



All Things Financial Management

Episode 2: Ms. Mobola Kadiri, Leading Through Change

Welcome to "All Things Financial Management," an ASMC podcast sponsored by Guidehouse, where we discuss all things under the auspices of the Comptrollers' Office and address top-of-mind issues in the Financial Management community.

TOM: Good Morning! My name is Tom Rhoads. I'm a Partner with Guidehouse, where I work with clients across the DoD to transform and optimize their finance functions. I am thrilled to be hosting this episode of the All Things Financial Management Podcast.

For those of you who may be new to this podcast series, let me take just a moment to provide some background on the American Society of Military Comptrollers, or ASMC. ASMC is the non-profit educational and professional organization for persons, both military and civilian, involved in the overall field of military comptrollership. ASMC promotes the education and training of its members and supports the development and advancement of the profession of military comptrollership. The society provides professional programs to keep members abreast of current issues and encourages the exchange of information, techniques, and approaches.

With that background, I am happy to announce that with me today, I have Ms. Mobola Kadiri. Ms. Kadiri is the Deputy Assistant Secretary of the Navy Financial Operations, or the DASN (FO). As DASN (FO), Ms. Kadiri is responsible for the Department of the Navy's accounting and financial management matters. Her primary responsibility is developing and implementing department-wide accounting and finance policies and procedures, which also support Department of Defense initiatives in these areas. It's natural then that much of her attention is on the Navy's annual full financial statement audit and remediation efforts.

Prior to her current assignment, Ms. Kadiri was the Director of Financial Improvement and Audit Remediation, or the FIAR Directorate within the Office of the Under Secretary of Defense Comptroller. She served in that role from May 2012 until becoming the DASN (FO). Ms. Kadiri has also supported the federal government as an auditor and a consultant with two major accounting firms.

Good afternoon Ms. Kadiri and thanks for joining us today.

MS. MOBOLA KADIRI: Good afternoon, Tom. Good to be here. I'm glad to have an opportunity to talk to you on this forum.

TOM: Great, thank you and we're glad that you're here with us.



Ms. Kadiri, the depth and breadth of your experience working in the private sector and then serving in the federal government as the FIAR Directorate have surely prepared you for now serving as the DASN (FO) at the Navy. Can you share with us your professional journey and how those experiences have prepared you for your current role?

MS. MOBOLA KADIRI: Oh, thank you. Thank you so much. It sounds good when you say, “it's prepared me,” but with the challenges within the DoD, and specifically within the Navy, I think the experience is the best teacher. But with that said, you are right because I will say the journey of even learning about financial, federal government financials as a whole, is one that I remember when I was in college it wasn't even taught, so it was something I had to learn outside. We learned the regular private sector accounting and audits, but nothing necessarily about federal accounting and how with cash, it's one balance with Treasury that was not something they teach you in college.

So for me, it was a very interesting thing to get out of college and then your first client is a federal government client and I was learning something different. And I will tell you, I started, from an audit standpoint, I started with PricewaterhouseCoopers and I just remember being an associate and the ticking and tying, you know, the first elements of things you get taught and the rationale for why you do what you do and those things, I'm not sure that I really appreciated, while I was there. But as you mature in, especially the audit/accounting field, you start to understand how foundational and how those things really help you from a technical standpoint, to prepare you for your career within the government.

I did the audits within PricewaterhouseCoopers and then I left and I went to Deloitte and when I got to Deloitte, I had a mixture of clients. I had one where I audited and then the other was more consulting and I tell you, the transition from the audit to consulting world was a little bit challenging for me because I was used to going in as the auditor. You know what good looks like, and when it doesn't look good you know exactly what to say. And you know how to write the report and things like that. Well, you get on the consulting side and sure it doesn't look good, but what are you going to do about it? And so that transition was one that was a little bit challenging for me at first. Because I was used to saying what wasn't good, but I think the harder piece of it is how do you fix it?

I think my responsibility and opportunity within Deloitte helped me navigate that. And that's how I got a step into the Department of Defense because I had a client within the Navy at the time and my goal was to help them get there, to remediate some of the findings that we had at the time, and a lot of those back then were really around supply operations and things like that. So, I transitioned from there, got a step into the Navy and I liked the idea of being exactly with the client where the action was going on, this was fixing and we could roll up sleeves and we could do some of that, so I found that really interesting.

And with that, I think that guided my career into wanting to be part of the government, wanting to serve, wanting to be part of a solution. And I tell you, that move into joining the government, it's been quite an experience. Everything is about perspective. When I was a consultant it was always “why does



it take so long? Why did it do this? Why do we keep pushing papers and it takes a long time,” and all of this bureaucratic stuff that at the time I thought that was all it was. So, for me, it was really about getting in there and pushing hard and getting things done, and I've had quite an experience doing that. Having a better perspective on why things take longer than they should, and that's not to say today there are not things that could be done faster than we do them today. But there is a lot to learn and I learned quite a lot from that perspective of joining and better understanding that what we're trying to fix are not issues that that occurred last year or the year before. These are issues that are way over the years, you know 20 years. You know we've done something the same way for over 20 years, and so to undo that, to have people thinking a little bit differently, to have people think beyond the silo that they're in. I'm an accountant, is there something I need to know about operations? And maybe there is and as you mature you understand, there is. And so that breath of knowledge that I've gained within the departments within the federal government industry and specifically within my experience at OSD that it gave me the view of seeing the whole department right, not just Army, Navy, and Air Force, but also the fourth estate, and understanding that there's challenges with even just the flow of money and how we're executing and how we make sure we keep records of those things. The experience has been nothing but invaluable to be honest with you.

And now having to make the transition into my new position, during a pandemic, I tell you, it's been one of those things where you have to make the best of the experience. Challenging, but at the same time it's giving you a different sense of appreciation for the type of people that you work with and I will tell you, being with the Navy I want say close to about nine months now, I think I'm going on nine, the time is flying. I'm enjoying every moment here and all of those experiences that I gathered over the years is helping me to do this, helping me through this job, and I'm excited to be part of the Navy, making changes within the Navy. But I tell you, this is not just a financial exercise, this is an everybody, this is an all hands-on deck type of effort. And we've seen some movement in a positive area within the Navy we'll continue to push, but I'm glad that my career has brought me here.

TOM: You know, it's interesting. I enjoyed when you started with, coming out of school and joining PwC as an auditor and not having that experience with fund balance with treasury and other things associated with federal accounting, I had the same experience in my background. I came into audit, and specifically with the federal government, and we had no federal accounting courses in college. You know, we had fund accounting and in the other commercial, but that was a brand-new experience, like to get used to fund balance with treasury and some of the other issues in the government. So it was fun to reminisce on that as you were talking about that.

The other thing I suspect though, that audit background probably gave you good insights when you're working with the IG and others over at OSD FIAR with the consolidated audit strategy and approach and how you could help the department accelerate towards this goal, towards a clean audit opinion.

Ms. Kadiri, you mentioned the pandemic and we've seen a lot of changes over the last year because of the of the COVID-19 pandemic. What do you see as the lasting impact of COVID on the financial management workforce, beyond just increased telework?



MS. MOBOLA KADIRI: Thanks for that question. I'm telling you it is an interesting time. We never saw, nobody saw this coming and I think if there was anything that I learned from all of this experience, it's really about, we all had to pause, because this was something bigger than all of us. This was bigger than work, this was bigger than the audit. I mean there were people that lost family members and loved ones during this pandemic and so my heart goes out to them.

I think from a work perspective, as we talk through increased telework, to be honest with you, I think one of the biggest things this has taught us is really to focus on the important things. Important things such as family, friends, things that really matter. Work does matter, the missions we support matters, but I think how are we taking care of our folks? And this is where I think that COVID has allowed us to really focus.

So, from my perspective, my position has really been being more supportive of my staff, being more flexible. As I said, I transitioned into this position during the pandemic and so I think a lot of what I had to do was trust people that I didn't know, that I in some cases I've never seen, to get me what I needed to get my job done. And I'm so thankful for the Navy staff's support. It's been, immeasurable, just the support to ensure that I got what I needed to ensure that I was also there being able to listen and learn and all of the things they taught me during this time.

So to me as I talk about, what's the impact, from a work perspective I tell you, I work with people that are really, really amazing folks, because I mean we talked about the pandemic, I talked about people losing lives and all of the changes that we all had to make, but that did not stop the audit. I had people working through, and people - talk about display of just being agile and being flexible. And I saw my team respond to auditors, the audit team was flexible and that's what I think we need. I think even sustaining this, even after the pandemic, is people being open, one to being innovative, to figure out better ways to do things, as we've done with the audit and the PBCs that the auditors give us and how to get it to them. And how to do walkthroughs virtually and all of these things. One is just continue to be flexible to, continue to kind to each other. It's been a difficult year, right, last year, this year, it's difficult. And so being flexible, adaptable, continuing to be kind to each other. I'm definitely in support of telework and being more flexible with my team. The other thing I will tell you, is building on the trust that this has forced on us. A lot of times people are like, "Well, I don't really know them, so I don't trust them." Well, guess what? With this one I've had to do that. You trust them, they have to trust in me to represent their needs as their leader, and me trusting that they're equipping me with everything that I need to be able to do my job.

The other thing I tell you, is this has really shown, just the human aspect of us. I mean, I've been on calls right here, dogs barking and it's OK. I can't and don't stop it-it's fine. That's just the environment we're in right now and it's OK. I've heard people's kids, people have probably heard mine. Literally I think I was on a call a month or two ago and it was a large call and I mean this gentleman probably didn't know he was not on mute. But I'm telling you, we all walk through homework, right? Doing homework, right?



TOM: Right, yes.

MS. MOBOLA KADIRI: And yeah, we cut off the line eventually, but I mean those are things that, I'm not going to try to find that person and scold that person, because, again, we're humans and at the end of the day, we've been dumped now with additional responsibility and so that little break you had when your kids went to school, when your mother was somewhere and you didn't have to take care of somebody elderly, I mean, we're all dealing with all these things. So, when we talk about the workforce and the changes, for me, again, the mission for us hasn't stopped, it's about how we support our people.

And so for me, the way forward is really being more innovative, building on the things that we've learned during the COVID pandemic and also continuing to build that agile, flexible workforce and a leadership team that actually listens and is willing to work with the team. And so, I think that's kind of where I see this going and I want to give a shout out to our auditors because to be honest with you, we see that they've been very flexible, they've also been agile and I think that's really important in this environment.

TOM: Yeah, it's interesting. You know, we've had the same experience during this pandemic. We have phone calls where kids will sit on parents' laps during the phone call and we just call them "our little interns," and it doesn't affect the quality, it doesn't affect the productivity, it's been a change and we've all adapted and move forward to it.

And I really like the fact that you hit on that. It all comes down to taking care of people, those that matter to you and your own people. Because in any organization it's about people. The people you work with and the stakeholders you serve. So that's a, that's a neat lesson learned coming out of the pandemic.

Speaking of the importance of your people, what efforts are underway to invest in the financial management workforce at the Navy?

MS. MOBOLA KADIRI: When we talk about the workforce, I think I emphasized earlier, you know, in both questions you asked me prior, just talking about our people being our greatest asset. With that being said, I'm also very aware of the changes that people have had to go through the past couple years as we embark on the audit journey. So, we're talking about big changes here, cultural changes, and those are the things that, from my perspective, can't measure quantitatively, but at the same time the progress we're making speaks to that. We're developing now, a culture with accountability. A culture that's aware of the accounting that should go with how we support our troops. And then we're starting to say hey, what are the benefits? You know, what are those things that our people are finding from doing some of these audit exercises?



So, within that, one of the things that I will tell you that the Navy is focused on right now is really, one is training. When you go to our Navy internal or external website, there's a lot of training. However, what I think we're getting to be more focused on is, is this the type of training that our folks need. I talk about culture, cultural changes, but again, things that are driving the cultural changes are the key business process changes that we're making. We're improving our processes, we're trying to standardize. And so, when you think about that, I talked about being innovative. So, there are a lot of elements to this that we're looking at.

So, the work you did, I don't know 5, 10 years ago probably should not be the work you're doing now, or should be the same work, but maybe doing it in a smarter way. We're doing it differently. Now, we're operating with Y. What's the objective of what I'm doing? And trying to figure out smarter ways to do it. Not necessarily working our people harder, but really being innovative and opening the doors to look at what we want to do, or what we need to do, to make things better.

So, with that said, we're focusing on training and saying we have a bunch of training, but is it the right training? How do we upskill our people? If I have people today that are doing manual reconciliations, copying and pasting things from an Excel file into a different file so they can compare datasets, do I have a better way of doing that and should somebody really be doing that or should I have a bot do that and start to train my people, rather than taking Excel training, training them in data analysis.

So, the goal is looking at the workforce as a whole and identifying the gaps that we may have from a skillset standpoint and then try getting training for our folks in those areas. And so, as we do that, we have to make sure that, again, we look at the type of work then that we want to start doing, either to begin doing or to complement what it is that they're doing right now. So, one is training and upskilling the workforce so that as we transition into this whole cultural change that we're making, that our workforce is transitioning with us, that we're bringing people along with us.

The other thing we're doing now is a mentorship program. Within the Navy, at least the FM&C and every senior executive has something in their performance evaluation that has to do with mentoring somebody. So, and that for us is really thinking about the succession training. As you mentor people, what are their strengths? What do you see? Even if you're not mentoring them, even as a leader. What do you see are their strengths? What do you think you can help them build? How are we giving the mentorship and exposure to our folks?

So, the mentorship is one area in private industry, I remember then, it was just part of the job. Unfortunately, within the government it was not always that way. So sometimes you have talent, and we loop talent to that because then you have people that are part of the team, they want to do their best work. But then they don't get the opportunity. And so, this mentoring aspect of it I think would help to do some of that. So, we're really focusing on leadership and mentors to folks to help them grow. And also, how that may help without sufficient training and how we're training and positioning our people for success.

The other thing that I recently started, and this goes back to just looking at diversity. Diversity from a workforce standpoint, from a skillset standpoint. So, for example, I deal with financial operations.



Does that mean the only people I hire are a budget analyst or accounting? No, but years ago maybe somebody would have thought that was all we needed. But today, again, we're expanding that. That's not the only people we need. We need IT folks. We need data analytics folks. We need statisticians, for example to look at our sampling and what we do internally. So, there's a broad set of things here that I think is needed from a workforce standpoint to help us continue to groom our next set of leaders.

One of the things I recently started within the Navy is a forum called WinFO and this is Women in Financial Operations and this is really just a space for, if there are, certain things and challenges that women have. Just being able to talk about that and see how our workforce is being open to accepting certain things and even though it says women it's open to all. To help us as leaders, whether male or female, to be more sensitive to some of the needs. Whether that's you know from a gender standpoint, whether that is from a religious standpoint, I mean, whatever it is, to just help us be a more inclusive organization.

TOM: I think that's wonderful. I think it's important for people to have a forum or platform where they can share and share in a feeling of trust, but also to see the world through different lenses, and out of those discussions comes greater collaboration, greater ideas, and greater productivity for the team.

MS. MOBOLA KADIRI: Definitely. A lot of work to be done, but we're getting there.

TOM: Yeah, I love the concept that you talked about with respect to mentoring. You know, I'd read a study that said, for people, especially early careerists, to have a long and productive career where they can stay at their organization, mentoring was the number one factor in helping people to have a long term career and feel that they're contributing and being productive. So, I think that's great, as well.

MS. MOBOLA KADIRI: Definitely. Definitely.

TOM: Well Ms. Kadiri, I suspect we're in the heat of the financial statement audits, and as this probably has your full, or most of your attention these days, do you feel there are some benefits that the Navy is getting from the audit?

MS. MOBOLA KADIRI: Actually, the department as a whole it's getting, I think more than maybe people bargained, to be honest with you. I remember when I was at OSD and we pulled together the audit strategy, I remember going into peoples' offices from a functional standpoint, so maybe logistics for example, and just preaching and talking about what the audit was. And it was just like "what?" I mean



people wanted to accept it, but people didn't really know what it was, and then "you're telling me this, because?" So, when you think about that and we think about where we are now and we think about people, maybe people may not be exact advocates of the audit, but even people outside the financial community are talking about how this is helpful.

So, when we talk about "are there any benefits?" yeah, there are benefits for sure. One is like I said, just changing the culture. The audit has become a catalyst to making those changes that we've always said, "Hey, we've done it that way for 20 years" and we've never challenged it. So that's one from a culture standpoint, it's pushing people to be a little bit uncomfortable, to do some of those things they wouldn't normally do, or they hadn't done before.

Again, as we talked about accountability in accounting, in understanding the difference and understanding how accountability builds the foundation for our accounting. And so, once you start talking accountability and you start talking about operations, you start to get the interest of people. So for example, if we think about inventory, you know, things that the warfighters need, we want to be an agile organization where we get things to them when they need it at the point that they need it.

In order to do that you have to know where your things are. You have to know where the inventory is. You have to know the movement of the inventory. You have to be able to track them. You have to understand the adds and deletes that come within the system. There are a lot of decisions that are being made based on what we have in the system and so my thought is if you don't know what you have in the system, or if whatever it is you have in the system is inaccurate, how do you truly support the warfighter the best way possible? And so, we see value in this. One of the things the Navy did was did a 100% real property count, buildings, that we have in the system where we've noted them as being usable and then we get there and they're not, and so when people make BRAC decisions, for example, based on information in that system, that's not accurate, that has nothing to do with accounting, that has to do with our operations and how effective and how agile we are.

And so, what the audit has done is helped us see some of this. I think when we first started, obviously we tried to get the audit gospel out there and talk about it and make people understand that it wasn't just about financial management. However, I think the biggest thing here is once you start to see that, seeing is believing. I can tell you all I want, but once you start to see the value and how it ties to operations, then you're a believer.

Now, I still have to deal with all the accounting, but you understand how it aligns with reforming our business, with making sure that we get things to our warfighters, that we support the mission. So, I think when we start to talk about benefits, those are some of the benefits. I mean, there was an operation within the Navy which, the concept was pretty simple, I go to every base, I open every door, I find out what I have, and I get it in the system. And in some cases, we found parts of aircrafts that we no longer fly. And guess what we were doing? We were paying for storage space and yet there was no aircraft that was going to use those things. So, what did that do? It freed up space. We got to get rid of the stuff and then we also got to make no other investment in that area.



So there's a lot of cost avoidance that comes with the audit, but I think to be honest with you, the biggest value is really in this journey. People look at audits sometimes as oh though the value is in the opinion. I want the opinion, right? We want their opinion. However, I think the journey to get us there is even more critical because now you're building an environment that will be sustainable, when making changes. We're questioning things. We're doing things better, so that by the time we get to the opinion, it then becomes the byproduct of just the changes we've made, that we have an environment where we can now sustain. So, the value, again, spans beyond an audit opinion itself beyond financial. It really is in, making sure that we support the mission by reforming how we do things, so that there's a lot more value. Our dollar stretches, much further than it does today, and I think that the value is really the journey.

TOM: Yeah, that thing is neat. I remember when the journey first started there might have been more of a compliance mindset. "Well, the law says we have to undergo an audit, so that's what we have to do." I think that as part of the journey, like you mentioned, you know operational folks now, not just FM folks, are starting to see the value of being able to trust data in their systems and being able to get timely, accurate information to make decisions, and particularly that support the warfighters. So, I agree with you, I think the value has been in the journey and it's been really neat to see the culture change from compliance to seeing value.

MS. MOBOLA KADIRI: Definitely, definitely.

TOM: Well, speaking of the audit, you've made tremendous progress over the last two years. Now you've closed and downgraded five material weaknesses, you're on track to migrate the legacy working capital fund systems to Navy ERP this year. What do you attribute to the Navy success and what will you do to continue to make progress?

MS. MOBOLA KADIRI: First of all, I have to say I work with the most talented people. I mean people within the Navy are amazing. Like I said, I made this transition during COVID and this just goes to show you the caliber of people that I work for. So, all of the success, to be honest with you, when I think about the workforce, it's really through the people. The people starting from people at the field level all the way to the tone, the tone is critical. Leadership support, commitment to this. Secretary Harker has been amazing in just giving us support and making sure we have top-cover as we work this through. So just starting from the tone at the top, the commitment we have, I couldn't trade that for anything because we could do what we can at my level, at the field level, and if it doesn't get the support it needs it wouldn't go anywhere. So, thankful for that. So that's one thing the Navy has.

The other is governance. The governance structure that's being put in place to make sure that we drive oversight is another thing and that's one of the reasons why the Navy continues to move the needle. We



hold each other accountable. Ms. Jenkins has a saying, she said, "I'm going eat my own dog food," We put it out there for people, we better be eating it, and that's the mentality within the Navy. So the governance matters. We are consistently having budget committee meetings where we invite everyone, we go through areas where we need help, areas where we don't and we just need more time, and really have those frank discussions and conversations to help move things forward.

The other thing I would say is really the collaboration within the department as a whole. Being open and working very closely with the IPAs. They're our partners in this. I'm very thankful to their approach to looking at things because, again, they have an independence that they need to comply with, independent standard. And even while they do that they've still been, I would say, good partners with us, helping us move forward and providing us and giving us those areas that we need to really focus on. So that's been great.

The other thing I will say is embracing technology. I think, right now we have a center of excellence from a data perspective that we put in place. Similar to what OSD had when they start to talk about Advana, Navy has Jupiter, and we've been working closely with the OSD team as well. And I think the ability for us to have a data team within the Navy has definitely been helpful. The ability to have that and being able to go back and look at what type of work, leveraging artificial intelligence and things like that, what kind of work do we want our people to do and what type of work do we have for the bot to do for us to be able to really embrace that?

And then two other things I will say is the healthy, constructive pressure we get from Congress. I mean, we do a hearing at least on a yearly basis. I meet with the staff, even more often, and that in itself is giving the healthy dose of pressure that we need in order to continue. So that people understand that this is here to stay, it's not a temporary thing. And that pressure, I think keeps us going. Transparency is one that we continue to drive. Then we'll look into ways to incentivize that. So it's thinking about embracing the red. It's red, we know it's red. We know we want to be at the green, but let's embrace it and let's have people be able to have frank conversations about what we need to move from that red to green. And identifying and incentivizing people that bring that up, but also bring that up with a plan to fix to make sure that we're moving in the needle.

TOM: Yeah, well, Ms. Kadiri, as an FM leader in DoD, what perspectives would you share with new careerists joining the DoD FM workforce?

MS. MOBOLA KADIRI: If I go back to the new Mobola that was joining DoD, not knowing what I know today, the one thing I would say is, I think it would just be to believe in yourself. To believe in yourself and to take risks.

And I think throughout my career that's been one that I've lived by, and that doesn't mean all the time, 100% of the time we're confident about everything we do. But really, your career starts with you. It starts with your vision, what you want, and being able to articulate that, being able to have a plan,



believing in yourself because if you don't, nobody else will. Now you believe in yourself, you combine that with listening, learning, finding the right mentor and then you're well on your way.

But I think if there was one thing I would say to people who are just joining the Department, it is believe in yourself and be very open minded. I think we've been closed minded for a long time within the Department, we've been in our own silos for the longest time, and I think we're starting to see that if we just open up just a little more, just a little more, and you have to have that belief in yourself to go out there and preach whatever gospel it is that you need to get people on your side, If you don't believe it, nobody else will. And so, whether you're just starting out, whether you're a senior executive somewhere, you're going to be put in those situations, whether you like it or not, where you're learning something as you're going. So you may not be as confident, but the bottom line is you have to believe in you. And if you do, then somebody else will buy it and then I think that's where it starts from. Your career starts with you believing in what you want and being able to go for it.

TOM: Yeah, I think it's interesting too that most people who have been in their career for a while, if you ask them what keeps them there, typically the answers are, you know, I enjoy the people I work with and I love the challenging work. At this point time it seems like within the FM community at the Department of Defense, and particularly the Navy, it's so dynamic and there's so much transformation and changes we're moving into, cloud-based environment, RPA, and AI, and other neat things that a new careerist could just flourish in this environment and have just a great career.

MS. MOBOLA KADIRI: Yeah, for sure.

TOM: So we'll wrap up, Ms. Kadiri, with one last question. What is one of the most interesting experiences you have had in your financial management career?

MS. MOBOLA KADIRI: While I was at OSD, of course I said earlier that we typically have hearings and visits with some of the staffers to talk about the audit, making sure that we're moving the needle, and understanding any concerns and things like that. So, part of my job became prepping for the hearings. I went from just accounting to like a public affairs- "What did they say? What do we say? How do we say it? Let's make sure, you know." Validating things and making sure that we provided to the boss what was needed.

Mr. Norquist if you are hearing this, thank you for that opportunity. I will forever remember you and Ms. McCusker and Mr. Easton for giving me this opportunity. But Mr. Norquist had to prep for a hearing. However, because of his busy schedule, being the Deputy Secretary at the time, he had some travel plans. And so, the question then was brought forward about how we would get him prepped, and I was requested to go with him and to prep him.



So I thought, "oh yeah, sure I would" and then it was the coolest experience because then we got to Andrews Air Force Base and then we had the private plane and it was just surreal. I was like "this is the coolest thing ever" and so I got on there and it was a few people and they had breakfast already made and it just felt really, really nice. And I was like "all of this just to prep him? I could do this every day. I'd love to prep him all the time. I got to do that with him and he was so busy, and I got to just be part of his entourage for the day and then also within that process when he got back on when we were done with the visit, we continued to prep for the hearing. That was a great experience for me.

I said, "I don't know how I'd be able to go back and fly on Southwest or American after this great experience!" So, if you're hearing me Mr. Norquist, it's still hard. It's still really hard to do that. I don't know if he's transitioned yet to doing that, but I'm thankful for that opportunity. When you work the long hours, it was just kind of a nice touch of my experience working there at OSD with all the hearing prep. So that was that was a great experience.

TOM: I don't know. I think you're the only person I know, I've ever met, who's got to fly in a private jet, so I bet that was awesome.

MS. MOBOLA KADIRI: What can I say? Let's recruit some more accountants over here. Right, you know, when you think "consulting" and you think all the big league, that's when you think the big private jet. Yeah and then little old Mobola here, you know. And I was on there and I was like, "Oh, this is pretty neat." So, something to look forward to, to aspire to, but it was a great experience.

TOM: Yeah, sounds like a great recruiting message to me, so good luck.

MS. MOBOLA KADIRI: That is right. That is right!

TOM: Well, thank you for your time today, Ms. Kadiri and thanks to all of you listening. We want to ensure that this podcast is relevant and timely to all our listeners, so please feel free to reach out to us with your feedback or suggestions or for specific topics you'd like us to address.

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