

MEGHAN E. WATSON

TRANSFORMATION EXECUTIVE | OPERATIONAL LEADER | ORGANIZATIONAL BUILDER

CONTACT

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TARGET ROLE

Operating executive role, COO, President, or Chief Transformation Officer. Deep people and organizational development skills used to get the most out of teams, and to build the standards and process infrastructure that create real leverage and enable scale.

CORE STRENGTHS

- Enterprise Transformation & Turnaround
- Organizational Design & Team Development
- Leadership Transition & Succession Planning
- Interim Executive Leadership & Crisis Stabilization
- Founder & Investor Advisory

KEY SKILLS

- Governance, Risk & Internal Controls
- Scalable Systems & Operating Infrastructure
- Change Management & Adoption
- Financial & Operational Reporting
- Stakeholder & Board Communication
- M&A & Due Diligence Support

INDUSTRIES SERVED

- Real Estate & Development
- Construction
- Professional Services
- Hospitality
- Sports Management
- Government and Nonprofit
- Healthcare

Executive Leadership at Critical Moments

PROFILE

Meghan Watson is a strategy and transformation executive organizations call when they need to get the most out of their team and want to build the standards and processes that enable them to succeed and scale when stakes are the highest. For over 25 years, she has been trusted by ownership groups, founders, boards, and investors to walk into real estate, hospitality, construction, professional services, sports management, state and local government, healthcare, and nonprofit organizations at their most exposed moments, and personally stabilize them, often as the only senior executive. She combines the discipline of a Big Four managing director with the people instincts and operating accountability of someone who has actually run the business.

SELECTED IMPACT

- Provided strategic guidance and operational advice to significant real estate development, investment and construction entities focused on transforming business operations in preparation for future growth and ultimate succession.
- Served as sole C-level executive of a nationally recognized sports association during a period of executive turnover and active litigation, running national operations across a network of 1,000+ directors and an athletic complex drawing more than 700,000 annual visitors, with no operating disruption during the transition.
- Led the transformation and change management workstream for a nationally recognized \$40 million industry initiative (AICPA/CPA.com's Dynamic Audit Solution), helping to build the rollout strategy and education program aimed at transitioning accounting firms from legacy systems to a new and innovative technology platform.
- Directed multidisciplinary teams of up to 100 professionals at KPMG across enterprise risk, internal controls, and operational assessments for complex entities in the state and local government and healthcare industries.
- Built an effective two-day operational diagnostic framework to rapidly surface root causes of organizational dysfunction and convert them into a comprehensive transformation plan within 48 hours of engagement.

PROFESSIONAL EXPERIENCE

Watson Squared LLC | Founder & President (2023 to Present)

Strategic advisory and transformation consulting firm serving mid-market and founder-led organizations through operational complexity, leadership transition, and scalable growth.

- Advises ownership groups, executives, and investors on enterprise transformation, governance, and operational stabilization, often as the first outside voice a founder trusts with the real state of the business.
- Leads operational assessments and organizational redesign across real estate, development, and hospitality clients, identifying the leadership and structural gaps preventing scale.
- Guides executive teams through succession planning and leadership transition, translating organizational needs into accurate leadership specifications to support recruitment and strengthen operational infrastructure.
- Facilitate executive workshops and leadership alignment sessions to accelerate strategic execution and improve collaboration.

ADDITIONAL CAPABILITIES

- Operational Strategy & Execution
- Change Management & Executive Facilitation
- Operational Due Diligence
- Technology Enablement & Systems Alignment
- Cross-Functional Program Leadership

PROFESSIONAL ATTRIBUTES

Combines creative and strategic vision with hands-on operational execution.

Exceptional executive presence, communication, and stakeholder management, with strong emotional intelligence and a focus on collaboration.

EDUCATION

Boston College, Carroll School of Management

B.A., Accounting

Advanced Certified Scrum Master

Prosci Certified Change Practitioner

Lead NJ Fellow

PROFESSIONAL EXPERIENCE (CONTINUED)

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

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

- Became sole C-level executive after the sitting CEO was terminated approximately two months into the engagement, absorbing both roles without loss of continuity.
- Ran enterprise-wide operations for national headquarters, 1,000+ directors nationwide, 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, implementing controls that reduced organizational risk during the most exposed period in the organization's recent history.

Withum | Management Consulting Leader (2015 to 2023)

- Served as transformation and change lead for the AICPA/CPA.com Dynamic Audit Solution, a \$40 million initiative that brought over 40 firms onto a shared audit technology platform, now in active use nationally.
- Developed the firm's two-day operational diagnostic framework, since used firmwide to rapidly identify transformation opportunities.
- Facilitated innovation strategy sessions with executive leadership teams focused on growth, market differentiation, and modernization.

KPMG LLP | Managing Director (1998 to 2015)

- Directed multidisciplinary teams of up to 100 professionals across enterprise risk, process redesign, and internal controls over a 17-year tenure.
- Built and managed high-performing teams while overseeing large-scale client relationships and project execution.
- Selected to serve within the firm's risk management function, responsible for engagement risk evaluation and professional practice advisory support, a role reserved for its most trusted senior practitioners.