

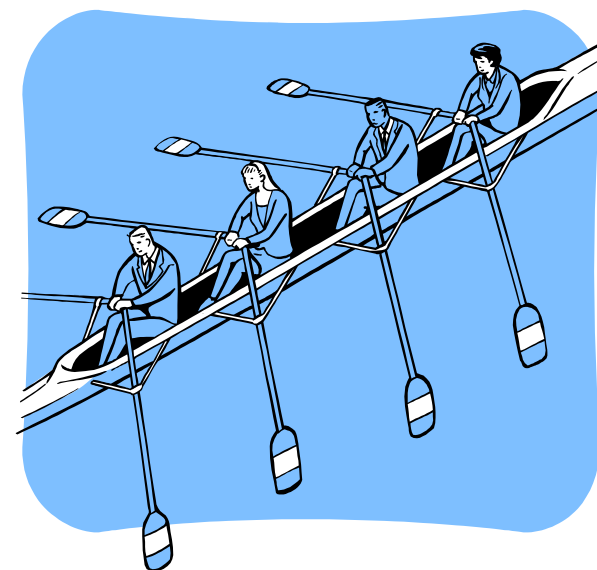
Building an HCTC Culture



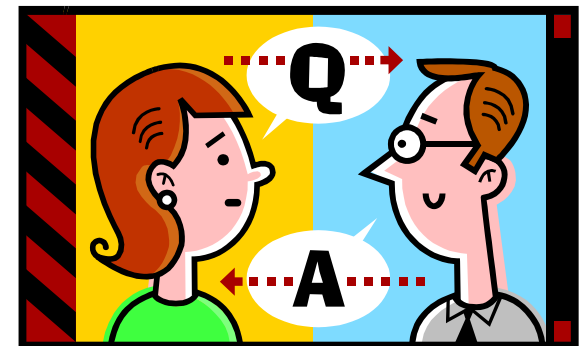
“ Internal Revenue Service *look and feel* that incorporates Contractor’s *strengths* ”

■ Executives – IRS & Accenture

- Make meaning for each other
 - Translate
 - Push
 - Pull
 - Air it out
- Model the new culture
 - Leadership Internally
 - Leadership Externally
 - It's what you do, not what you say
- Run the business
 - Yours, mine, ours



- Who am I?
 - What are each of you trying to do?
 - What makes each of you successful professionally?
- Who are you?
 - What are each of you trying to do?
 - What makes each of you successful professionally?
- Who are we?
 - What are the top three needs of the organizations?
 - How are we going to manage HCTC?
- What are we doing?
 - What is needed to support each other?
 - What do you need more of?
 - What do you need less of?
 - What do you need to continue to do?

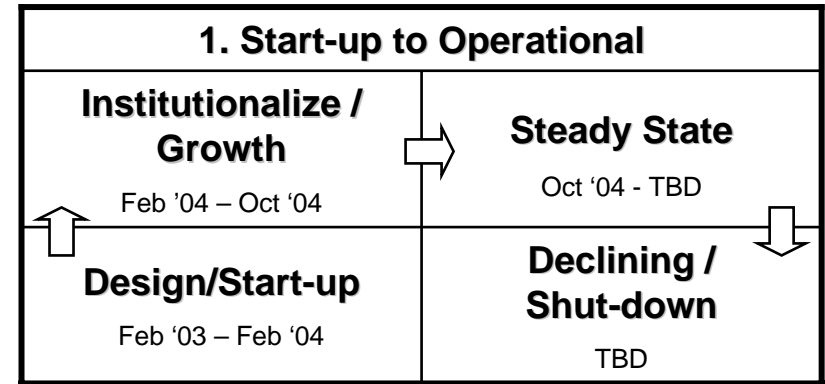


What are the daily/current operational pressures?

- Internal Revenue Service
 - Political
 - Procedural
- Contractors
 - Political
 - Procedural
- How can you complement each others needs?



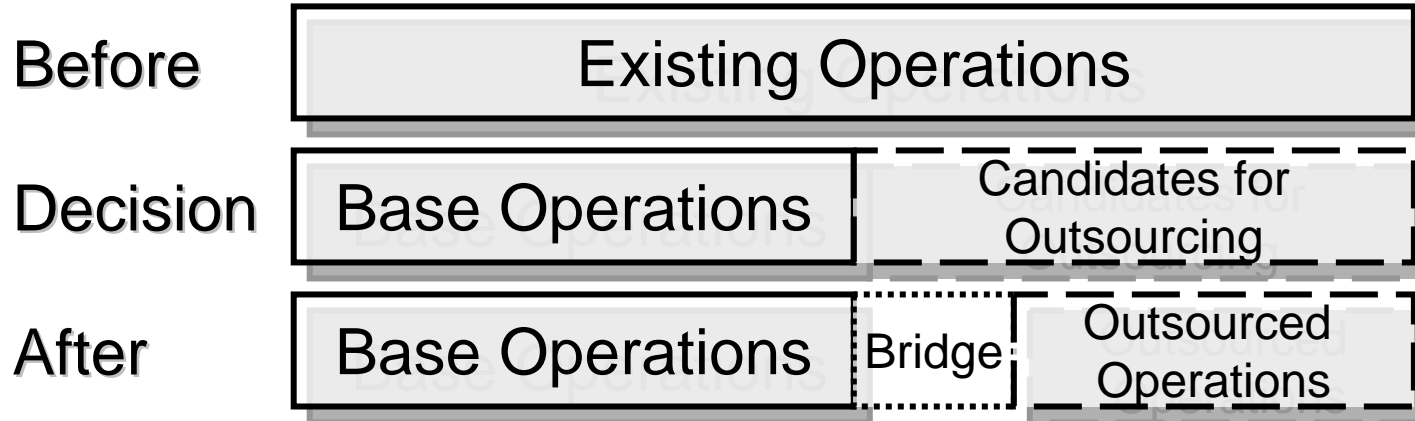
1. Start-up organization moving to an institutional/steady state organization
2. Merging the IRS and Contractor cultures into an HCTC culture
3. Moving from a consulting environment to a service environment
 - In addition to:
 - Re-staffing the organization
 - Budgetary considerations and implications



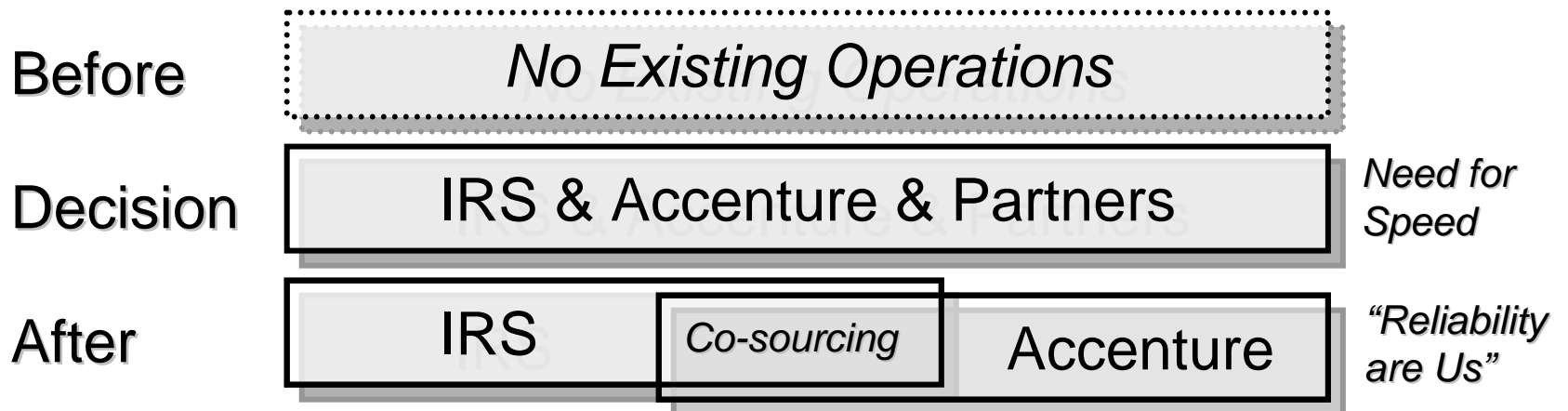
2. Merging Cultures		
IRS	Contractors	HCTC
Common	Common	Keep
Unique	Unique	Keep IRS
Unique	Unique	Keep Accenture
Unique	Unique	Keep Neither

3. Consulting to Service		
Consult	Service	HCTC
Common	Common	Keep
Unique	Unique	Keep Consult
Unique	Unique	Keep Service
Unique	Unique	Keep Neither

Traditional Outsourcing



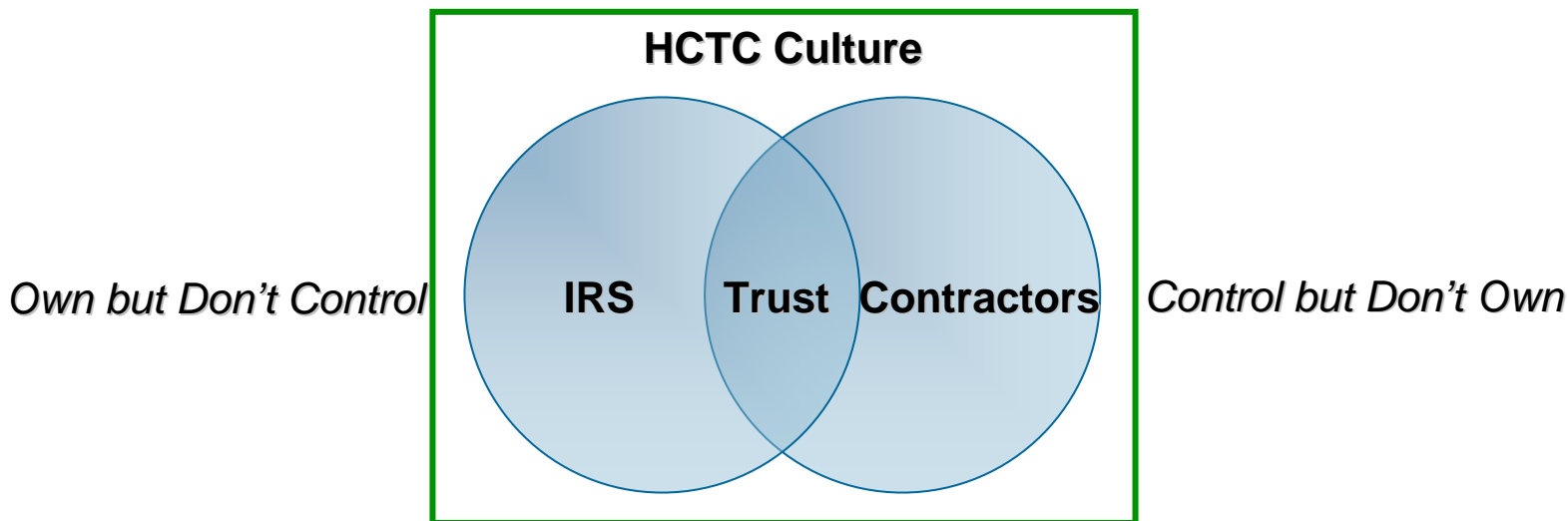
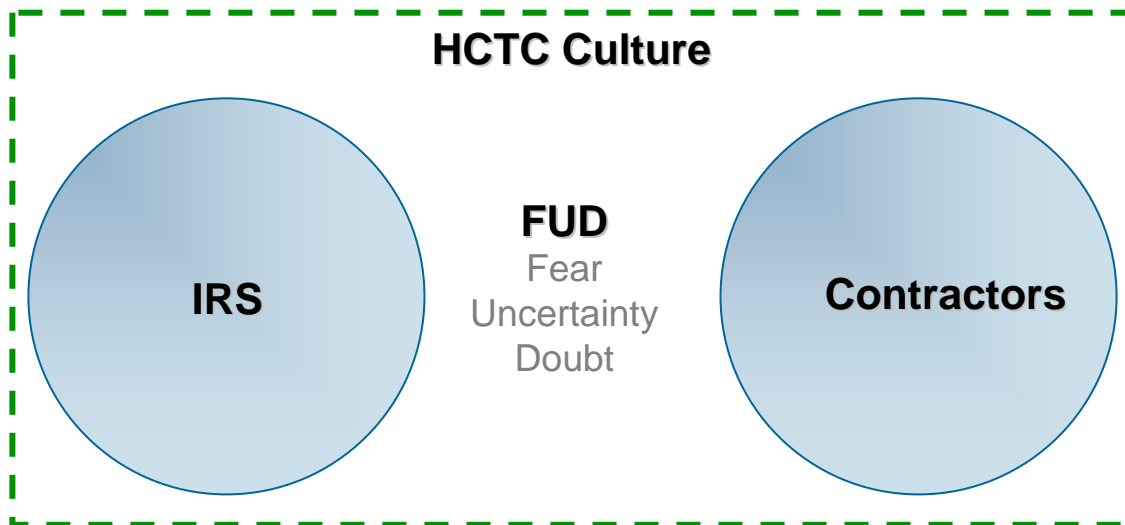
HCTC Outsourcing



Outsourced and Partnered	
IRS	Contractor
Own	Control
Don't Control	Don't Own



Brave New World



Two Styles of Leadership Required

