

SSS-DVR-92-13371

# AFCEA/USIU CAREER TRANSITION SEMINAR



THOMAS T. COBIANCHI

MAXWELL LABORATORIES INC.,  
S-CUBED DIVISION  
SAN DIEGO, CALIFORNIA

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# AFCEA / USIU Transition Seminar

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# Transition Seminar Program

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**Purpose:** Provide a service to educate military personnel transitioning from military into industry

**DoD Compliance:** The transition seminar is in compliance with DoD 5410.20 dated 16 Jan. 1974 under IV policy, paragraph IV-C

**Disclaimer:** The opinions expressed in this seminar are those of the individual presenters and respective panel members and not necessarily those of the Armed Forces Communications and Electronic Association, USIU, or Maxwell Laboratories, Inc.



# Career Transition Seminar

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1. Organizations
2. Functional Responsibility
3. Personnel Backgrounds (Key Functions)
4. The New Kid on the Block (Perceptions)
5. The Resume
6. Turning Interviews into Offers



# Organizations

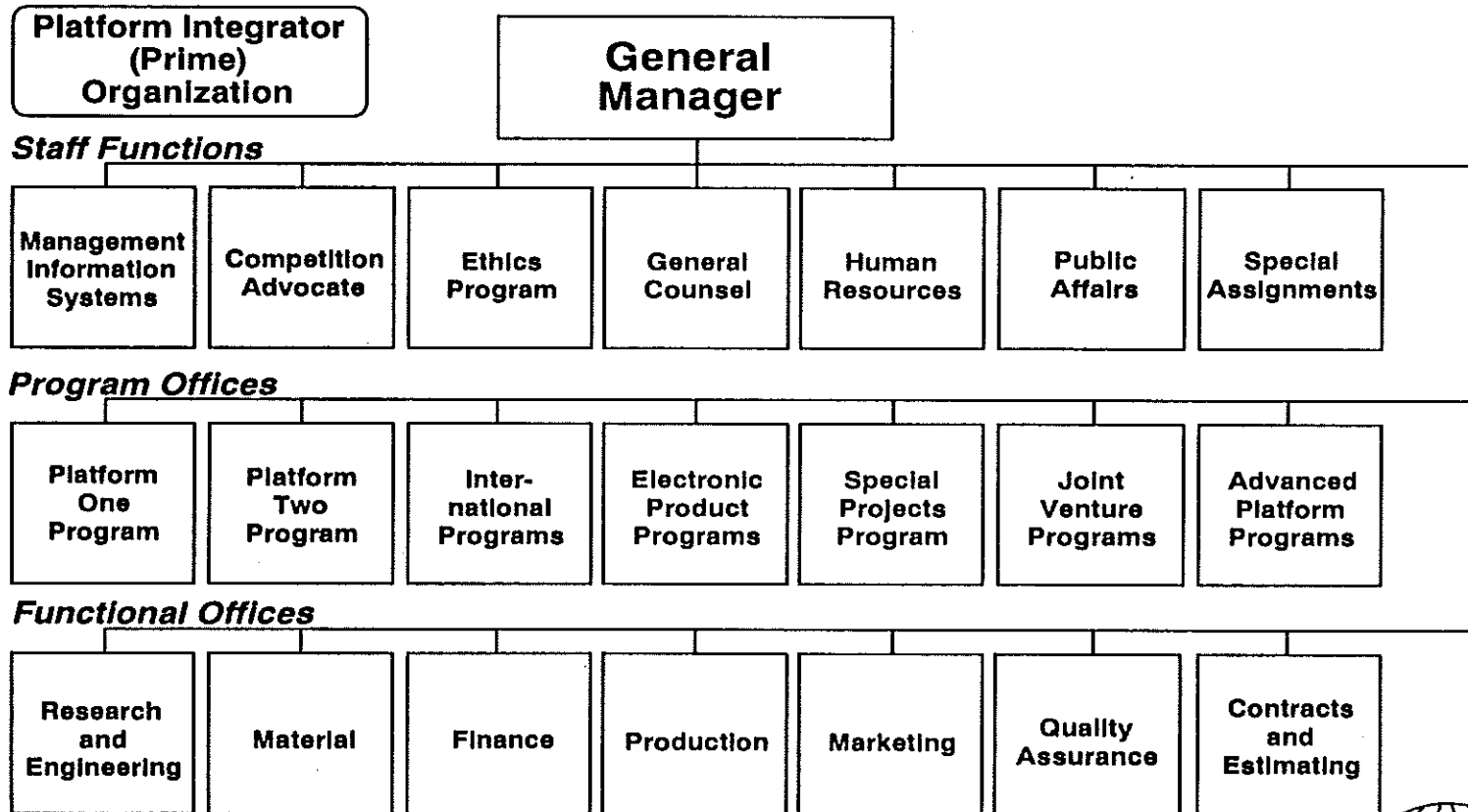
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- **Platform integrator organization**
- **Organization characteristics (platform integrator)**
- **Electronics system integrator organization**
- **Organization characteristics (electronics integrator)**
- **Engineering organization**
- **Operations organization**
- **Marketing organization**



# Organizational Structure Prime Contractor

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# Organization Characteristics

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## Platform Integrators (Prime)

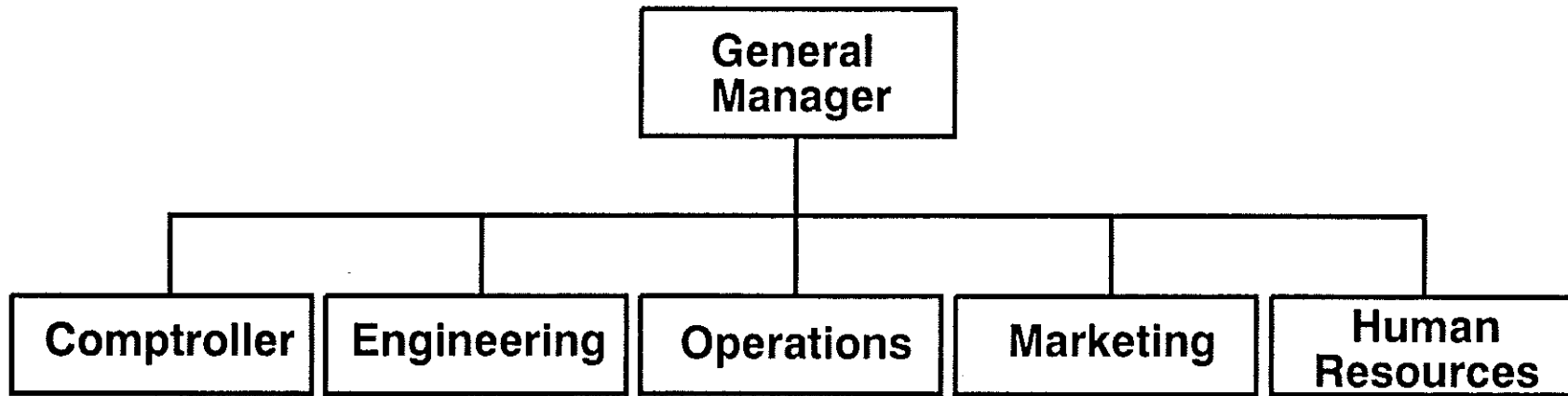
- Platform oriented (F-16, Trident, M1 Tank)
- Large program (one billion dollars plus)
- Thousands of people
- Functional organizations (centralized)
- Large central engineering staff
- Formal line and staff definition
- Formal policy and procedures
- Program management (staff position)
- Strategic planning (staff position)
- Hardware oriented
- Major capital investment
- Minimum change in base technology
- Capital equipment intensive



# Electronic Systems Integrator

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**Electronics System  
Integrator  
(Subcontractor)  
Organization**





# Organization Characteristics (Continued)

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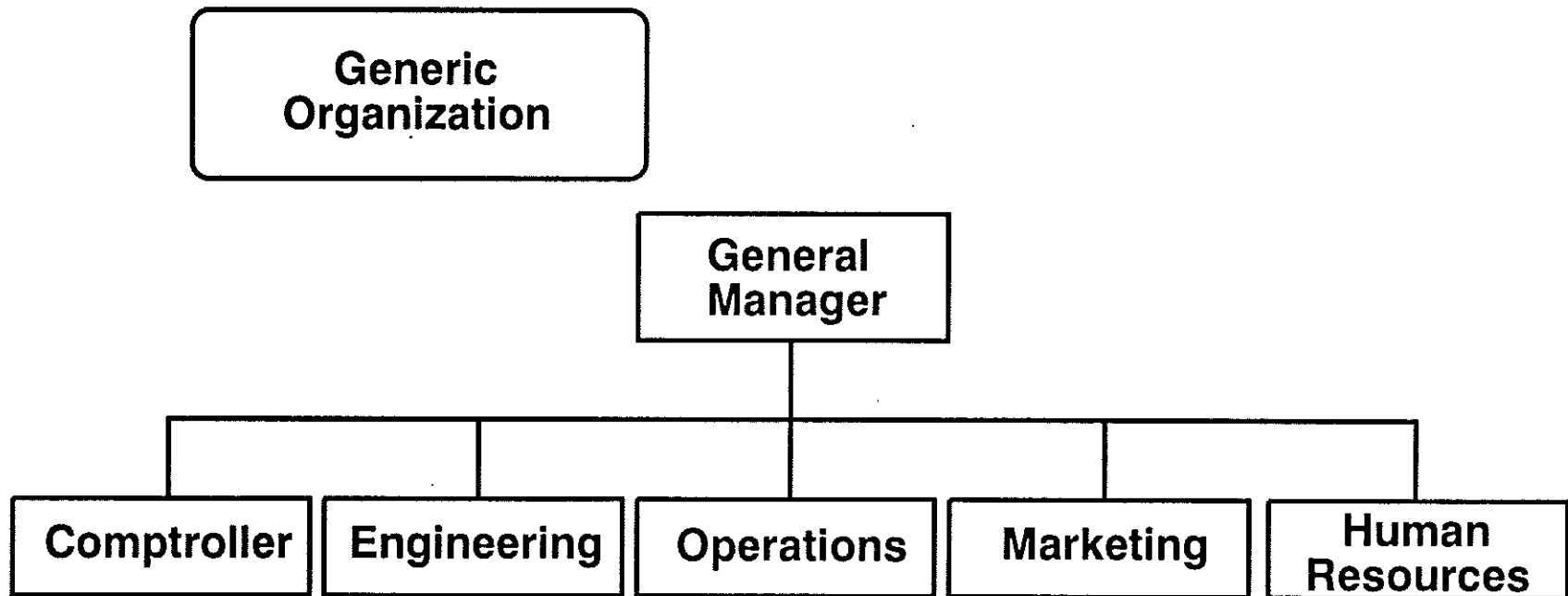
## Electronic System Integrators (Subcontractor)

- Subsystem electronics packages (fire control radar)
- Small-to-medium programs (under 300 million dollars)
- 500 to 1000 people
- Commodity organization (decentralized)
- Small product-oriented groups
- Line and staff overlapping
- Less formal policies and procedures
- Program management part of engineering
- Strategic planning part of marketing
- Software oriented
- Minimum capital investment
- Rapid change in technology
- Personnel intensive



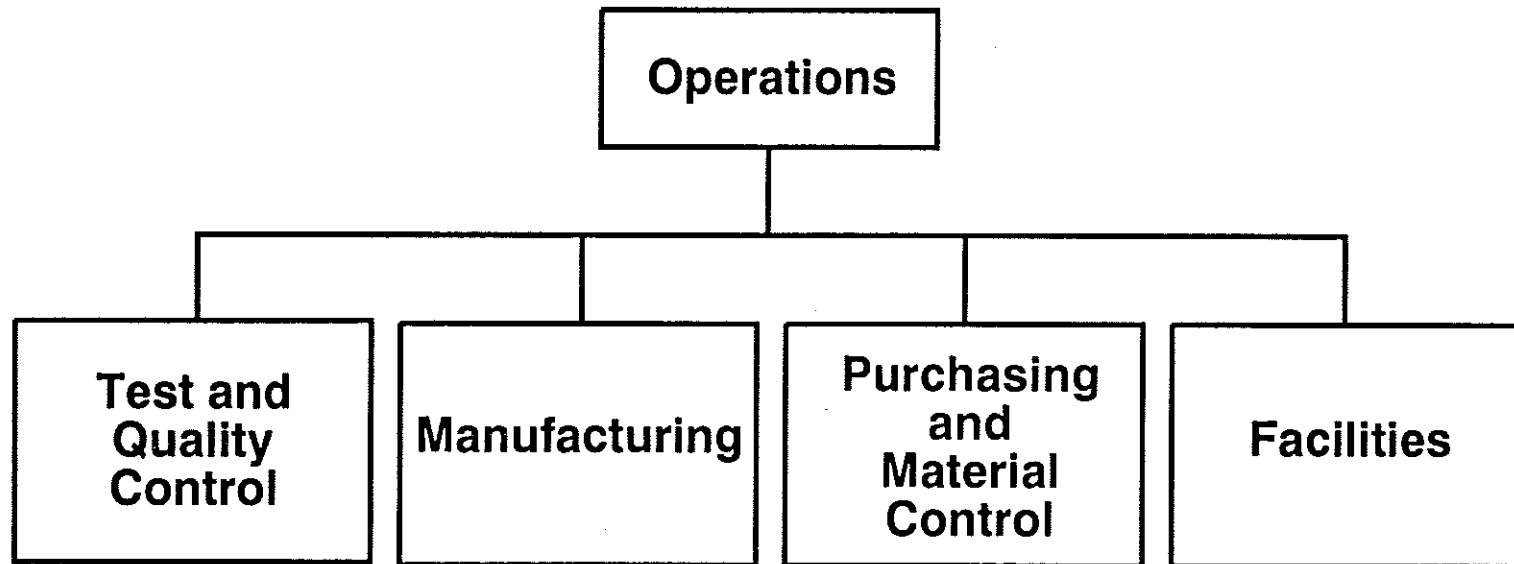
# Organization Structure Generic Functions

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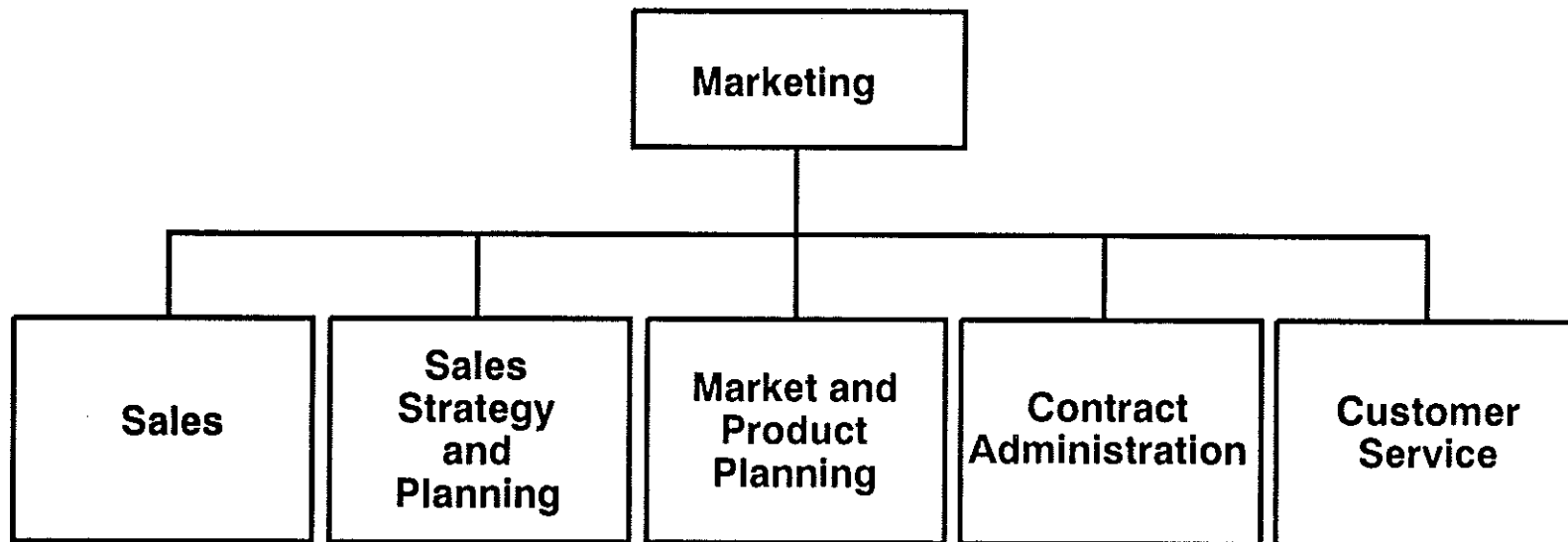
# Organization Structure Operations

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# Organization Structure Marketing

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# Functional Responsibility

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- **General Manager**
- **Comptroller**
- **Operations**
- **Engineering**
- **Marketing**



# Functional Responsibility

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- **General Manager**
  - Profit, growth, return on investment
  - Organizational structure and general administration
  - Establishment of policies and practices
  - Allocation of resources (personnel and physical)
  - Sets organization philosophy and purpose
- **Comptroller**
  - Accounting activities
  - Financial planning and implementation
  - Profit plan, budgeting, capital investment
  - Cost control



# Functional Responsibility (Continued)

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- **Operations**
  - **Manufacturing**
  - **Processing and Product Engineering**
  - **Facilities Planning and Implementation**
  - **Strategic Operating Plan**
  - **Test and Evaluation**
  - **Quality Control and Quality Assurance**
- **Engineering**
  - **Definition of customer technical requirements**
  - **Research and technology thrusts**
  - **Product engineering design (hardware and software)**
  - **Systems engineering (component integration)**
  - **Program administration**



# Functional Responsibility (Continued)

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- **Marketing**
  - **Definition of customer needs and define markets**
  - **Forecasting of short and long funding profiles**
  - **Development of product requirements**
  - **Proposal development and pricing policy**
  - **Promotion activities (sales force and advertising)**
  - **Customer contact plan (distribution channel)**
  - **Contract administration (shipping and invoicing)**
  - **Customer service (program performance follow)**





# Personnel Backgrounds -- Key Functions

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## General Manager:

- BS in Engineering, and possibly MS in Engineering or MBA
- Usually comes up through engineering, programs, or marketing

## Engineering:

- BS in Engineering minimum requirement
- Most engineers remain in their respective discipline

## Programs:

- BS in Engineering or related experience
- Usually comes from engineering, with some from marketing

## Marketing:

- Most have BS in Engineering, with a few having a BS in Business
- Advanced degree is usually MBA

## Comptroller:

- BS in Accounting/Finance
- Usually remains in the accounting function



# The New Kid on the Block

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## Perceptions:

- The good news
- The bad news
- How to succeed by trying



# Perceptions

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- **Why companies hire former military personnel**
- **Positions that are usually unavailable to former military personnel**
- **Attitudes toward former military officers**
- **Typical mistakes made by former military officers**
- **Some typical preconceived notions about DoD personnel**
- **How to mentally counter preconceived notions**



# Why Companies Hire Former Military Personnel

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- **Specific knowledge of customer organization, requirements, and procedures**
- **Know how and where to pursue Government contracts**
- **Understanding of how the DoD system works, and how to employ it**
- **Government contacts**
- **Program management experience**
- **Usually employed in marketing or programs**



## Positions that are Usually Unavailable to Former Military Personnel

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- **General Managers**
- **Comptrollers**
- **Engineers (unless employed in the service as an engineer with current technical knowledge)**



# Attitudes Toward Former Military Personnel

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- **Some resistance by company employees without a military background**
- **Some resistance by company employees to accept military personnel into managerial positions**



# Typical Mistakes Made by Former Military Officers

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- **Wearing their rank**
- **Assuming they are automatically accepted as professional equals with company career professionals**
- **Misunderstanding the company political network**
- **Fraternal bond with other former military officers (military "Good Old Boys" club)**
- **Overestimating their ability**
- **Failing to work hard with limited direction and resources**



# Some Typical Preconceived Notions about DoD Personnel

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- Spend more time worrying about their pension, annual leave, and retirement than doing their job
- More concerned with rules and regulations than getting the job done
- Looking for semi-retirement industry job to supplement their pension
- Looking for industry job where they philosophize and conceptualize on their experience, rather than becoming involved in routine leg work
- Some project a superior attitude

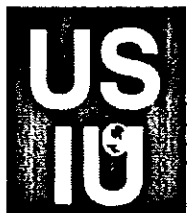




# How to Mentally Counter Preconceived Notions

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- **Retirement benefits and privileges**
  - Minimize discussions with company career professionals
- **Rules and regulations**
  - Understand company policy and project an attitude of getting the job done
- **DoD obsession with the process**
  - Business is concerned with profitable results. The process is only the mechanism.
- **Semi-retirement notion**
  - Project attitude as self-starter and hard worker
- **Philosophizing**
  - Senior executives philosophize. All subordinates implement their philosophy
  - Project image as team player wanting to implement the plan



# How to Mentally Counter Preconceived Notions (Cont'd.)

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- **Superior attitude**
  - Be careful about wearing your previous rank
  - Project attitude as team player
  - Spend a lot of time listening
  - Seek out advice and guidance
  - Remember you are the "New Kid on the Block"
  - Be friendly, professional, and sincere. Remember, business people are experts at business.
- **Corporate pecking order**
  - Companies have a chain of command - formal and informal
  - Do not be fooled by informality - senior level managers usually have the same characteristics as flag officers
  - Learn who are the movers and shakers
  - Seek out the people who know how to get the job done



# The Resume

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- **Fact or fiction -- a shining knight or a wicked witch**
- **Why type is most effective**
- **Functional resumes**
- **Chronological resumes**
- **Your resume -- myths and frequently used questions**
- **Your resume -- general comments and land mines**



# The Resume (Continued)

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**Fact or fiction -- a shining knight or a wicked witch**

- **Resumes are live and well in corporate America**
  - **Like it or not, they are needed**
  - **Present a capsule version of your experience and background**
- **Professionally prepared and presented resumes will:**
  - **Provide a better chance of in-depth review**
  - **Capture the interest of recipient**
  - **Tell your personal story**
  - **Present you in a positive manner**
  - **Result in appropriate interviews**
- **Remember, the resume is intended to "open the door" to new opportunities -- you must then sell yourself.**



# The Resume (Continued)

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**Which type is most effective:**

- Numerous theories and preferences
- Opinions vary from company to company and recruiter/manager to recruiter/manager
- Two major types of resumes generally accepted/preferred
  - Functional
  - Chronological
- Prepare resume in both formats
- Discover, if possible, the type of resume preferred by company of interest



# Functional Resumes

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- Generally present your experience in broad, sweeping terms
- Broken out by functional categories and expertise
  - Management
  - Marketing
  - Human Resources
  - Project Administration
  - Laser Technology
  - Etc.
- Tends to hide actual experiences, employers, projects, etc.
- Receives mixed reviews for U.S in D.C. area



# Chronological Resumes

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- **Provides breakdown of experience by job/years/companies**
- **Accentuates most recent experience**
- **Points out visible "gaps" in employment history**
- **Shows pattern of progression and associated skills**
- **Gives recruiters and managers instant look at your credentials**
- **Widely accepted/preferred in D.C. area**



# Your Resume

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## Myths and frequently asked questions:

- Three pages, two pages, or one
- Use of color
- Pictures to add value
- Graphics and designs
- Just use a 171
- Other gimmicks
- Cover letter or no cover letter





# Your Resume (Continued)

SSS-DVR-92-13371/32

## General comments and land mines:

- Prepare for the private sector
- Target the job/opportunity
- Relevant, not fantasy
- Do not hide your experience
- Make it easy for companies and you
- No 171's -- please
- Cover letters are important



# Turning Interviews Into Offers

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- **Research -- A little knowledge goes a long way**
- **Interview strategy**
- **The biggest mistake most people make in a job search -- not networking**
- **Salary negotiation tips**
- **Opening and closing procedure**
- **Follow-up -- closing the deal**
- **Legitimate offer**



# Research: A Little Knowledge Goes a Long Way

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- Call the company to obtain literature
- Ask interviewer for written job description prior to interview
- Ask referral source about company, position, and interviewer
- Check publications for articles about the company
- Have list of questions ready for the interview



# Interview Strategy

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- **Dress neatly and conservatively. Begin with a smile and a handshake -- first impressions matter.**
- **Ask questions to determine needs. Match your qualifications to their needs.**
- **Close positively. If you want the job, say so.**



# The Biggest Mistake Most People Make in a Job Search: Not Networking

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- **Two-thirds of all jobs result from referrals.**

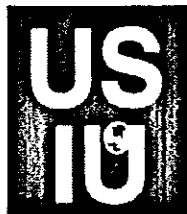
**The key to networking: Don't just seek job openings; seek information you can use, and ask for names of others to contact.**



# Salary Negotiation Tips

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- **Talk at first in ranges, indicate flexibility**
- **Try to find out their range before giving yours**
- **If you do give a range first, pursue the issue and find out what range they have in mind**
- **Don't talk money too early; establish their interest in you first**
- **Have other offers or options**



# Opening and Closing Procedure

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- **Open**
  - **Complement with backup information**
  - **Brief summary on who you are and your accomplishments (90 seconds max)**
  - **Ask questions and listen**
  - **Listen for opportunities, problems, and needs**
  - **Match your capabilities and accomplishments with their needs**
- **Close**
  - **Close with interviewer's first and last name**
  - **I like the following ...**
  - **I understand you need ... and I can do the following ...**
  - **How do you see me fitting into your organization**
  - **Ask for the job offer**



# Follow-Up -- Closing the Deal

SSS-DVR-92-13371/40

- **During the interview, find out where the company is in its decision making. Some questions you can ask:**
  - **"Who will make the decision on this position?"**
  - **"Are you considering others (what is my competition)?"**
  - **"By when do you want to make the decision on this position?"**
  - **"When do you want the new person on board?"**
- **Follow up with a letter that is positive. Make a statement to the effect, "Based on our conversation, I could make rapid contributions in three areas..." Name the three things they need most. Match your qualifications to their needs.**





# Legitimate Offer

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- **Salary**
- **Starting date**
- **Job title**
- **Job position**
  - **Authority**
  - **Responsibility**
  - **Accountability**
  - **Resources**



# LEADERSHIP VERSUS MANAGEMENT



Dr. John Kantor

JULY 1993

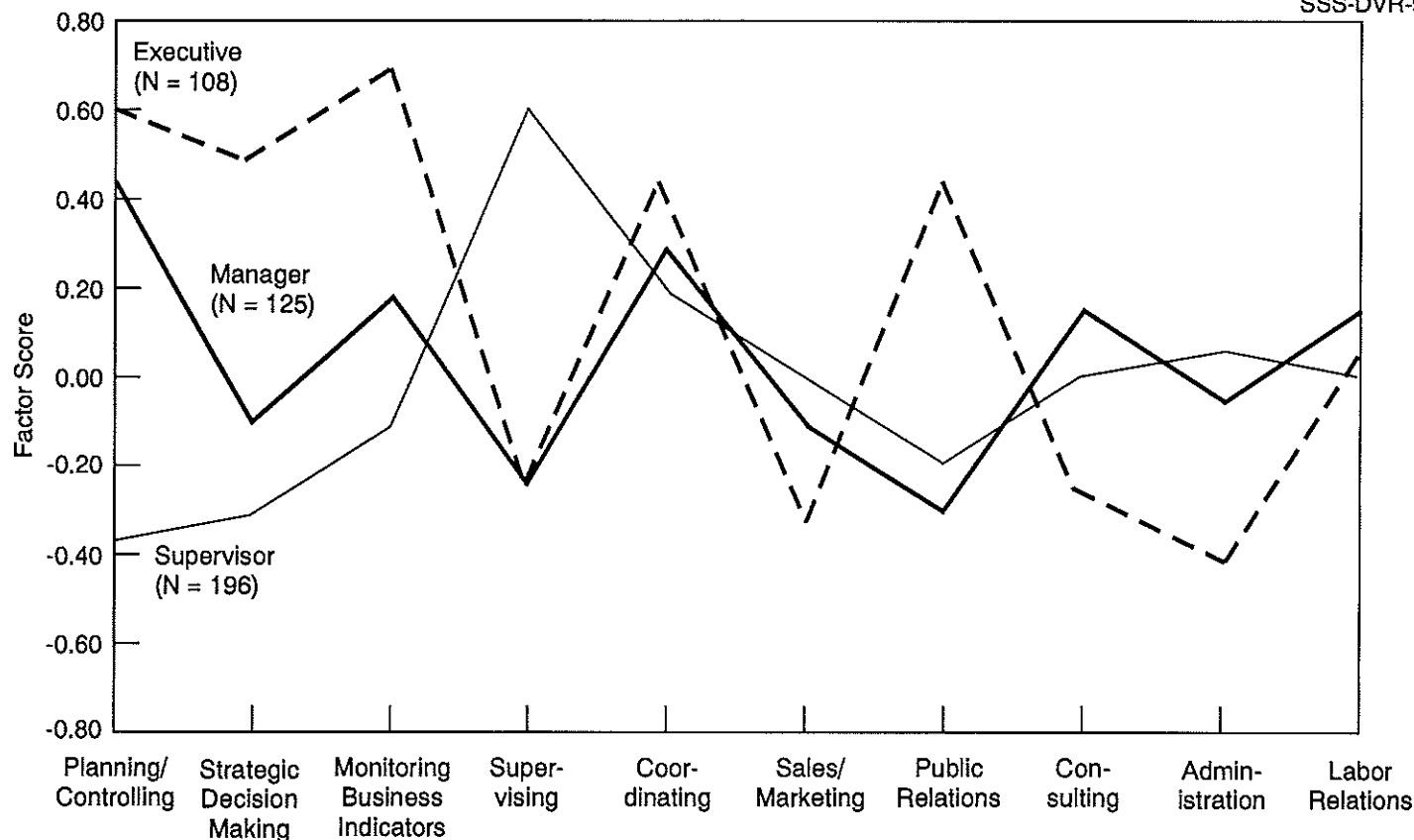
# Leadership vs Management

SSS-DVR-92/93-13371  
13116-M

<b>Myths</b>	<b>Realities</b>
<b>They are different roles</b> <b>Leaders are visionaries</b> <b>Managers are doers</b> <b>Leadership is a higher-order function</b>	<b>Similar functions</b> <b>Good managers have vision</b> <b>Good leaders are doers</b> <b>Both require similar skills</b>

# Factor Profiles for Different Levels of Management

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13117-M



Source: Page and Tornow (1987, pp. 13-14).



# Functional Levels According to Discretionary Time Spans

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13118-M

Time Span	Stratum	Unit Led	Function
20 Years	7	Corporation	<p><u>Strategic:</u> Operates in a nearly unbounded environment, identifies feasible futures, develops consensus on specific futures to create, and builds the required resource base to create open systems that can function in the environment. Conditions the environment to be "friendly" to the systems thus created. Creates a corporate culture and a value system that are compatible with societal values and culture, to serve as a basis for the organizational policies and climate.</p>
10 Years	6	Group of Companies	
5 Years	5	Company	<p><u>Organizational:</u> Stratum 5 individuals operate bounded open systems thus created. They are assisted by Stratum 4 individuals in managing the adaptation of those systems within the environment by the modification, maintenance, and fine tuning of internal processes and climate, and by oversight of subsystems.</p>
2 Years	4	Division	
1 Year	3	Department	<p><u>Production:</u> Runs face-to-face (mutual-recognition or mutual-knowledge) subsystems--units or groups engaged in specific differentiated functions, but interdependent with other units or groups, limited by context and boundaries set within the larger system.</p>
More than 3 Months	2	Section	
Less than 3 Months	1	Shop Floor	

Source: Adapted from Jacobs and Jaques (1987, pp.10,11).



# Leadership and Management

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13119-M

## Components of Leadership:

Interaction among group members

Change agents

Exert influence on group members

*Bass (1982)*

## Components of Management:

Interaction among group members

Change agents (with top management approval)

Exert influence on group members

*Kantor (1993)*



# Military vs Civilian Employment

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13120-M

- **Few leaders (decision makers) are needed in either sector**
- **Leaders often prevent managers from exercising leadership (use of fear)**
  - **Some gross generalizations on Military Leadership**
- **Military leaders trained to operate in a turbulent environment**
- **Frequent job rotation (flexibility)**

# Military vs Civilian Employment (Continued)

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13121-M

- **Chain of command more strictly observed in the military**
- **Unlimited resources (in relative terms)**
- **No consequences of cost overruns**
- **Captive audience**
- **Autocratic leadership style**





# Changing World

SSS-DVR-92/93-13371  
13122-M

- Deming:** Institute leadership  
Enable workers to do their jobs
- Kouzes:** Challenge the process  
Inspire shared vision  
Enable others to act  
Model the way  
Encourage the heart

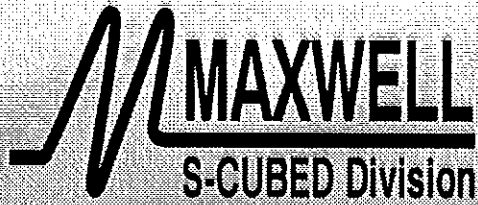


# Changing World (Continued)

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13123-M

- **Substitute for leadership**
  - Structure work so that workers can be autonomous
  - Let workers become entrepreneurs and leaders
- **Less dependence on traditional power structure**
- **Moving away from coercive, legitimate and reward power toward expert and refer**





**S-Cubed Division  
3020 Callan Rd.  
San Diego, CA 92121-1109  
P. O. Box 1620, La Jolla, CA  
92038-1620**