

# Meghan E. Watson

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## Summary

Turnaround and transformation leader with 25+ years of experience leading unique projects, stabilizing distressed operations, assessing and restructuring governance and controls, and driving large-scale, positive change across multiple industries. Results-driven, dynamic, and able to quickly diagnose organizational and operational challenges to offer an independent perspective and practical yet creative solutions aimed at delivering sustainable performance improvements. Trusted C-suite advisor with a magnetic personality, continues to establish long-lasting relationships, expand professional and personal networks, and demonstrate commitment, capability, and a willingness to take on new challenges, whether in professional services, real estate, construction, hospitality, sports management, healthcare, or government and non-profit organizations.

## Established Capabilities

- Turnaround and Operational Transformation
- Change Management
- Leadership Transition and Stabilization
- Internal Controls and Governance
- Technology and Systems Alignment
- Risk, Compliance and Litigation Support
- Succession Planning and Continuity
- Strategy and Innovation
- Project Management and Facilitation

## Professional Experience

*Watson Squared LLC, President*

*2023 to Present*

Established consultancy firm to continue to serve clients in support of their organizational goals. Proud to serve as an advisor to mid-market companies to drive comprehensive operational reviews, strategic planning, and change management that result in impactful enhancements made to critical functions. Varied industry experience brings unique perspective. Engagements involve:

- Guiding ownership groups, investors, and executives through complex challenges in succession planning and process optimization to align governance structures and operations.
- Communicating with stakeholders at all levels, facilitating workshops, and providing practical solutions that balance strategic vision with operational realities while considering change management.
- Implementing process improvements and data analysis across property management and development operations to drive improved transparency for client decision-making and to ensure sustainable operations as the companies continue to scale.
- Leading process mapping and redesign of critical functions, including assisting with hiring key management professionals to streamline workflows and reporting.

*United States Specialty Sports Association, Chief Operating Officer*

*June 2023 to August 2024*

Led the United States Specialty Sports Association (USSSA), a not-for-profit sports organization based in Viera, Florida, to drive daily operations at National Headquarters and support over 1000 directors with events/activities across the Country. Served as both the COO and Interim CEO during a tumultuous time involving significant turnover, litigation, and organizational challenges. Was able to identify several areas for improvement and drive impactful changes related to internal controls, processes, and protocols for national operations as well as for Space Coast Complex, an 80-acre, 15-turf-field complex that draws more than 700,000 athletes, spectators, coaches, etc. annually. As the sole C-level executive, responsible for stabilization and transformation, technology initiatives, strategic partnerships, human resources, retail, concessions, Safesport activities, bat and ball licensing/certification, joint ventures, legal and insurance matters, and more.

*Withum, Management Consulting Leader*

*2015 to 2023*

- Served the Association of International Certified Public Accountants (AICPA) and CPA.com as one of the professional services, change management, and learning leads for the Dynamic Audit Solution (DAS) development; the outcome of this unique project was the result of an estimated \$40 million investment in a transformative methodology and functional tool to conduct the 'audit of the future'. Responsible for helping to develop implementation support, rollout strategy, training, and change management plans.
- Led several private company engagements related to operational transformation, strategy and innovation, and change in various industries. Responsible for deciphering (in very short periods of time) clients' operational challenges (e.g. inefficient processes, lack of controls, poor documentation, insufficient resources, lack of strategy/vision) that have a negative impact on their business (e.g. declining revenue, misaligned strategy, high turnover, loss of market share) in order to explore and uncover root causes and establish methodical, practical and innovative approaches to enhancements with long lasting impacts; developed a two-day diagnostic product offering for the firm as a result of this successful approach.
- Led various firm initiatives related to innovation, including facilitating workshops with senior leadership aimed at identifying creative ideas to drive future firm success and serving as the Chairman's first Innovation Council, tasked with generating and executing out-of-the-box concepts. Both initiatives focused on strengthening market position through enhancing client relationships, increasing profitability, and engaging team members.

*KPMG LLP, Managing Director*

*1998 to 2015*

- Joined the firm's financial statement audit practice before transferring to the advisory practice. Responsible for leading a broad array of long-term transformational engagements involving risk assessments, business process analysis, regulatory and compliance reviews, operational improvement projects, strategy and planning, construction contract and cost analysis, internal control reviews, training, and more.
- Identified, trained, and managed significant teams (as large as 100 professionals) in successful collaboration with multiple practices to provide high-quality service and effective and efficient solutions to our clients using a holistic and coordinated approach. Also established solid relationships and supervised third-party vendors and subcontractors on large-scale engagements to help ensure profitability without sacrificing quality.
- Selected to serve as part of the firm's risk management group responsible for assessing engagement risk, reviewing engagement letters and proposals, and responding to professional practice inquiries from the field; consequently, incorporates a risk perspective into daily work.

**Trusted Leader and Creative Mind** Consistent history earning the respect of colleagues and staff based on skill and technical ability, positive attitude, collaborative approach, genuine enjoyment of people, and ultimate results. Takes tremendous pride in emotional intelligence, team building capability, and identifying opportunities to grow personally and professionally, and bring others along at the same time. Passion for writing, creativity, and thinking out of the box leads to strong development of marketing collateral, internal communications, and external deliverables.

### Education and Certifications

- ❖ Boston College, Carroll School of Management, B.A., Accounting, 1998
- ❖ Advanced Certified Scrum Master
- ❖ Prosci Certified Change Practitioner
- ❖ Lead NJ Fellow 2009