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Presidential Transition:

A Community Analysis View



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Presidential Administration Transition

Whenever a presidential administration changes, the new President appoints new leadership (e.g., Cabinet secretaries, agency heads). Those newly appointed leaders then appoint CXOs (e.g., CFO, CHCO, CIO, COO, CSO) and other agency executives to formulate, advocate, and direct administration policies and programs.

It is easy to imagine the broad-reaching impact that a presidential administration transition will make on three distinctive CXO-level groups across the Federal Government:

- *Incoming CXO*—presidential appointees who will serve under the incoming administration
- *Career CXO*—non-appointees whose tenure is not subject to the change in presidential administration
- *Outgoing CXO*—presidential appointees who will vacate their positions with the incoming administration

Unique and common challenges exist across these groups. Success depends heavily on the level of preparation and skills required to overcome them and on successful communication among these parties to ensure a seamless transition and continuity in delivering critical government services.

CXO Challenges—Shades of Complexity

A CXO's role is ever changing to meet internal and external demands. Some people view this change as monochromatic, but they fail to understand the various shades of complexity or to realize that these demands are magnified through the presidential transition process. Each CXO group faces challenges and must determine where to focus its attention to be the most effective. Examples of challenges that a CXO group might face are as follows:

Incoming CXO

- *Acclimation*—understanding the agency's unique direction and missions

- *Refining/Defining Role*—understanding that you have the opportunity to evolve your role based on the unique needs of your agency and the community that it serves
- *Building Relationships*—understanding the new environment (e.g., key internal and external stakeholders) to effectively grow key relationships for success
- *Assessing Staff*—understanding the existing staff's current capabilities, skills, and gaps
- *Developing Goals, Objectives, and Execution Plans*—identifying, understanding, and communicating business challenges and organizational priorities

Career CXO

- *Refining/Defining Role*—ensuring that new leadership understands the value of your current role
- *Advancing Current Initiatives*—gaining commitment to continue moving forward with critical strategic initiatives
- *Assisting the Acclimation Process*—supporting incoming appointees with the acclimation process into their new roles

Outgoing CXO

- *Execution Plan Closeout*—completing and closing out initiatives and ensuring accomplishment of strategic goals
- *Transition Strategy*—recognizing that successful transitions require a shared commitment to minimizing disruptions to the agency
- *Highlighting Accomplishments*—recognizing significant contributions made toward agency goals

Booz Allen Helps You Visualize Your Community

Booz Allen Hamilton, a leading strategy and technology consulting firm, has created an innovative approach to tackling these CXO challenges by leveraging the Community Analysis (CA) component of our Mission Engineering® service offering. CA focuses on understanding, depicting, and

communicating the operational and support elements comprising an agency's internal and external community: strategic goals, program offices, services, partners, roles and responsibilities, internal and external stakeholders, key initiatives, and other strategic elements that the CXO wishes to communicate. Booz Allen creates a community model to illustrate these elements. This model provides a pre-packaged executive-level view of the agency's core elements and the CXO's strategic vision. Accompanied by a detailed description document, the model forms a communications foundation for incoming, career, and outgoing appointees alike. CA provides an efficient, effective process by which outgoing CXOs can highlight their impact, career CXOs can proactively and easily assimilate new appointees, and incoming CXOs can rapidly and effectively envision their new agency's strategic vision.

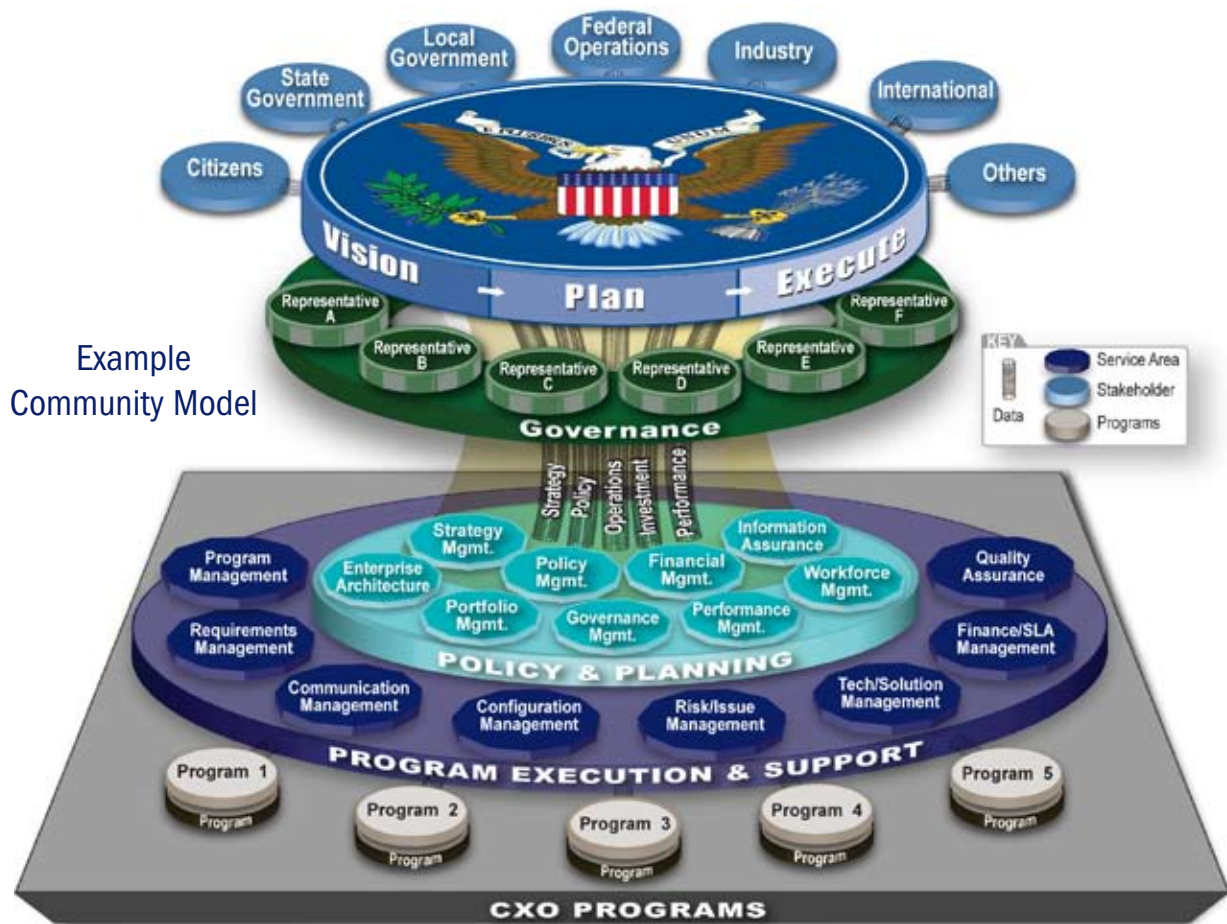
contractor teams to analyze the agency and its mission within its community.

Our analysts create an illustration of the agency's primary organizational structure from the CXO's perspective. The resulting community model illustrates the CXO's vision for the organization (e.g., key roles, relationships, goals, objectives, initiatives). The model is often extended to demonstrate various "drill-downs" into areas that the CXO believes are key: initiatives, responsibilities, and relationships. This model enables CXOs to not only visualize their impacts on an organization by using "before and after" views of the community but also effectively communicate goals and strategies for known transitions that will occur.

Overall, the community model addresses the challenges of the incoming, career, and outgoing CXOs by visualizing and communicating the past, present, and future agency missions and goals, along with the community in which it delivers its government services.

Visualizing Agency Missions and Goals

To begin mapping out the structure of the CXO's enterprise, Booz Allen works in customer



Right-Sizing the Approach

The CA process is tailored to fit CXOs' needs and the challenges they are facing. For example, outgoing CXOs wanting to highlight their accomplishments might need to detail only those elements of the agency that have significantly changed during their tenure. Likewise, incoming CXOs working closely with outgoing CXOs to detail their planned transition strategy and strategic vision for the agency might need to develop a comprehensive set of views to highlight various roles, relationships, and goals, and how the transition could affect them. At a high level, the CA is developed via a proven three-step process:



These steps can be combined and right-sized into two categories of analysis depending on your agency's needs:

- **Community Communications**—A 2- to 3-week analysis to document and define the scope of an agency's elements and detail relationships between them. This effort involves creating one or two community models providing an executive-level agency overview with an associated "drill-down" or "before and after" view. The effort is effective in communicating agency-wide strategies, highlighting impacts, defining and refining roles and relationships, and summarizing key agency missions and objectives.
- **Comprehensive Strategic Visioning**—A 4- to 6-week task to fully capture the CXO's strategic vision for the agency and develop communication products to articulate this vision. This effort includes creating a set of community models to

depict the agency's core elements and relationships, a detailed documentation effort to capture the concepts depicted, and a strategic communications plan for maximizing the effectiveness of the analysis by ensuring that the proper audiences are addressed.

Booz Allen Experience and Expertise

Booz Allen has employed its proven Community Analysis (CA) approach to develop strategic and tactical views for numerous government agencies and clients, including: Department of Homeland Security (DHS), Department of Defense (DOD), Environmental Protection Agency (EPA), National Geospatial Agency (NGA), Federal Bureau of Investigations (FBI), Food and Drug Administration (FDA), and Federal Aviation Administration (FAA). Through our CA approach, we have helped our clients capture, visualize, and communicate their current and future capability needs, define a way forward for CXO objectives, and present analysis and recommendations to transform their organizations to more effectively meet their complex, integrated mission requirements especially during times of major change.

About Booz Allen

Booz Allen Hamilton has been at the forefront of management consulting for businesses and governments for more than 90 years. Providing consulting services in strategy, operations, organization and change, and information technology, Booz Allen is the one firm that helps clients solve their toughest problems, working by their side to help them achieve their missions. Booz Allen is committed to delivering results that endure.

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