

# Audacity of Scope: Accomplishing Transformational Efforts in Government



Everyone in this room is likely leading or supporting some type of change effort

## Government is attempting to make change at three interconnected levels

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**Inter-agency efforts** (e.g., Bipartisan Infrastructure Law funding advocacy and implementation)



**Intra-agency efforts** (e.g., HHS Healthcare IT modernization)

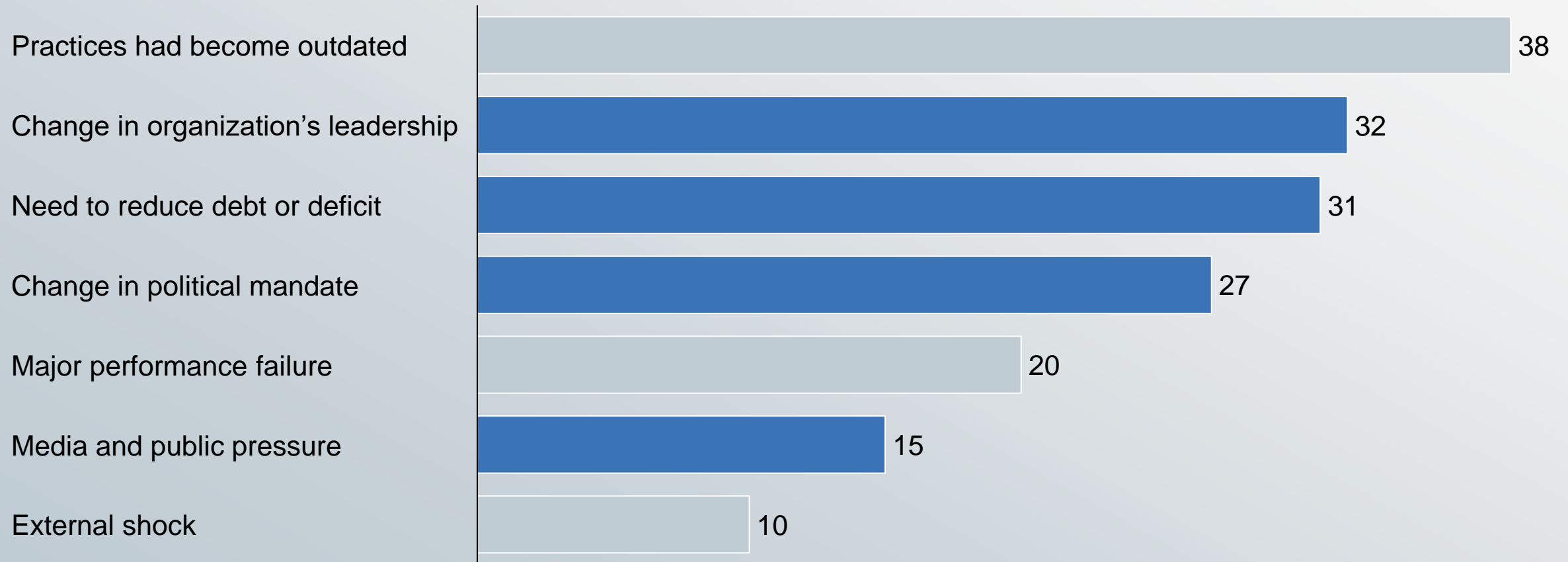


**Office/programmatic efforts** (e.g., White House staffing and talent)

# And more change could still come... the upcoming presidential transition may drive transformation efforts

■ Triggers that can be impacted by presidential transition

## Triggers that prompt government transformation efforts, %



# Unfortunately, making these types of changes is really difficult in government

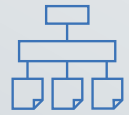
Not exhaustive

# 80%

Of government transformations are unsuccessful



## Challenges of executing transformations in government



**Organizational and cultural challenges** (e.g., leadership alignment issues, resistance to change)



**Resource constraints** (e.g., budget cuts or procurement constraints)



**Capability shortages** (e.g., skills gaps and talent shortages)



**Public scrutiny and risk aversion** (e.g., public scrutiny stifling innovation or reforms)



**External shocks** (e.g., Crises diverting attention or resources)

# Across the private and public sectors, there are four elements that help improve the success of transformations



## Will

An ambitious, shared aspiration to reach the organization's full potential



## Skill

The individual and organizational tools and capabilities (hard and soft)



## Rigor

The performance infrastructure of the transformation (e.g., incentive structures) that helps drive sustainable execution



## Scope

The range of outcomes the transformation aims to improve

# There are seven key actions, each of which played an outsized role in transformation success

Details follow



## Will

Fostering understanding  
and conviction

Role modeling



## Skill

Building skills

Applying skills



## Rigor

Embedding reinforce-  
ment mechanisms

Moving quickly to  
realize impact



## Scope

Striving for holistic  
impact

Putting these elements in place can flip the odds of transformation success

**7.7x**

Improved their  
org's performance



# Impact example: Top three differentiator actions in driving sustainable performance improvements



## Will

### Actions

Fostering understanding  
and conviction

### Impact of implementing actions vs. not...

**4.7x** more  
likely to succeed  
over time<sup>1</sup>



## Rigor

Embedding reinforce-  
ment mechanisms

**4.3x** more  
likely to succeed  
over time<sup>2</sup>



## Skill

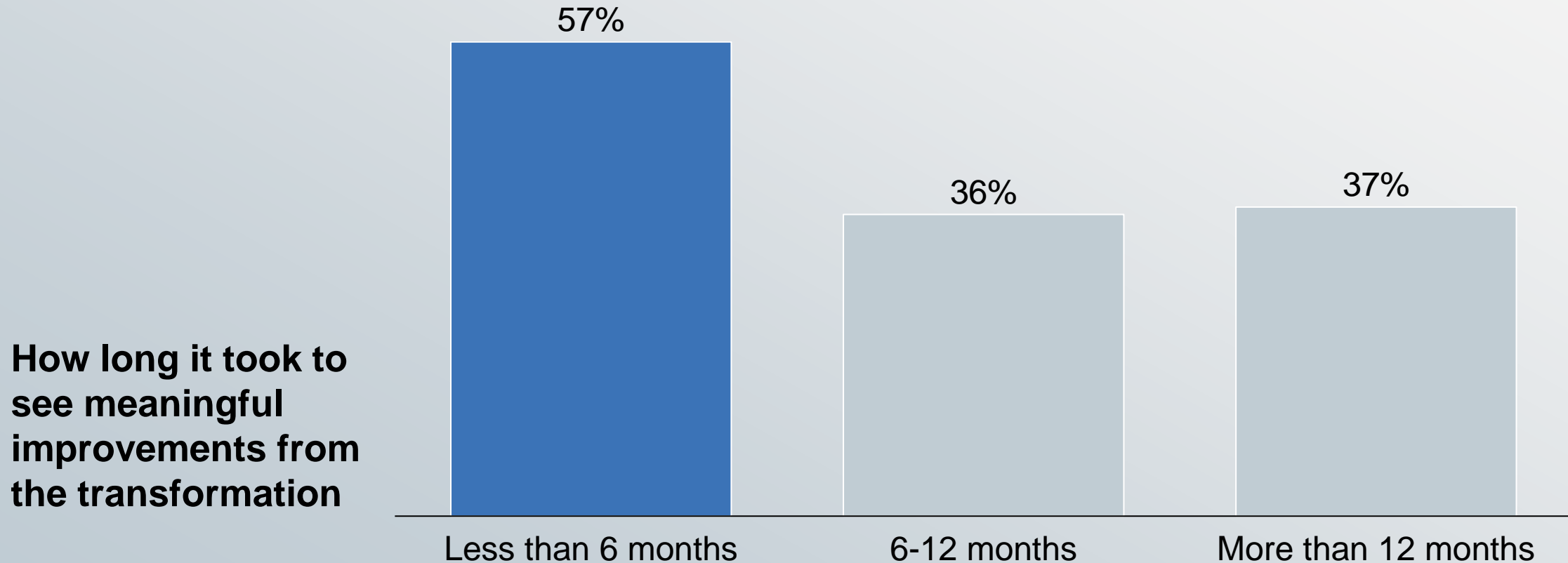
Building skills

**2.2x** more  
likely to succeed  
over time<sup>3</sup>

1. 47% of respondents reported improving and sustained org performance when executing action vs. 10% when they did not
2. 52% of respondents reported improving and sustained org performance when executing action vs. 12% when they did not
3. 62% of respondents reported improving and sustained org performance when executing action vs. 28% when they did not

# Outside of specific activities, showing impact quickly can help improve and sustain long-term change

Respondents reporting that the transformation improved and sustained performance, %



Source: McKinsey Transformational Change Survey, 2023 (n=472); percentages do not sum to 100% because percentages reflect the success rate out of those who reported that the transformation saw impact in less than 6 months, 6-12 months, or more than 12 months