and sometimes make tough calls and big changes. Through her revolutionary Business Operating System Solution (BOSS) model, Dr. Goldner, shows how companies can identify not only problems, but also root causes. This format allows for a unique perspective into the corporate culture and provides the opportunity for companies to observe and critique with purpose, to ask the questions that leadership is often afraid to ask.

In *Driven to Success* Dr. Goldner helps companies combine their exterior with their internal infrastructure in order to work fully in sync. A fundamental aspect of this technique includes establishing a clear relationship between employees and the corporate mission, vision and values, a step that many companies bypass to their detriment. Dr. Goldner shows how companies can move forward toward long-term growth through positive and consistent global accountability.

Driven to Success: A 10-Point Checkup for Achieving High Performance in Business by Jane Goldner, Ph.D.
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About the Author

Jane Goldner, Ph.D., president and founder of The Goldner Group, is one of the nation's leading authorities on talent retention and trusted advisor to Fortune 100 Companies, government and military organizations, and small to mid-sized businesses. She is also the author of *Driven to Success: A 10-Point Checkup for Achieving High Performance in Business*, a step-by-step business guide for leaders.

Dr. Goldner has been a key consultant for organizations such as The Coca-Cola Company, Georgia-Pacific, Georgia Department of Defense, National Guard Bureau Domestic Operations, General Engineering Laboratories and The City of Boca Raton. She specializes in helping senior leadership resolve organizational problems in order to lead their businesses to the next level of success.

For more than 25 years, Dr. Goldner's unique approach has enabled The Goldner Group to grow based on customer loyalty and referrals. The core of The Goldner Group forms the basis for her client partnerships in the areas of leadership and organizational effectiveness. Dr. Goldner leads her team by setting a goal to meet each unique client need. Building a solid leadership team and charting corporate structure for the future is critical to a company's sustainability. By engaging talent throughout the company, she identifies and implements changes to continuously improve business performance.

While working to mold the senior leadership of multiple companies nationwide, Dr. Goldner uses her Business Operating System Solution for Enterprise Results to help companies reach their next level of success. She trains them to build a well-connected organization that communicates across boundaries and is able to attract, develop and retain valuable employees.

Dr. Goldner earned a Ph.D. in Human Resources Development from Georgia State University in Atlanta and a Masters of Arts in Counseling at the University of Alabama in Birmingham. Her undergraduate work was completed at the University of Maryland. She is also an adjunct professor at Kennesaw State University Coles College of Business.

Dr. Goldner is the board chair of GOAL (Girls Opportunity for Adventure and Leadership) and is a PathBuilders (Georgia 100) leadership mentor. Her awards include the Partners in Education Professional Development Award and the All-Star President's Award from the American Society for Training & Development (Atlanta Chapter). Dr. Goldner was raised in Merrick, N.Y., and currently resides in Atlanta.

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THE GOLDNER GROUP

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Thoughtful
Approaches
to Powerful
Leadership

CORPORATE SUMMARY: The Goldner Group is an award-winning consulting firm founded by Dr. Jane Goldner, president, in 1986. Based in Atlanta, Ga., The Goldner Group specializes in consulting services for small to mid-sized businesses as well as divisions of larger organizations, including Fortune 100 companies.

LEADERSHIP: Jane Goldner, Ph.D., president and owner of The Goldner Group, is one of the nation's leading authorities on talent retention and trusted advisor to Fortune 100 Companies, government and military organizations, small to mid-sized businesses. She is also the author of *Driven to Success: A 10-Point Checkup for Achieving High Performance in Business*, a step-by-step business guide for executives. Dr. Goldner has been a key consultant for organizations such as The Coca-Cola Company, Georgia-Pacific, Georgia Department of Defense, National Guard Bureau Domestic Operations, General Engineering Laboratories and The City of Boca Raton. She specializes in helping senior leadership resolve organizational problems in order to lead their businesses to the next level of success.

SERVICES: Organizational assessment, executive coaching, talent retention, succession planning, leadership coaching and development, team building, customer service review, system and process development, employee feedback and participation systems, diversity strategies, workforce planning, performance management and review systems and corporate social responsibility.

AWARDS: Partners in Education Professional Development Award and the All-Star President's Award from the American Society for Training & Development (Atlanta Chapter).

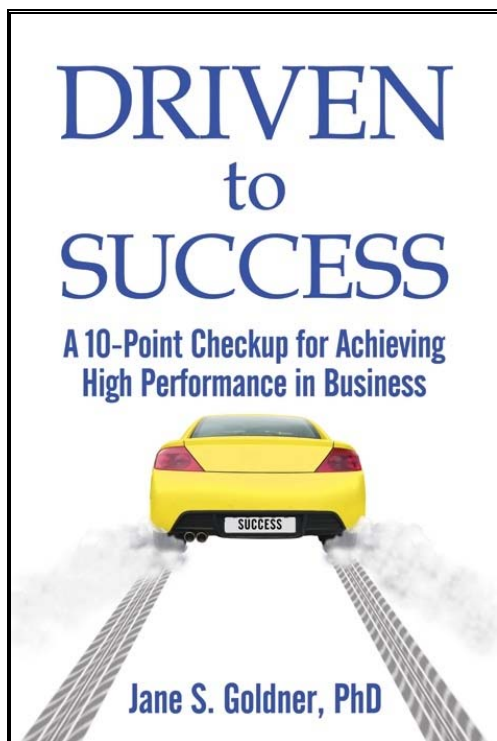
CLIENTS: The Coca-Cola Company, Georgia-Pacific, Georgia Department of Defense, Piedmont Hospital, National Guard Bureau J3/Domestic Operations, The City of Boca Raton, MCI (State & Local Enterprise Solutions), General Engineering Laboratories, Association of Analytical Chemists, BBDO (Atlanta), Charter Laurel Heights Hospital, Coca-Cola Nestle Refreshments, Prudential Healthcare Systems, Southern Testing & Research Laboratories, Georgia Department of Administrative Services.

MISSION: The Goldner Group works to partner with our clients in the areas of leadership and organizational effectiveness. Our goal is to meet each of our client's unique needs in order for them to reach the next level of success.

VISION: Our vision is to fundamentally change organizations and the people who lead them so that they can become healthy, cohesive and successful.

BELIEFS: There is a direct correlation between effective leadership and effective organizations. There are universal successful practices, which create organizational success and apply across all sectors. To be most effective, these practices must be customized for each organization. The use of these successful customized practices demands an integrated approach for organizational success. The best results happen when leaders have a clear focus and a commitment to transforming their organizations.

VALUES: Ethical behavior, expertise & competence, effective communication, quality products & services, delivering on promises, long-term client relationships.



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Endorsements

“A no-nonsense how-to nuts and bolts guide for ensuring organizational alignment and high performance. Written in layman’s terms so that business executives and front line supervisors alike can understand and take immediate action. This quick start manual should be an essential part of every leader’s toolkit.” – **LORI ADDICKS, VICE PRESIDENT LEARNING & DEVELOPMENT, POST PROPERTIES, INC.**

“I was enlightened by Jane Goldner’s easy-to-read, logical book. I loved the automobile metaphor throughout, which should resonate with anyone leading a business or with middle managers who lead teams and departments. In my business, we deal with intangible products—songs. Dr. Goldner’s information is very pertinent for what we do at BMI. It will remain a readily available reference guide for me.” – **CHARLIE FELDMAN, VICE PRESIDENT, BMI, WRITER-PUBLISHER RELATIONS, NEW YORK**

“There is more to being a “Visionary Leader” than what you can find in a book, however, this book is a great place to start. *Driven to Success* is filled with practical thoughts and tools to focus the traveler.” – **ALAN KAYE, SENIOR VICE PRESIDENT, MATTEL, INC.**

“... What separates those who win and those who don’t is often measured in a photo finish, but if you read *Driven to Success* and follow its timeless advice, the checkered flag will be waving for you.” – **FRED SHAFTMAN, PRESIDENT, BELL SOUTH, LARGE BUSINESS SERVICES CORPORATE OFFICER, RETIRED**

“I recommend *Driven to Success: A 10-Point Checkup for Achieving High Performance in Business* by Jane Goldner, Ph.D., as a sound practical approach to achieving better performance regardless of the size of your department, business unit or organization. In this book, Dr. Goldner shows you how to uncover the organizational gaps and leadership assumptions that can be obstacles to achieving high performance. It is an accurate reflection of her consulting work over the past 25 years. I know firsthand.” – **BRIAN WILKINSON, MANAGER OF ORGANIZATIONAL DEVELOPMENT, CRACKER BARREL OLD COUNTRY STORE**

“People talk about the complexity of leadership ... and that’s because leadership is people. Learning to lead effectively is a lifelong challenge and Dr. Goldner’s book is a solid, powerful approach to meeting that objective. This guide is a practical, tactical blueprint that can be used effectively in any organization.” – **REBECCA CLEMENTS, VICE PRESIDENT GLOBAL PRICING STRATEGY AND BUSINESS PROFITABILITY, ELAVON**

“A great operator’s manual that lays out an excellent roadmap for leading a high performance organization. The book brings all the important concepts together in a logical, easy to understand and useable format. It makes perfect sense to use this book as a personal leadership manual and is a terrific teaching tool for leadership training programs.” – **MAJOR GENERAL WILLIAM T. NESBITT, THE ADJUTANT GENERAL, GEORGIA DEPARTMENT OF DEFENSE**

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Interview Topics

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Driving High Performance in a “Running on Empty” Economy

Many organizations are plagued with business units that do not collaborate, share information or communicate. Creating an integrated infrastructure in which everyone is on the same page leads to higher performance, not to mention leveraging scarce resources. Organizations today often lack integration among the multiple elements and initiatives of their businesses. Lack of communication, collaboration and/or sharing knowledge leads to fragmentation and lost revenue. Learn how to help each part pursue its own interests and leverage strengths for greater enterprise-wide results.

Take the Driver’s Seat While Preparing Others to Lead

Leaders are a company’s steering wheel, providing focus to stay on course. Define your company’s legacy and build a team who understand The Core of your company. Your job of developing current and future leaders is key for sustainability. All employees should be working on a development plan so your business can drive the high performance needed to thrive through the next level of success.

Consumer Loyalty: Customers are the Accelerator

Meeting and exceeding customer expectations help drive sustainable growth. Anticipating their needs with quality customer service is the key strategy to retaining customer loyalty. You are only in business as long as you have customers who want what you produce.

Ready, Set, Go

The high performance actions include the 3 C’s of successful initiatives. CREATE the initiative, CONNECT all initiatives, and COMMUNICATE so people in your company can act on the initiatives. This infrastructure will enable your business to achieve high performance and take your company to the next level of success.

Safety Tips for Leaders

Driven to Success is not about suggesting that you change who you are. It guides you on the journey of using your own personality to create a business that drives high performance. You have built a successful business so build on what is already working. Use consultants at critical trigger points. Their focus should be to build capacity in your company rather than make you dependent on them.

Exterior and Interior Parts That Support Success

Just like a high performance car, there are two parts to a company’s success. The “exterior look” is the public view of the company, its products and services and how its look to the stakeholders. The “interior functioning” is the systems and processes that support sales. A successful partnership of these critical elements includes a properly aligned Core, which provides a clear, common focus and direction for your company and consists of the mission, vision, and values.

Attract and Retain Top-Notch Employees

Employees are your most important resource. Your employees are the fuel that drives and powers your high performance company to exceed expectations. Retention starts from the employee’s first day on the job. Retaining employees and creating self-motivation is critical to getting to the next level of success.

Use More than Just a Rear View Mirror to Measure Success

Just as the dashboard on a car has many indicators and meters, your business should have a dashboard of effective business measures focused on results. Leading and lagging metrics, which are a reflection of success, need to be in place during the strategic planning process. The dashboard provides a focal point for communication of priorities to all employees. Driving using just the rear-view mirror will only offer an “after the fact” look at the road behind you. Think ahead for lasting business success.

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Facts & Figures

- According to the IBM CEO Study, CEOs rate their ability to manage change 22 percent lower than their expected need for it — a “change gap” that has nearly tripled since 2006. While the number of companies successfully managing change has increased slightly, the number reporting limited or no success has risen by 60 percent.
- Thirty-two percent of those surveyed in the Personnel Decisions International (PDI) Pulse on Leaders study in August 2008 ranked “accelerating development of key employees” as the top strategy.
- Managers who cut training budgets to save costs are less likely to understand how service delivery and morale can suffer as a result. Studies show that employees need training to do their job confidently and to facilitate career advancement within the company.
- Employees are two times as likely to go the extra mile for the organization and almost four times as likely to recommend their company if they are satisfied with the ways in which their company communicates difficult decisions, according to the Ouch Point® survey from Opinion Research Corporation, an infoGROUP company.
- Study after study cites poor management as a top reason for business failure. New business owners are usually the “technical” experts at what they do and lack the overall business know-how to manage a business
- Even in the current economy, employment retention is still a top concern. Robert Half International developed a survey in October 2008: 150 senior executives from the nation’s 1,000 largest companies were asked, “What is your greatest staffing concern?” 39% responded retention, followed by recruitment at 22%.
- According to the IBM CEO Study, in 2008, CEOs rated market factors, people skills and technological factors as the three external forces with the greatest impact on their organizations.
- A study by the American Management Association shows that when employees' personal values are congruent with their company's values, their personal lives are better and they feel better about their jobs.
- Replacing an employee costs 30-50 percent of an annual entry-level employee's salary, up to 150 percent of a mid-level employee's annual salary and up to 400 percent for a specialized employee.
- Organizations that provide development experiences and rotational assignments have better employee retention rates.

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