

MEGHAN E. WATSON

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Strategic Transformation Executive | Operational Turnaround Leader | Interim C-Suite Advisor

EXECUTIVE PROFILE

- High-impact transformation executive and trusted advisor with 25+ years of experience leading operational turnarounds, organizational stabilization, strategic transformation, governance enhancement, and enterprise-wide change initiatives across various industries including real estate, construction, professional services, hospitality, sports management, state and local government, healthcare, nonprofit, and complex multi-entity organizations.
- Recognized for rapidly assessing operational risk, diagnosing organizational inefficiencies, restructuring critical functions, and executing scalable solutions that improve performance, strengthen controls, enhance leadership alignment, and position organizations for sustainable growth.
- Proven success serving ownership, boards, investors, founders, and executive leadership teams during periods of transition, rapid growth, financial pressure, litigation exposure, leadership disruption, and operational complexity.
- Effective combination of creative and strategic vision with operational execution capability.
- Exceptional executive presence, communication, and stakeholder management with strong emotional intelligence and focus on collaboration.

CORE CAPABILITIES

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| • Enterprise Transformation & Turnaround | • Operational Strategy & Execution | • Interim Executive Leadership |
| • Governance, Risk & Internal Controls | • Process Optimization & Scalable Infrastructure | • Leadership Transition & Succession Planning |
| • Strategic Planning & Organizational Design | • Change Management & Executive Facilitation | • Private Equity & Investor Advisory Support |
| • Operational Due Diligence | • Technology Enablement & Systems Alignment | • Cross-Functional Program Leadership |

PROFESSIONAL EXPERIENCE

Watson Squared LLC | Founder & President | 2023–Present

Founded a strategic advisory and transformation consulting firm focused on helping mid-market and founder-led organizations navigate operational complexity, leadership transition, organizational redesign, and scalable growth initiatives.

- Advise ownership groups, executives, and investors on enterprise transformation strategies, governance enhancement, operational stabilization, and process optimization initiatives.
- Led operational assessments and organizational redesign initiatives across real estate, development, hospitality, and service-based organizations.
- Guided executive teams through succession planning, leadership transition, and organizational restructuring efforts.
- Designed scalable operational frameworks, reporting structures, and process improvement initiatives to support organizational growth.

- Facilitated executive workshops and leadership alignment sessions to accelerate strategic execution and improve collaboration.
- Supported recruitment and evaluation of key leadership personnel to strengthen operational infrastructure.

United States Specialty Sports Association (USSSA) | Chief Operating Officer & Interim CEO | 2023–2024

Recruited to stabilize and transform a nationally recognized nonprofit sports organization during a period of executive turnover, litigation exposure, operational disruption, and organizational instability.

- Led enterprise-wide operations supporting national headquarters, a nationwide network of 1,000+ directors, and one of the country's largest amateur sports complexes attracting more than 700,000 annual visitors.
- Oversaw governance, HR, legal, insurance, technology modernization, retail operations, concessions, and strategic partnerships.
- Implemented operational controls, reporting improvements, and governance enhancements to strengthen accountability and reduce operational risk.
- Served as sole C-level executive during a critical stabilization period while maintaining continuity across national operations.

Withum | Management Consulting Leader | 2015–2023

- Led complex transformation, operational improvement, innovation, and change management engagements across multiple industries.
- Served as transformation and change management leader for the AICPA/CPA.com Dynamic Audit Solution initiative, a nationally recognized \$40M investment focused on the future of audit methodology and technology.
- Developed and launched a proprietary two-day operational diagnostic framework to rapidly assess organizational challenges and identify transformation opportunities.
- Facilitated innovation strategy sessions with executive leadership teams focused on growth, market differentiation, and modernization.

KPMG LLP | Managing Director | 1998–2015

- Led large-scale transformation, operational improvement, compliance, governance, and strategic advisory engagements for complex organizations.
- Directed multidisciplinary teams of up to 100 professionals across enterprise risk, process redesign, internal controls, and operational assessments.
- Selected to serve within the firm's risk management function responsible for engagement risk evaluation and professional practice advisory support.
- Built and managed high-performing teams while overseeing large-scale client relationships and project execution.

EDUCATION & CERTIFICATIONS

- Boston College, Carroll School of Management — B.A., Accounting
- Advanced Certified Scrum Master
- Prosci Certified Change Practitioner
- Lead NJ Fellow