

Degas/Cassatt Exhibition – Pre-Opening Event
National Gallery of Art – May 7, 2014

Mystery and Mastery

Remarks by Ralph W. Shrader
Chairman & Chief Executive Officer
Booz Allen Hamilton

Thank you, Vicki – and thank you all for joining us here tonight for this special evening, the opening of the Degas/Cassatt exhibition.

The quest to solve mysteries and find answers is at the core of our human nature. Whether we're doctors or detectives, consultants or engineers, artists or art historians – we strive for knowledge, understanding, experience, and mastery.

To me, **mystery** and **mastery** go hand in hand -- and I find the mystery and mastery of Degas/Cassatt to be fascinating.

Back in September, while meeting with Rusty Powell and Kimberly Jones, I had the opportunity to go into the conservation lab here and see Cassatt's *Little Girl in the Blue Armchair* during restoration, and talk with conservator Ann Hoenigswald about the mysteries she was uncovering... and about how the painting changed while Mary Cassatt was painting it. It seems that some of the changes were suggested, and even some brushstrokes were added, by Edgar Degas.

The National Gallery's "art scene investigators" have found that Cassatt re-arranged some of the furniture and decided to paint over a second dog in *Little Girl in the Blue Armchair*.

This is just one special painting out of nearly seventy works on display here. The exhibition as a whole collectively reveals so much more about the collaboration between Cassatt and Degas. Connections of composition, brushstrokes, use of light, and subject matter come to light on the walls of the gallery and pages of the catalog.

And yet, other things are not revealed – and remain a mystery to us. Degas and Cassatt have added to this mystery by disposing of their correspondence with each other. Beyond artistic collaboration, we have to wonder: what *was* the nature of the relationship between these two intriguing and gifted people?

In our profession as consultants at Booz Allen, we habitually ask questions and probe for insights. It's what drew me to this line of work, and why it's so rewarding to discover a new solution to a client's problem.

Throughout history, seeking answers and solving mysteries has been the mission of many professions, and it is the quest that marks our coming of age as individuals. You may have noticed the wonder in the eyes of the infant in Mary Cassatt's *Child Picking a Fruit...* or looked into her own mysterious eyes captured deep in thought by Edgar Degas in his striking portrait - the one pictured on the back of your exhibition catalog.

I hope the mystery and mastery of Edgar Degas and Mary Cassatt calls to each of you- so you'll return many times between now and October 5th.

Booz Allen Hamilton is proud to sponsor this exhibition on the occasion of our firm's 100th anniversary. The themes resonate deeply with us - the art of collaboration, the value of diversity, the commitment to innovation, and the intersection of art and science.

Thank you, Rusty, Kimberly, the National Gallery Trustees, and the Robert and Mercedes Eicholz Foundation for giving Booz Allen the opportunity to help bring Degas/Cassatt to Washington.

And, thank you all for sharing this special evening with us.

“Do the Right Thing”

Remarks by Chairman & CEO Bill Stasior

On the occasion of the 1998 Booz·Allen & Hamilton Diversity Awards

September 17, 1998

It's been an incredible eveningit's also getting late. So, I want to assure you that I'll be brief, but I do have something important to say.

It's about “doing the right thing.”

Many of you have heard me talk about this with respect to our core values of *excellence* — in our work, *respect* — for each other, and *inclusion* — listening to each other's ideas as we debate the important issues of the day.

Today, I'd like to talk about “doing the right thing,” but in a different context — one that relates specifically to the issue of diversity.

It's important to recognize that doing the right thing is a lot **MORE** than **not doing** the wrong thing. This is especially true when it comes to diversity.

I believe a lot of people in general — and a lot of people at Booz Allen — are **not doing** the **wrong** thing. That is:

- They don't knowingly discriminate in hiring or promotions
- They don't make racist or sexist remarks
- They don't hate people who are different

But, I believe *far fewer* people are really “doing the right thing:”

- Making a real effort to hire and promote those who are different...
- Including diverse staff members in their lunch and after-hours get-togethers...
- Mentoring women and people of color

Martin Luther King, Jr. put it this way: “*We will have to repent in this generation **not only** for the words and actions of the bad people — but for the appalling **silence** of the good people.*”

Think about it --

If we’re really doing the right thing, then supporting diversity must **change** from a passive concept ... to an **ACTIVE** concept!

The men and women we’re honoring here tonight with Booz Allen’s Diversity Award, did a lot more than refrain from doing the wrong thing.

They went out of their way to foster diversity:

- They devoted great time, effort, and spirit to mentoring staff...
- They found new opportunities for colleagues...
- They helped them succeed...
- They helped them feel like they belong.

In turn, we need to ask ourselves:

Do I support mentoring?

Or do I mentor?

Do I support diversity?

Or do I play an active role in organizations and efforts that foster diversity?

Do I support equal employment opportunity?

Or do I insist on seeing a diverse set of candidates for my job openings?

Do I support equal rights for women, and the disabled, and gays and lesbians?

Or do I get involved with programs that will make a difference in the quality of their life?

I came across a poem that captures this very well:

“Do more than belong, PARTICIPATE.

Do more than care, HELP.

Do more than believe, PRACTICE.

Do more than be fair, BE KIND.

Do more than forgive, FORGET.

Do more than dream, WORK.”

This is really our challenge as I see it

...to go *beyond* our good intentions

... and to *make good things happen*.

As we leave tonight, and think about all the things we’ve heard and learned during the course of this evening, I ask you to

Do the Right Thing.

Make it an active, (not a passive) commitment.

The Apple Computer ads say, “*Think different.*”

I challenge us to “***Do different.***”

In the Flow – A Podcast series on Leadership and Success

#6 Don't Tell Me the Future *

Welcome to the latest segment in our “In the Flow” podcast series on leadership and success, entitled ‘Don't Tell Me the Future.’ It's based on my reflections on the recent separation of 94-year-old Booz Allen Hamilton into two companies, and the lessons learned, which I believe are relevant on a broader scale.

Have you noticed that people throughout history seem to be searching for a crystal ball? Roadside signs for psychics abound, and one of the most well-worn sayings in the English language has to be – *I wish I knew then what I know now.*

Now it's true that modern forecasting techniques are widely employed in science and business. Clearly, it can save lives and fortunes to be able to predict weather patterns, epidemics and, we used to think, financial markets.

But it's important to recognize that all of these modern forecasting methods and decision-making models have limits – we need to rely on them as tools, not oracles.

I am convinced that resilience, not prophecy, is our greatest gift. In fact, I believe that prophecy would be a curse, not a gift, in our most important human endeavors, from corporate strategy to national destiny to personal relationships.

I mentioned a moment ago our firm split into two companies after 94 years in existence. I can honestly say that I am glad I did not know that Booz Allen would end up going in this direction. Likewise, I believe it's good that I didn't know back in the 1970s that I'd be with Booz Allen for 35 years and become its leader.

While the concept of foreseeing the future sounds exciting on the surface, I firmly believe that it could severely limit our vision, passion, and potential. It could cause us to take things for granted, become complacent or even give up hope.

If my colleagues and I had known years ago that Booz Allen Hamilton would ultimately be splitting its commercial and governmental business into two distinct companies, would we have remained committed to building a global consulting firm whose common values, shared history and institutional pride were key ingredients to its success in both the commercial and governmental sectors?

I don't know. But rather than wishing for the gift of prophecy, we would do well to nurture the quality of resilience, the ability to rise to the occasion and opportunity, whatever the future may bring.

Resilience is optimistic opportunism. As the prescient observation goes – “Things turn out the best for those who make the best of the way things turn out.”

Through the experience of Booz Allen's recent corporate transition, I've come to the realization that we don't need to – and shouldn't want to -- know the future. We can be confident that our performance and resilience will enable us to succeed and, yes, have a large measure of control over our own destiny.

Hard work, focused on a goal, is never wasted – even if the destination changes. The experience, expertise and discipline we gain is invaluable and will lead to success, as long as we have the resilience – the optimistic opportunism – to sense the winds of change and go with them.

There's a Japanese proverb that says, "Even the fortune-tellers do not know their own destiny." I am convinced that we have more control over our destiny by not knowing it, by striving for excellence and having the resilience to make the best of the way things turn out.

[Podcast Closing V/O]

**This podcast was condensed from a full-length keynote speech*

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