

Welcome to Transformation Central

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Welcome to Transformation Central, your source for tested ideas to inform your efforts to guide transformation, pursue modernization, and drive change. Transformation Central will share insights of trusted leaders whose experience and perspectives on leadership strategy, business operations, current events, and academic study will help you stay one step ahead of the challenges that come with your transformation.

Debates, dilemmas and decisions

Whether you are leading a program, a division, or an agency, our insights will help you navigate the complexities of organizational friction, appropriately manage expectations, and address the people aspects of change – all while continuing to get the job done.

Talk of what needs to be fixed in government fills the news, but many miss the fundamental challenge: change is constant and managing it requires constant attention. Implementing meaningful change in an organization while delivering results is hard. For government, the challenge is heightened by both the criticality of mission and the current environment of fiscal uncertainty.

Transformation Central brings together decades of experience in leading large-scale transformation programs from leaders with federal, military, commercial, and academic experience. Our commitment to you is to weave this experience together into a practical, implementable set of ideas to help you today, and in the future.

We'll help answer questions such as – how do you overcome cultural resistance to Transformation? How can you serve as an effective Transformation leader? – delivered in easy-to-consume articles that you can read between meetings.

Meet our team



Beth, the Government Leader and Change Agent

My take on transformation — achieving transformational change requires a different way of thinking: During my 25 years in Government, I learned that change is constant and to truly transform an organization, it takes leadership, agility and a different way of thinking.

While the drivers of change are ever in flux, its current catalysts are shrinking resources and the relentless pressures to cut costs.

While agencies will naturally turn their focus

inward to look for insights, this is no time to play “small ball.” Agencies should be bold as they look to improve mission effectiveness and modernize operations.

The current fiscal environment requires different, more strategic thinking about how to make budget decisions and achieve the mission within the fiscal targets provided. These circumstances pose obvious challenges, but they also provide forward-leaning government leaders opportunities to make gains by concentrating on priority mission functions, investing more in shared services, working to reduce duplication across organizations and fundamentally changing the way they execute their business.



Ed, the Builder and Strategist

My take on transformation — a wave of transformation is coming: I’ve had the opportunity to work with federal leaders across a wide range of agencies, from DoD agencies and Military Departments and Services, to Treasury agencies like the IRS, to quasi-governmental for-profit organizations like the Postal Service. Today’s environment pits citizens with rising customer-centric expectations against agencies with

constrained budgets and infrastructure in need of modernization. I’m seeing an increase in energy around programs and projects to help provide mission and citizen services, in innovative, cost effective manners. As agencies spend their limited resources on these efforts, I want to make sure they get the return on their investment.

My take on transformation — common challenges in transformation: For almost twenty years, I worked closely with a wide range of technology, media and telecommunications companies to drive major changes in their businesses. In this journey, I have developed substantial experience (and achievements) in the intersection of technology and new business operations. This is a classic

challenge in large-scale change and working with over 15 major companies gives me a perspective on making these programs work. For the past two years, I have led Deloitte’s Federal Strategy and Operations work. I am struck with the powerful connection on commercial experiences to the contemporary challenges in the government arena.



Chris, the Practical Architect

My take on transformation — bridging bold and practical for results: Federal government executives are responsible for “leading change” and “driving business results.” The critical question is, “how do we maximize effective change with balanced disruption of the enterprise?” I have worked many years in the national security arena, as well as large change efforts in Federal civilian agencies and

commercial companies. My career has also included a number of smaller, innovative start-up activities. Throughout this journey, I have found it critical to architect change programs that balance practical realities and bold thinking to drive results. Big concepts are the goal, but without a practical and executable path, bold concepts don’t “drive business results.” Similarly, a proliferation of minor efforts will not meaningfully move measures or help to “lead change.” I love to help executive teams find the balance of boldness and practicality, building programs that are real and create operational results.



Bruce, the Professor and Author

My take on transformation — making transformation take root in an organization: Looking at proposals, plans and project management trackers, one might be forgiven for thinking that the transformation of a government organization is nothing more than the installation of some combination of new structures, technology and processes. But breakthrough transformation programs

address much more than a list of implementation tasks. They are attempts to reshape complex, dynamic technical and social ecosystems.

When pushed on, the established ecosystem tends to push back. It is this “resilience of the old ways” that makes it so difficult for new approaches to take root and have lasting impact. A number of years ago, I read about an organization’s establishment of operations in the Amazon rain forest. Each day, they had to work the perimeter to cut back the rain forest. As long as the old and new existed side-by-side, the jungle would attempt to encroach upon the cleared operations. This is essentially the same challenge government organizations face when undergoing transformation. Enduring transformation efforts should consider the daunting challenges of creating new technical and social dynamics while escaping the creeping tendrils of old cultural paradigms.

Coming attractions

Stay tuned for future editions coming to you from Transformation Central in the coming weeks as our authors share their insights on hot-button Transformation topics such as:

- **When the New Administration Comes to Town** – New leaders will be coming in with bold plans. What can you do today to position your current initiatives to continue delivering results with leadership changes?
- **Serving Your Customers with Distinction** – How can you design Programs to meet evolving customer expectations and take advantage of today's new technologies?
- **Lead From the Front** – How can you serve as an effective Transformation leader?
- **Breaking Down Walls** – How do you overcome cultural resistance to Transformation?

More about the team

Please read on for a more extensive look at our authors, their backgrounds, and experience.

Beth McGrath is a former government executive and director with Deloitte's Strategy practice. She advises federal government and commercial organizations on strategies that help further innovation and improve business operations. She has multidisciplinary strategic and operational management experience acquired during a highly lauded federal career that culminated at the undersecretary level in the Department of Defense.

[Link to Beth's Bio.](#)

Ed Van Buren is a principal with Deloitte's Strategy practice and is focused on helping clients develop transformational organizational strategies and implementation plans to improve their business performance. He leads Deloitte's United States Postal Service account, providing transformation, strategy, program management, risk, supply chain, retail, and technology capabilities. In prior roles, Ed led Deloitte's Federal Strategy practice and held leadership positions with Deloitte's Department of Defense clients. [Link to Ed's Bio.](#)

Jessica Kosmowski is a principal with Deloitte Consulting LLP and leader of the Federal Strategy and Operations practice. She focuses on customer-centric transformations and develops innovative solutions for federal agencies to optimize growth and scale organizations. She has been a strategic advisor to top executives for over 20 years including leading clients in the commercial sector. She specializes in Strategic Transformation, Growth Strategy and Global Mergers & Acquisitions and has led several complex, high-impact global merger integrations, divestitures and strategic transformation projects. [Link to Jessica's Bio.](#)

Chris Whitlock is a director with Deloitte Consulting LLP and is focused on transformational change. He brings 25 years' experience consulting in the Federal and commercial arenas, following service in the military and Federal government. Chris works across multiple client

environments helping teams craft change programs, major analytical efforts, and substantial changes to business models. These client teams include Federal Intelligence Community components, Civilian agencies such as the Internal Revenue Service and Public Health clients such as the Centers for Disease Control and Prevention.

[Link to Chris' Bio.](#)

Bruce Chew is a former Harvard Business School professor and a director with Deloitte's Strategy practice. He has been focused on strategy development and implementation and the building of organizational capabilities for more than 20 years. He has worked with the Federal Government, universities, and companies across a broad range of industries. Bruce holds an MBA from Harvard Business School and a PhD from Harvard University after graduating from the University of Michigan. [Link to Bruce's Bio.](#)

Supplementary author information

Publications authored by Beth:

- [Agencies need to put laser focus on business optimization](#)
- [Change the Culture and Acquisition Policies at DoD](#)

Publications authored by Ed:

- [Partnerships for the Future](#)

Publications authored by and featuring Jessica:

- [Growth through M&A: Promise and reality](#)
- [Top 25 Consultants in 2013](#)

Publications authored by and featuring Bruce:

- [Regulating ecosystems](#)
- [Building advantaged capabilities webcast](#)
- [Strategic Capabilities: Bridging strategy and impact](#)

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