
Michael A. Stewart



Director of Business Operations Deputy Under Secretary of the Navy (Management)

Michael Stewart is the Director of Business Operations in the Office of the Deputy Under Secretary of the Navy (Management). In this role he leads Strategic Business Transformation Planning, Management Consulting and Program Assessment Enterprise Architecture Strategy, and Continuous Process Improvement teams. He is a recognized expert with deep insight into the root causes of success and failure of Department of Defense (DoD) transformation efforts. His leadership has changed the focus of transformation efforts across the Department of Defense.

Formerly, in the Office of the Under Secretary of Defense (Acquisition, Technology & Logistics [AT&L]), he led the Enterprise Risk Assessment Methodology (ERAM) team which conducted cross-Service and cross-functional risk assessments on DoD's largest business transformation efforts. Lessons learned from his work led to the development of the Business Capability Lifecycle, DoD's newly implemented process for acquiring defense business systems. Also due to the success of ERAM, the concept was instantiated into the DoD 5000 Acquisition Policy

In 2008 he was a Business Development Manager for the Task Force for Business and Stability Operations in Iraq where he worked closely with Department of State and industry experts to revitalize the Iraqi economy in support of counterinsurgency efforts. Specifically, he worked to restart the Iraqi Republic Railroads and conducted on-the-ground venture capital analysis of factories in the Baghdad area.

During the 2006 Quadrennial Review he was a Special Assistant and analyst in the Office of the Secretary of Defense (Policy). In this role he coordinated the Joint Tactical Aviation Integration study on behalf of the Deputy Secretary of Defense, led the initial development of the QDR Irregular Warfare roadmap with experts from the Army and Marine Corps and was a primary contributor to the development of the Navy 3-1 strategy, which fundamentally changed the Navy defense posture. He also traveled throughout Afghanistan on fact-finding missions for the Secretary of Defense.

Before coming to the Department of Defense as a civilian he was senior manager in Venture Capital and a member of an internal consulting team for the Boeing Company.

Mr. Stewart is a retired Navy Captain having served in both the active and reserve Navy as a Naval Aviator, Flight Instructor and Landing Signal Officer. In this capacity he was a Battle Watch Captain in the Navy Operations Center and deployed to the Persian Gulf, South America and Somalia as part the USS ABRAHAM LINCOLN's Air Wing Eleven.

Mr. Stewart is a Secretary of the Navy distinguished graduate of the United States Naval Academy, a graduate of Naval War College and holds an MBA from the Harvard Business School.

PUBLICATIONS

“Putting Focus on the Business of Defense.” Defense News. May 28, 2013.

<http://www.defensenews.com/article/20130528/DEFREG/305280011/Putting-Focus-Business-Defense>

Focus Executive of Business School Case. David Upton, Chair of Operations Management, Oxford University and Brad Staats, Assistant Professor of Operations, Technology and Innovation Management, UNC Chapel Hill, “Reengineering Personnel and Pay Systems in the United States Navy.” 2012.