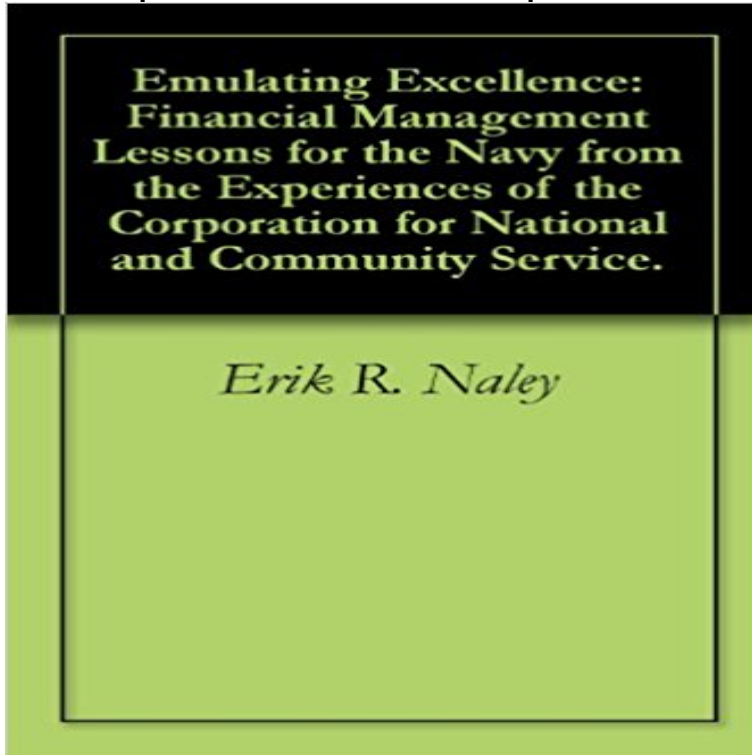


Emulating Excellence: Financial Management Lessons for the Navy from the Experiences of the Corporation for National and Community Service.



The purpose of this thesis is to find lessons for Navy business transformation efforts to ensure that the planned changes persist. Over the years many best practices have been adopted from private industry. Some of these provided lasting change, but many did not. The organization and motivation of private industry and the Navy are very different and perhaps this led to problems implementing these best practices. This thesis analyzed successful financial management transformation at a smaller government entity. The budgetary and financial pressures faced by another government entity are more similar to the Navys problems than those faced in private industry. The successful transformation was then analyzed through a change persistence model. This research found that the Navy has a sound business transformation plan that is centered on reengineering processes and systems. However, the plan needs to be supplemented with teaching and socializing interventions to ensure that buy-in is achieved across the enterprise.

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