Guidehouse®

outwit complexity™

THE TechGuide

A ROADMAP FOR
TURNING URGENCY
INTO ADVANTAGE

THE TechGuide

FOREWORD

Do more with less, and do it faster.

That's how a lot of today's technology leaders might sum up the mandate they've been given as they try to build a resilient, AI-powered tech strategy for their organization. But accelerating outcomes amid persistent disruption and change can feel like sprinting through fog: lots of exertion, with no destination in sight. Today's central tech challenge isn't just speeding up adoption—it's figuring out how to go fast, with a clear direction.

That's why the next wave of digital transformation is about more than chasing the newest tools. It's about using them strategically to convert newfound intelligence into smarter action. That calls for coordination, clarity, and a mindset focused not on isolated improvements but on long-term value.

Guidehouse developed this first annual *Tech Guide* with that fundamental imperative in mind: helping leaders accelerate technology adoption to achieve enduring value. Built on the research, applied knowledge, and on-the-ground experience of technology experts working in both the commercial and public sectors, this *Guide* isn't a list of trends and predictions. It's a succinct set of principles and actions that show leaders how to connect operational efficiency to strategic outcomes in a way that sticks.

In the *Guide*, you'll find insights on four core technologies—AI/data, cloud, platform, and cybersecurity—and on how leaders can optimize them to unlock smarter, faster ways of working. *The Tech Guide* also looks at common missteps—from over-engineering to change-management blind spots—that can slow implementation, erode trust, waste resources, and impede innovation.

And because progress looks different by industry, we've created four AI Acceleration Frameworks as separate downloads with practical checklists for leaders in energy, financial services, healthcare, and government agencies.

The third and final section of *The Tech Guide* explores what it takes for government agencies to keep pace with the commercial sector. Operating in regulated, high-stakes environments with unique constraints, government leaders face a different set of pressures—and need a different kind of roadmap.

All the insights in *The Tech Guide* are premised on two fundamental truths: Change is constant, and it's accelerating. The organizations that will thrive are those that don't just manage change, but stay ahead of it.

Let's get started.

Stuart Brown
Guidehouse Technology Leader

Stuart Brown,
Guidehouse Technology Leader, shapes the firm's digital innovation strategy and helps clients turn emerging technologies into enterprise value. With more than 25 years of experience delivering complex transformations across sectors, he's known for connecting big ideas to practical outcomes—whether through AI, cloud, or platform modernization. A trusted advisor to Fortune 500 leaders, Stuart brings a pragmatic, people-first approach to solving today's toughest technology challenges.

Download the AI Acceleration Frameworks

Energy | Financial services
Government agencies | Healthcare

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Part 01

Leverage core technologies to turn efficiency into value

How to maximize the potential of AI and data, cloud, cybersecurity, and platforms

BY NOW, THE PROMISE OF GENERATIVE AI to improve efficiency is no longer a bold prediction—it's a baseline assumption. Enterprises are already making early moves to boost internal productivity while also pursuing new business opportunities made possible by AI. But AI's potential isn't just about getting leaner—it's about moving faster, innovating more effectively, and, ultimately, creating value.

The truth is, the relationship between operational efficiency and strategic value creation is a continuum, not a stepwise progression. And unlocking that value depends not on one breakthrough technology, but on the way multiple technologies—specifically, AI/data, cloud, platform, and cybersecurity—work together in concert: A strong cloud foundation supports scalable AI, which in turn elevates platform performance, all of it underpinned by secure data flows. In this connected ecosystem, efficiency and innovation are no longer isolated efforts. Fully capitalizing on this connectivity, and tapping into the efficiency-to-value continuum, requires observing some basic rules of the road for each of these core technologies...

AI & DATA

Move at two speeds

Tech teams can capture quick wins by using assistive AI to automate and accelerate routine tasks, while simultaneously investing in the data infrastructure and governance needed to scale those wins across the enterprise.

From document summarization and customer service enhancements to faster onboarding, table-stakes AI applications are helping teams move faster and make better decisions—often taking complex, time-consuming processes and shrinking them down to minutes. But that's just the start.

Assistive AI is now playing a pivotal role in workforce enablement, making the insights of experienced employees instantly available to new hires. By closing the experience gap, AI becomes not just a productivity tool but a knowledge equalizer, helping onboard employees faster and elevate the consistency and quality of work across the enterprise. To that end, AI should be considered in terms of **roles and personas:** role-based AI helps transfer institutional knowledge from one person to the next, whereas persona-based AI adapts to how individuals approach their work, traveling with them across functions and responsibilities.

Unlocking value also means more fully embedding AI in operations, decision-making, and knowledge access. **Agentic AI**—the next, next big thing in AI—adds another layer of possibility. Unlike traditional AI models that respond to prompts, AI agents can act independently based on the data they're trained on. These agents can support everything from invoice processing and financial forecasting to fraud detection and patient triage assistance, often working behind the scenes to streamline workflows, enhance decision-making, and increase speed to action. They can also communicate with each other to coordinate their actions and can even distribute tasks across an agent network—and across platforms—to maximize speed and efficiency. As tech teams begin to integrate AI agents into workflows, they're laying the groundwork for a more intelligent, responsive organization.

To get there, **data management** will be critical. Effective AI depends on high-quality data, accessible systems, and thoughtful data-infrastructure implementation. That's where many organizations hit a wall. The data is there, but stuck in silos and legacy systems. Cloud-based **data fabric solutions** are changing that, allowing data to stay put while still surfacing in real-time when and where it's needed. Without that connective layer, AI—including agentic AI—can't fulfill its potential.

Data isn't just a resource; it's a form of organizational capital, like a bank account for innovation. Yet many organizations use only a fraction of what they have. Leading with a data strategy—one that prioritizes governance, accessibility, and relevance—is essential for scaling AI and unlocking business value. And as leaders build that foundation, cloud migration becomes the natural enabler for turning data potential into action.

> "The relationship between operational efficiency and strategic value creation isn't a stepwise progression—
> **it's a continuum."**

PRINCIPLES IN ACTION

Consolidating data silos with Workday

A Real Estate Investment Trust (REIT) sought to modernize its financial operations and overcome data silos using Workday. The result: greater visibility, consistency, and speed across core financial processes.

The REIT:

- Integrated 150 legal entities into a unified platform
- Standardized reporting across the organization
- Enabled cross-functional access to more consistent data

This enterprise-wide transformation helped the REIT accelerate financial closes, improve decision-making, and unlock greater agility for future growth.

Explore the full story →

CLOUD

Accelerate migration

Cloud is more than just digital infrastructure; it's a force multiplier for every other technology in this continuum. Its **scalability and compute power** are what make advanced AI, including agentic models, viable at enterprise scale. It's also essential for powering secure, real-time data access across platforms, which fuels productivity and delivers insights faster. If your organization is still on the fence about cloud, you're not just losing ground—you're losing. Cloud has become the backbone of modern enterprise technology, providing the flexibility, security benefits, and cost-savings needed to drive both efficiency and innovation.

Cloud migration enables faster access to emerging capabilities, including AI-powered tools and integrated data services. Just as important, cloud environments make it easier to modernize incrementally, allowing organizations to **surface real-time insights** from legacy systems without ripping out and replacing what's still working.

One of the most powerful advantages of cloud-native architectures is the ability to work with "data in place." Rather than physically relocating data, modern data fabric strategies make it possible to access and analyze information where it resides. This approach accelerates transformation while containing infrastructure costs. That's a game-changer for any organization operating in a highly regulated or resource-constrained environment.

With hyperscalers investing heavily in AI-ready platforms, organizations that move quickly on cloud are better positioned to capitalize on the momentum. That same momentum, however, demands a careful look at how security keeps pace—especially as sensitive data and automated decisions become more embedded in daily operations.

PRINCIPLES IN ACTION

Unlocking BI with Google Cloud

A U.S. federal agency sought to overhaul its legacy business intelligence (BI) systems using Google Cloud. The result: greater efficiency, lower costs, and a foundation for future innovation.

The agency:

- Cut ETL (extract, transform, load) processing time by up to 150%
- Reduced data modeling time from six-plus hours to under a minute
- Saved hundreds of thousands of dollars in redundant license costs

With a scalable data architecture in place, the agency also enabled self-service reporting, automated data lineage tracking, and laid the foundation. for AI-powered forecasting and fraud detection.

Explore our cloud services →

CYBERSECURITY

Embrace opportunity, not fear

AI systems are only as trustworthy as the environments they operate in, which is why cybersecurity is foundational, not peripheral, to transformation. As organizations embrace GenAI and agentic tools and shift more data to the cloud, it's essential to **install guardrails early,** including governance frameworks, zero-trust architectures, and risk-aware design principles. Secure environments don't just protect—they create the conditions for AI to learn, act responsibly, and deliver value without compromising sensitive operations.

The rise of GenAI—as well as the genesis of imminent change-drivers like quantum technology— has heightened concerns about cybersecurity. But the most effective leaders recognize those risks and are still leaning in.

For forward-thinking CISOs, the challenge isn't whether to innovate; it's how to do it securely, without hitting the brakes on progress. In fact, one of the most powerful defenses against AI-enabled threats is AI itself. From advanced threat detection to intelligent incident response, AI is helping organizations anticipate, detect, and respond to threats with increased speed and precision, leveling the playing field between attackers and defenders.

It's time to shift from a fear-based stance to one grounded in opportunity. Cybersecurity can no longer be treated as a checkpoint at the end of the tech pipeline. It must **evolve in lockstep with innovation,** especially as organizations rely on platforms to embed intelligence and orchestrate complex workflows.

PLATFORMS

Don't mess with the core

Platforms play a pivotal role in connecting the tech stack, from ingesting data to deploying AI-driven experiences across the organization. Modern platforms are **powerful out of the box,** and over-customizing them can slow progress and add risk. Think of today's enterprise platforms as a high-performance vehicle: You wouldn't rip out and replace the engine right after buying it. Yet many organizations do the digital equivalent: over-customizing out of the gate and, in the process, sacrificing performance, upgradeability, and built-in intelligence.

The better path? Stay close to the core. Most platforms already offer robust capabilities for managing workflows, data, and decision-making. Instead of dismantling them, organizations should **wrap intelligence around these systems,** through APIs, tailored data integrations, and user-friendly AI layers.

This approach both simplifies implementation and preserves flexibility. With clean core platforms, companies can adopt new tools faster, respond to regulatory or market shifts more easily, and scale innovation without rewiring the foundation every time. Sticking to core platform functionality also ensures that organizations can take full advantage of continuous improvements from platform providers, who are rapidly advancing AI capabilities.

> "Think of today's enterprise platforms as a **high-performance vehicle:** You wouldn't rip out and replace the engine right after buying it."

INSIGHT

Five myths about tech acceleration

01

“We’re already doing AI.”

Running a few ML models or automating workflows isn’t the same as enterprise GenAI. If your AI isn’t evolving, learning, and aligning with your strategic goals, you’re not really in the game yet.

02

“Faster means riskier.”

Speed doesn’t cause failure—lack of alignment does. The boldest organizations move fast *and* smart, validating continuously and course-correcting as they go.

03

“We need a custom build for that.”

Custom isn’t always better. In many cases, off-the-shelf options integrated with your core platforms are faster to deploy, easier to maintain, and just as effective.

04

“Once it’s live, we’re done.”

AI is not a one-and-done implementation. It needs tuning, governance, and constant refinement. Think of it as a digital colleague—one that needs onboarding, feedback, and a performance review.

05

“We’ll wait until the tech matures.”

By the time it’s mature, you’ll be playing catch-up. GenAI and agentic systems are moving fast. Start small, test rigorously, and scale what works.

Part 02

Move fast—and watch for potholes

How to avoid the most common missteps in tech transformation

WITH TECH ADOPTION, SLOWING DOWN isn't safe—it's risky. The cost of falling behind is steep, and the payoff for moving quickly can be game-changing. But speed for speed's sake can create needless complexity, wasted effort, and misalignment.

The organizations moving fast and doing it right aren't necessarily the ones with the biggest budgets or flashiest platforms. They're the ones with clearly defined outcomes, responsive governance, and a culture of learning. Transformation gains real traction when it's treated like an agile process: small iterations, constant feedback, and no blind leaps.

True acceleration demands structural readiness. That means aligning talent, architecture, governance, and data in ways that allow transformation to take root, not just take off. It also means steering clear of a few known obstacles...

POTHOLE NO. 1

Lack of change management

One of the biggest risks in tech adoption isn't data breaches or hallucinations. It's a workforce that isn't ready for change. The rollout might go fine at first, but if people don't understand how to use a new tool or see the value in it, momentum dies quickly. Remember, technology doesn't transform organizations—people do.

That's why the most strategic tech investments are accompanied by intentional, well-resourced change management. Organizations that thrive on transformation don't just launch new tools; they build the muscle to absorb change and sustain it—and turn a workforce into a self-propelling innovation engine.

> "One of the biggest risks in tech adoption isn't data breaches or hallucinations. **It's a workforce that isn't ready for change."**

Moves for staying on track

Redesign for productivity.

Before trying to automate processes, rethink them. Map out current-state processes to identify manual steps, redundancies, and disconnected handoffs. Then prioritize redesign efforts around user experience, automation potential, and speed to insight.

Empower your workforce.

Create role-specific training plans that build both hard and soft skills. Encourage continuous upskilling and embed change ambassadors within teams to champion adoption and answer questions in real time.

Measure what matters.

Set up feedback loops to monitor adoption, flag friction points, and identify where additional support is needed. Change doesn't stick without reinforcement, and that starts with listening.

PRINCIPLES IN ACTION

Boosting efficiency with Automation Anywhere

A major U.S. health system sought to modernize its revenue cycle operations using intelligent automation and conversational AI. The result: improved process accuracy, faster turnaround times, and fewer payer denials.

The health system:

- Automated processes across 13 business functions
- Used AI to analyze over 1 million data points
- Returned 2,000+ hours of staff capacity through automation of routine tasks

Together, these improvements significantly freed up staff capacity and boosted financial performance across the organization.

Explore the full story →

POTHOLE NO. 2

Data deficits

AI doesn't hallucinate in a vacuum. Poor data leads to poor outcomes, full stop. Outdated, duplicative, or mismanaged data erodes the effectiveness of everything from decision-making to compliance and customer engagement.

Many organizations leap into GenAI without checking the basics: Is your data clean, accessible, and governed? Are there gaps in how it's collected or shared? Can it be used in context—securely and reliably—across systems?

To make matters more complex, governance isn't static. New use cases, regulatory shifts, and emerging technologies continually redefine what good data governance looks like. That's why the work of maintaining metadata, refining interoperability standards, and labeling datasets isn't a one-time effort—it's ongoing.

> "**AI doesn't hallucinate in a vacuum.** Poor data leads to poor outcomes, full stop."

Moves for staying on track

Map and assess.

Identify your most critical data domains and assess where infrastructure is slowing you down. Prioritize improvements where they will unlock the greatest downstream value.

Clean and govern continuously.

Improve metadata, enforce data hygiene, and define governance practices that evolve alongside your tools and business needs. Leverage AI to assist in maintaining accuracy and structure.

Build for interoperability.

Invest in the standards, tagging, and architecture that allow data to flow across functions and platforms. The more seamlessly your systems communicate, the more value you can extract.

INSIGHT

Making the most of RAG

Effective data management is especially important for companies using retrieval-augmented generation (RAG), which enhances large language models by pulling in proprietary data for more accurate, contextualized responses. RAG depends on access to high-quality, trustworthy data sources. When RAG systems pull from disorganized or inaccurate data, the consequences can ripple across decisions, outputs, and risk exposure.

Leaders can maximize RAG's capabilities by

01

Prioritizing clean, tagged, and trusted data.

RAG relies on retrieval from accurate sources. Poor labeling or outdated content can degrade output quality or, worse, introduce compliance risk.

02

Improving metadata and interoperability.

Structuring your data and ensuring systems can communicate across platforms help AI locate the right information, fast.

03

Establishing guardrails.

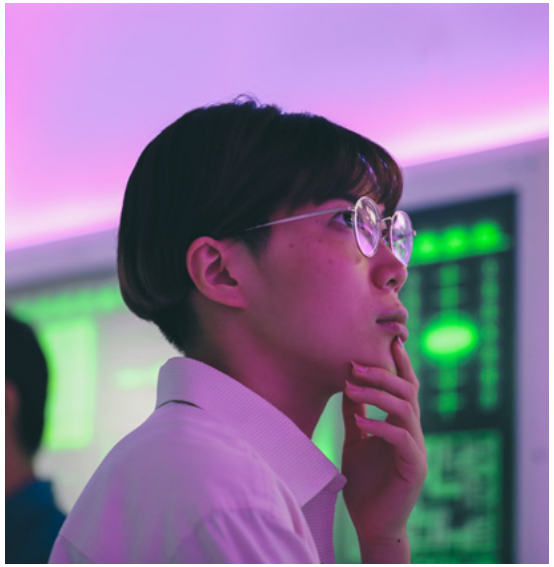
Build explainability and auditability into RAG-enabled workflows. Understanding what was retrieved—and why—matters for both trust and regulatory alignment.

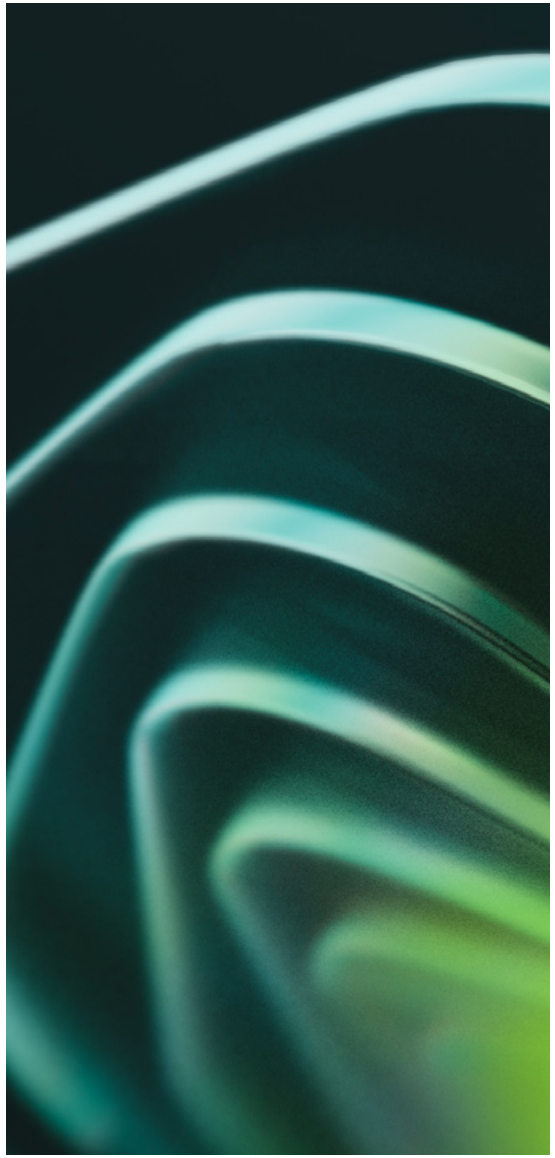
POTHOLE NO. 3

Over-solutioning

In environments full of smart people and driven teams, it's easy to overbuild. The result? Tech stacks so complex they need a map and a translator.

Over-solutioning happens when every edge case becomes a must-have, and the pursuit of perfection overrides the business case.
The fix isn't lowering the bar—it's recalibrating it. What's good enough to deliver 90% of the value at 50% of the cost? Governance plays a role here, but it should enable decisions, not delay them. It should be adaptive, embedded, and value-focused. Ask: Is this solving the right problem? Is this complexity worth it? What's the cost of customizing versus adapting? If the answer is "we've always done it this way," it's a signal to dig deeper to see whether simpler, smarter options have emerged.





Moves for staying on track

Stick to the core.

Maximize value from the platforms and packaged tools you already have.
Limit customizations and use external integrations to preserve upgrade paths and maintain performance.

Define "good enough."

Avoid endless tinkering. Establish outcome-based thresholds that clarify when a solution is fit-for-purpose, and when additional effort won't yield proportionate returns.

Wrap data around your systems.

Rather than building custom functionality, enhance platforms with a sophisticated data layer using APIs, AI models, and integration frameworks that surface insights where the work is already happening.

POTHOLE NO. 4

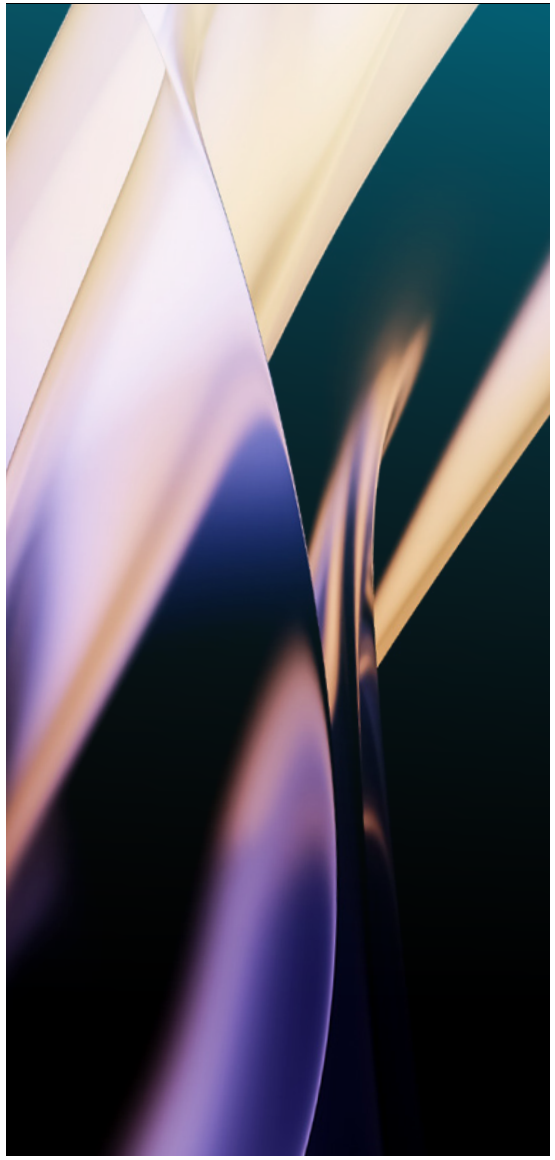
The get-it-and-forget-it mindset

Just because AI is turned on doesn't mean it's working. One of the most stubborn misconceptions is the idea that once you've deployed AI—especially GenAI—you're done. But AI isn't a checkbox. It's an evolving capability.

The future of AI is agentic and autonomous. That means AI systems won't just support workflows—they'll interact with each other and initiate actions. To stay ahead, organizations need to treat AI like a workforce: Assign roles, establish permissions, and embed accountability.

As AI becomes more embedded, and less visible, the potential risks increase. Errors in high-stakes domains—such as finance, compliance, and logistics—can cause serious consequences.

> **"The future of AI is agentic and autonomous.** That means AI systems won't just support workflows—they'll interact with each other and initiate actions."



Moves for staying on track

Prepare for agentic AI.

Map your end-to-end business processes now to identify where AI agents might integrate. Set boundaries, escalation protocols, and interaction models so agents can act independently.

Stress-test your systems.

Use red-teaming and adversarial testing to surface blind spots before deployment. Understand how AI reaches its conclusions, and how to intervene when needed.

Plan for iteration.

Treat every AI deployment as a starting point. Build in feedback loops, retraining schedules, and review cycles to ensure performance improves over time.

INSIGHT

Different sectors, different challenges

Pitfalls in tech adoption can show up differently across sectors. For example:

In energy, aging infrastructure and fragmented operational systems can complicate efforts to deploy AI at scale.

In financial services, rapid innovation cycles can increase the risk of compliance missteps and over-engineered solutions that outpace actual needs.

In healthcare, siloed data across platforms such as claims systems can make interoperability a major hurdle.

In government agencies, legacy procurement models can stall innovation before it starts.

You can learn more about AI deployment in these four sectors in *The Tech Guide's* industry-specific AI Acceleration Frameworks, available for download at consulting.guidehouse.com/AIFrameworks →

Part 03

Bridge the government-commercial divide

How to achieve bold, responsible tech transformation in the public sector

A NEW CHAPTER OF DIGITAL transformation is underway in government, marked by rising expectations—not only from citizens, but from within. With new U.S. federal guidance and executive orders aimed at accelerating AI adoption, agencies are under pressure to modernize rapidly and responsibly. This is about more than playing catch-up with the commercial sector. Governments at the federal, state, and local levels should certainly lean into commercial best practices, building systems that are agile, secure, and trusted. But they have to do so with a singular mission in mind: serving their constituents with speed, efficiency, and accountability.

Modernization at government scale comes with special complexities: legacy systems, slow procurement cycles, high privacy standards, and the need for transparency at every turn. But growing collaboration with the commercial sector is beginning to bear fruit, bringing more innovation to government environments and more investment in secure, compliant platforms tailored to public needs. Combined with emerging models for secure cloud, agentic AI, and data mesh architectures, these advances represent the opportunity for a major leap forward. Moving with speed and purpose starts with four core principles...

PRINCIPLE NO. 1

Innovation culture isn't just for startups.

Gone are the days when innovation was someone else's job. Today, leaders across government agencies are being asked to drive transformation, not just authorize it. The key is building structures that allow innovation to happen close to the work. Forward-leaning government agencies are appointing chief innovation officers, building experimentation into their workflows, and creating "fast lane" governance tracks for lower-risk use cases.

They're also using case scoring, creating sandbox environments, and embedding change agents in delivery teams to identify what to test and scale. And while citizen-facing services often get the spotlight, there's enormous untapped potential in the back office, where AI, automation, and better data flows can quietly transform how missions are delivered.

Start here:

Launch a time-boxed AI pilot in a low-risk area to test usability and refine change management approaches. This builds internal familiarity while surfacing potential adoption challenges early without slowing progress elsewhere.

PRINCIPLE NO. 2

You don't have to rip-and-replace.

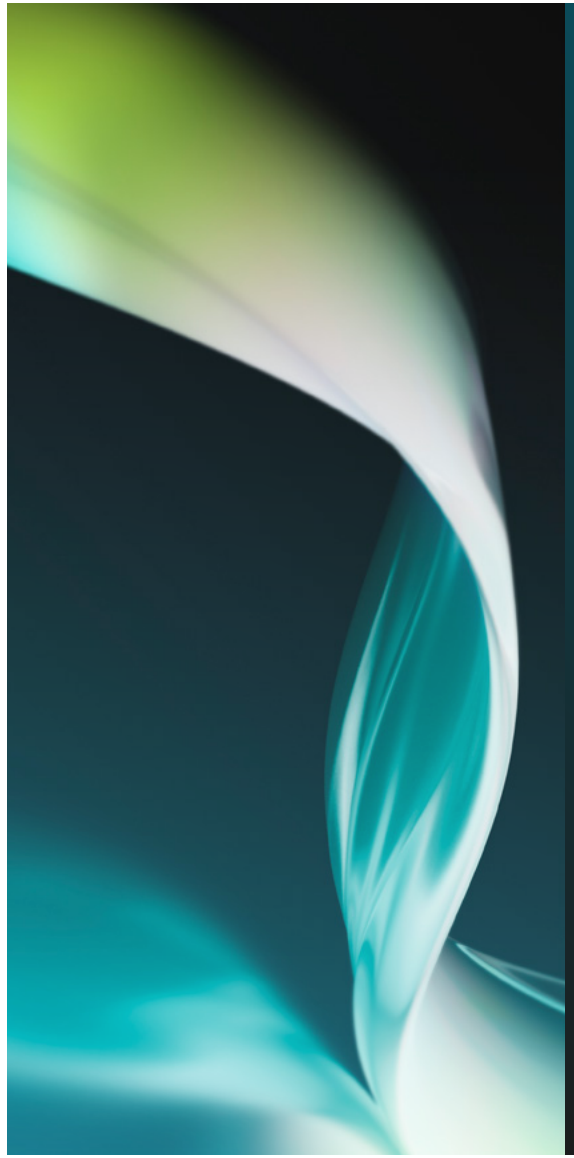
The idea that government systems must be rebuilt from scratch is a myth—and a costly one. AI, automation, and cloud tools can often be layered onto existing infrastructure. Think of AI not as a wrecking ball, but as scaffolding, supporting what works while helping build what's next.

Even small adaptations, like using AI assistants to interact with legacy systems or automating internal workflows, can unlock meaningful efficiency gains.

The reality is that most government agencies aren't behind—they're simply underutilizing what they already have. Instead of waiting to be "ready," governments can start by modernizing from the outside in.

Start here:

Use APIs or embedded assistants to connect AI to legacy systems without overhauling infrastructure. This creates immediate value and buy-in while more integrated solutions are designed in parallel.



PRINCIPLES IN ACTION

Streamlining ServiceNow for federal efficiency

A U.S. federal law enforcement agency sought to bring its ServiceNow platform in-house to improve data quality, eliminate delays, and unify HR and IT services. The result: modernized workflows that didn't require overhauling core systems.

The agency:

- Reduced service request times from four days to one
- Consolidated data and eliminated conflicting records with greater than 99% alignment between legacy and new systems
- Reduced custom code and increased out-of-box features to improve IT service management

The initiative highlights how federal agencies can accelerate transformation by layering digital solutions onto existing infrastructure—with measurable results.

Explore the full story →

INSIGHT

How fast-lane governance speeds up the safe stuff

Not every AI use case needs to be treated like a high-stakes deployment. Forward-thinking organizations are building tiered governance models that include a “fast lane” for low-risk applications that still meet baseline controls.

Fast-lane governance works for use cases that:

- Don’t involve classified, mission-critical, or highly sensitive data
- Don’t trigger autonomous decision-making or critical system actions
- Are assistive in nature, such as summarization, knowledge retrieval, or formatting
- Have clear human oversight and easy reversibility

Critical components of fast-lane models include:

- Pre-approved templates and model types
- Simplified risk assessments with short-form documentation
- Auto-provisioned sandbox environments
- Time-bound pilots with built-in checkpoints
- Clear escalation paths if risk signals emerge

PRINCIPLE NO. 3

Data is an asset. Treat it like one.

Everything from synthetic training models to agentic AI depends on data that is clean, structured, and secure. In regulated environments like government, the bar is even higher.

But government agencies don't need a traditional "data lake" model—where everyone dips into a shared pool—just a smarter way to pipe the data where it needs to go. A more distributed approach, such as a data mesh or fabric architecture, allows data to stay where it lives, while still being usable, secure, and sharable in context. Add synthetic data and digital twin capabilities, and you gain a powerful way to train, simulate, and scale—without compromising privacy.

Start here:

Create a data access matrix with tiered permissions and tagging rules. Use AI to automate metadata management, detect anomalies, and reduce the manual burden of keeping data clean.

PRINCIPLE NO. 4

The future is co-creative.

Long lead times, Government Community Cloud security requirements, rigid contracting rules, and other procurement hurdles have traditionally had a chilling effect on technology providers' investment in government agencies. But that's starting to change. Commercial providers are beginning to build directly for government, and early public-private partnerships—like DARPA's work on simulation and digital twins—are influencing broader R&D.

The key now is modernizing procurement and building partnerships that go beyond transactions. The most effective models offer flexibility, enabling agencies to pivot when ROI becomes clear. Pilot sandboxes, fast-lane governance tracks, and shared frameworks all help move promising ideas faster.

Start here:

Identify an AI or platform vendor and run a partner alignment workshop. Align on use cases, data governance needs, and support models. Build a phased roadmap together.

> "The reality is that most government agencies aren't behind—they're simply **underutilizing what they already have.**"

PRINCIPLES IN ACTION

Standardizing at scale with Workday

A U.S. county government sought to transform its outdated, manual processes across finance and human resources with Workday. The result: improved decision-making capabilities and day-to-day performance.

The county government:

- Eliminated cumbersome reporting with real-time data access
- Aligned processes and policies across 45 departments
- Automated and streamlined both financial and HR workflows

By bringing people, processes, and platforms into alignment, the county laid the groundwork for long-term value through smarter systems and change-ready teams.

Explore the full story →

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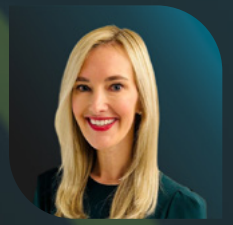

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Methodology and contributors

The Tech Guide was developed through in-depth interviews with Guidehouse technology leaders and consultants across our global network. These experts brought forward real-world insights grounded in their direct work with government and commercial clients across industries.

Guidehouse

outwit complexity™

Guidehouse is a global AI-led professional services firm delivering advisory, technology, and managed services to the commercial and government sectors. With an integrated business technology approach, Guidehouse drives efficiency and resilience in the healthcare, financial services, energy, infrastructure, and national security markets.
Built to help clients across industries outwit complexity, the firm brings together approximately 18,000 professionals to achieve lasting impact and shape a meaningful future.

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