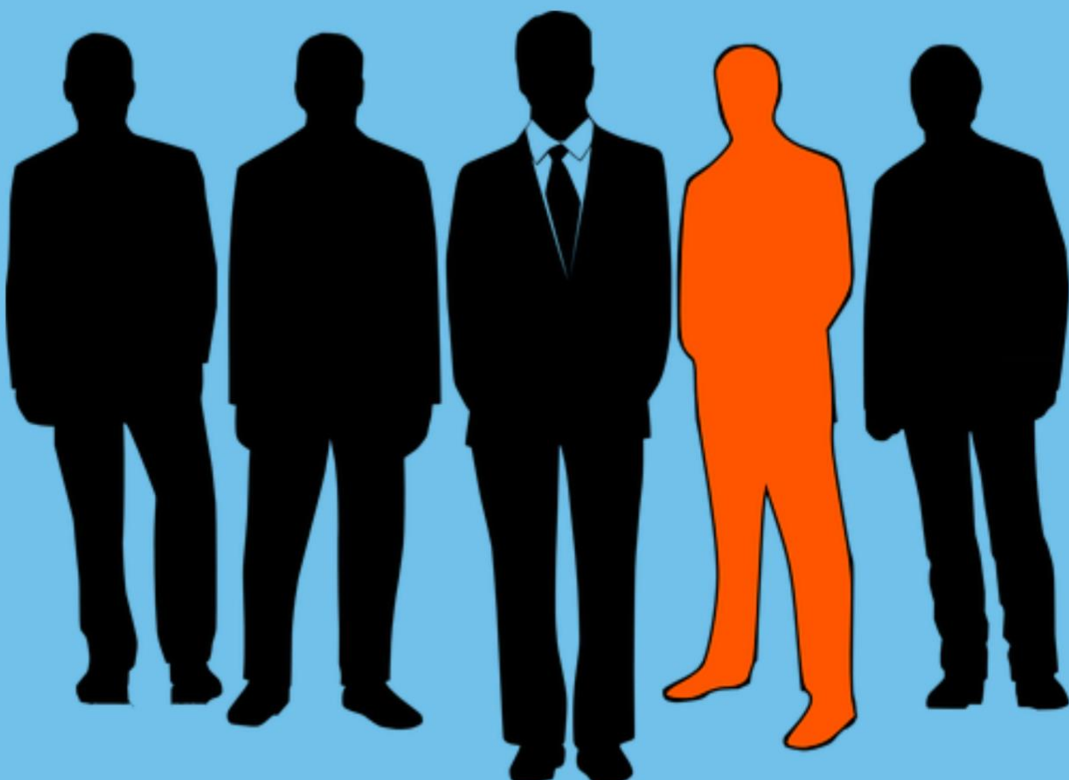
How To

Speak Civilian Fluently!

And Prove It with Your CM® Credential



Everything You Need To Know To Pass The CM® Exam On Your First Try!

Eric "Doc" Wright, PhD, CM

How To Speak Civilian Fluently!

And Prove It With Your CM® Credential!

Everything You Need To Know To Pass The CM® Exam On Your First Try!

Eric "Doc" Wright, PhD, CM

Translate well;
Transition well!
Eric

Published by Vets2PM, LLC’s Publishing Department, Indialantic, Florida.

For more information about Vets2PM, visit https://www.vets2pm.com**.** For more information about the author, visit https://www.linkedin.com/in/docwright2012**.**

ISBN: 979-8-5708730-1-8
Printed in the United States of America
1 2 3 4 5 6 7 8 9 10

This book is dedicated to all of my courageous, pioneering, tenacious military veteran brothers and sisters preparing to leave military service, leaving military service, or those that already have already left military service and entered the civilian labor force, i.e., the CIVDIV. Thank you for serving, reading, and succeeding.

Producing a book takes a lot of work and a lot of help. Therefore, I would like to thank four prominent groups. First, thank you to all of my mentors, professors, and professional peers over the years, one of whom proudly wrote the Foreword to this book ("Thanks Mom!"). The collective On-the-Job-Training-and-Mentoring all of you provided me is the bedrock of this book.

Second, I would also like to thank all of the veteran business owners that shared their insights through their vignettes to illustrate this book's content in meaningful, practical ways, imbuing it with a great depth of additional richness. Bravo Zulu!

Third, I would also like to thank my family generally, and my wife and son specifically for their love, support, and patience. This legacy is for you Logan! Aim high buddy!

Finally, fourth, I would like to thank my dear Vets2PM and VPMMA crews in general for their tireless dedication and flawless execution to help our military veterans achieve meaningful, lucrative post-service careers, and Jeremy Burdick and Kelly Wright specifically. Jeremy Burdick fired me up and got me to light this candle Hiroshi ("Thanks Dennis Miller!"), and provided a splendid Preface, and Kelly, my dear wife, who held fast to the vision and kept me grounded to ensure this book's delivery. Their help preparing and delivering the final manuscript proved invaluable!

*What Veterans **Fluent** in the Language of **Management** and Successful in the Land of CIVDIV **Have to Say** About **How To Speak Civilian Fluently: And Prove It With Your CM® Credential!***

"Just like the military, the civilian business world comes with its own jargon. You will be more confident and comfortable the faster you adapt and understand this language. This book goes far beyond the vocabulary and gets you started on being fluent in the language of Business!

Doc helps you translate keywords and communicate civilian business ideas so you can understand the business environment. This information will be a great reference for your first civilian interview all the way to your first few years on the job".

~ Darrin Wylie ~

Air Force Veteran & Corporate Marketing Manager

"This book is mistitled! *How To Speak Civilian Fluently: And Prove It With Your CM® Credential!* is so much more than just how to translate the military language veterans know into business language civilians use. This is a business school in a book! Get out the highlighter and mark the pages! You'll refer to the lessons in this book throughout your business career!

They are timeless and teach you how to adapt the military mindset to a business mindset. You'll find that once you learn how to use Doc's Vet Stone, you will be able to not only communicate effectively during your transition to the civilian world, but also translate the unique and valuable experiences you gained during your service as powerful tools for success in businesses".

~ Stephen Ripley ~
Former Career Marine & Business Developer

"For years, I have watched transitioning veterans become paralyzed by the idea of "translating" their military experience. Learn how to overcome this barrier standing between you and your corporate career goals; *How To Speak Civilian Fluently: And Prove It With Your CM® Credential!* offers the solution!

In it, Eric "Doc" Wright, PhD clearly presents the tools and a methodology to paint a compelling picture of your military skills and experience by communicating in terms understood and valued by influencers and leaders in the civilian workforce”.

~ Sean Passmore ~

Vice President, Head of Military Talent External Recruiting and Enterprise Military and Veteran Initiatives at Wells Fargo

“We live in a world where people are bombarded with information, whether it is through social media or other mediums. For transitioning veterans, this is amplified because they are not only overwhelmed by technology, but they are also inundated with resources and tools that all appear to say the same thing.

However, *How To Speak Civilian Fluently: And Prove It With Your CM® Credential!* offers a unique perspective that eliminates the noise and provides practical advice that is not only relevant, but useful to transitioning veterans. Eric "Doc" Wright has consolidated his life's work into this easy-to-read book that outlines everything you need to know in order to crack the code on the military transition. It is a must read!”.

~ Marcus “Ohley” Ohlenforst ~

Military Talent Strategist for a Fortune 500 Company

“The language of the military and the civilian world are different. Finding a translation between the two is the key to understanding their similarities. This book offers a logical way to learn to speak civilian, get a certification, and enable you to be competitive in the job market.

I was in the US Air Force Reserves (“USAFR”) and also worked for United Airlines (“UAL”). The previous work I performed at UAL didn’t involve managing people. I spent most of my time as an Aircraft Maintenance Technician and an Aircraft Inspector which involved work primarily involving the aircraft. I was able to transfer to a new job in System Aircraft Maintenance Control (“SAMC”) as a maintenance planner. You were assigned a fleet of aircraft (B737, B767/B757, B447, DC-10, etc.) to track and monitor maintenance issues that impacted airworthiness. I also worked with a maintenance controller to keep the aircraft in service.

The technical part of the job was a language I spoke. Working with the people, whether it was UAL personnel or outside contractors, was where the difficulty lay. My approach to this was using what I learned in the military, which didn’t work very well with civilians. I struggled for a while trying to find the correct words to use and not add confusion. Over time and with the help of mentors, I learned to “speak civilian”. I'm thinking back to 1990 when I was working in this new position at UAL.

Eric “Doc” Wright’s book, *How To Speak Civilian Fluently: And Prove It With Your CM® Credential!* with all it contains would have been of great benefit to me in turning my military experience into civilian, helping me to help the people who were depending on me. This book is a must-read for any Veteran who wants to successfully operate in the civilian world.

~ *William Kammers* ~
USAFR, UAL Retired

“Doc Wright’s *How To Speak Civilian Fluently: And Prove It With Your CM® Credential!* is a fascinating book that encompasses the philosophy, foundation, and fundamentals of communication as it pertains to the culture and customs of the CIVDIV community. This book is comprehensive, evidence-based, logical, and infused with the experiences of experts. Doc has created a universal translator, recognizing that language proficiency is more powerful than peppering a few phrases into a conversation in an attempt to impress. In my experience as a military veteran, an entrepreneur, and a business strategist, I've also learned that communication is the single most effective multiplier in any job-seekers' arsenal. This tremendous work delivers on everything it promises and will be incredibly beneficial for those who invest in it.

~ Russ Barnes, PhD ~

Colonel, USAF (Ret.), Founder SystroSolutions & Business Strategist

Contents

Foreword

Ah, the language of business. We grow up automatically learning our own first language, but then we must actively try to learn other languages as we grow. So, no one should feel bad because they don't understand the language of business. After all, “It is my first language”, said no one ever!

I saw this on a daily basis during my 30-plus years of teaching accounting to college undergraduate and graduate students. The classes of the former were comprised of 18- to 20-year-olds, many of whom had never had any job, much less one that exposed them to business. In the latter, the classes were comprised of many businesspeople, but also many engineers, scientists, and medical professionals, among other non-business disciplines.

I recall thinking we should have an entry level course that taught the words of business, so when I talked about, say, "depreciation" or "revenue," students had some idea what the words meant. How can we understand how to account for revenue when we don't even know what it is? The answer is clear: We can't!

Similarly, military people understand military language, but probably not the language of business. I was going to say "CIVDIV" because I know Eric uses the word extensively. But I don't really know what it means enough to use it correctly.

Am I dumb? Nope. I just have never been in the military. And even though my husband served as a captain in the U.S. Army flying helicopters in Vietnam, and some of his children have served our country, and my son Eric served in the U.S. Navy and California Army Guard, I did not serve. So, would any of you expect me to understand military language? Of course not.

But, when YOU understand the language of business before securing that first civjob (I just discovered a new word!), you will be much farther ahead of your military friends who don't understand. In fact, I've never heard the understanding of business language be a prerequisite for a job, but it's kind of like this: hiring managers know the skill when they see it. Or don’t.

So, let Eric help better prepare you for a career in civlife. He's enthusiastic, humorous, smart, and understands what you need to not only succeed in business, but to excel in business. He's been there, and he understands. As his mom, I can't express how proud I am to see him put his considerable skills, talents, and education into this endeavor: helping his fellow veterans prosper and thrive in the next phase of their lives.

Enjoy!

Karel Updyke, PhD
Professor Emeritus of Accounting
Hilton Head Island, South Carolina
November 2020

Preface

On at least three notable occasions during my military career, I found myself without the tools to communicate with the people around me. The specific tool I am referencing is the same language. You see, once as a young staff-sergeant (E-5) assigned to a drug interdiction mission in South America, my team was airlifted into a local town near an airstrip, which had no supporting base. This was a new experience; I did not have the safety net of the base where we all spoke the same lingo.

There in South America, everyone around me spoke and understood Spanish, but I did not. Sure, I tried to utter a few words together here and there but because of my lack of vernacular, I was a bit stranded. I quickly figured out however, that this was a situation in which I needed to play catch-up! So, by the end of six weeks, the locals' sneers and giggles had turned into small banter and fellowship.

In fact, I even figured out how to order food, find a restroom, ask how much things cost, and avoid cultural pitfalls! I became conversationally fluent in the language of the land, Spanish.

Later in my career, I was stationed in Japan, but this time I did have the safety of the base and other English-speaking compatriots to lean on. However, from my earlier experience, I knew the importance of being able to speak with my Japanese partners and do it quickly!

But this time I couldn't lean on a familiar Latin-based dialect or that high-school Spanish course I barely made a "C" in! I will say though, that in Japan, the local populace was very accommodating and understanding of my absolute annihilation of their system of words. Similar to my experience in South America, learning to speak their language became the bridge to understanding and integrating into their culture. Confusion had turned into progress and enjoyment for a second time in my life!

Finally, upon one of my deployments to Iraq where I was embedded with the Iraqi Air Force teaching them how to fly airplanes, I would find myself in this situation for a third time. I was a member of a small team fully embedded into a foreign land using a foreign language that I did not speak. However, we all learned to live, eat, sleep, work, and play together, all without being able to communicate fully.

At first, I really struggled to fit in and there was a barrier hindering my ability to make them the aviators I knew they could be. One of the largest walls I struggled to climb over was their acceptance and trust. Yes, I had their respect, but I needed them to believe in me and my abilities. So, I started to learn a few words in their language, embrace their customs, and drink many cups of strong, sugary black tea with them…it was their thing. Along the way I picked up on small intricate idiosyncrasies they used to see if you were in the club per se.

By the time I left Iraq, I was able to make one of their brightest airmen their first ever C-130 instructor, and it all started with communication, in their language, the language of the land in which I found myself, so that I didn't stand out as an outsider.

When my service time was over, I knew how to speak *military* and I thought I knew how to speak civilian, but I was wrong! My first interview was terrible, because just like with the Ecuadorians, Japanese, and Iraqis, I didn't speak the language that the others around me were speaking. Again, I was an outsider, sticking out, and at an extreme disadvantage! During the twenty-one years I served in the United States Air Force learning how to be a military leader, trainer, and mentor, my civilian counterparts were honing their use of the language of *general management*, i.e., *management*. This meant they could spot me a mile-away.

I had to get better; I needed to learn their language, so I did what worked in the past and started to ingrain the business culture fast! This book, and its accompanying course, that Eric “Doc” Wright has built, would have been an immense help! His Rosetta Stone concept, Vet Stone, allows military veterans to translate what they did and know into what civilians can understand and value, because they can speak it in the civilian’s language, *management*!

As such, this book, and its course, provides the bridge between the many years you spent perfecting military life and the now unfamiliar, uncharted waters of life in the civilian workforce. This book and your new-found knowledge will be a shortcut to learning the diverse, unique, and widely utilized language of organizations in the civilian workforce, *management*.

Additionally, becoming a Certified Manager lets hiring managers know that your experience and command of *management* has been validated in a professional way by an independent third body, the nonprofit Institute of Certified Professional Managers. This CM® credential signifies your managerial competency and fluency in their language. Learn fast, you can catch them!

Jeremy Burdick, PMP, CMSgt (Ret.), USAF
Springtown, Texas
October 2020

Introduction: *How to Use this Book*

As you transition, you will hear over and over again "Don't speak *military leadership!*", i.e., '*military'*, which represents the language of your military service and branch. However, that's where this line of advice usually stops, at the admonishment. And that really chaps my hide!

Why? Well, frankly, I don't think it's very helpful. I like specific, detailed action plans that can be implemented to solve problems. And if you are a veteran reading this, I am sure you do too!

So, if we're not supposed to speak *military*, what language are we supposed to speak to civilians in after our military service? How do we successfully communicate to them the immense value we bring to them in terms of our broad, deep management **and** leadership experience, dedication and commitment, responsibility and accountability, creativity and adaptability, critical thinking and decision-making, and perseverance, courage, and service to others? Well, it's simple really. And in fact, it's so simple, I continue to baffle almost daily that this old, grizzled U.S. Navy welder was the one to figure it out!

The language of the land foreign to you post-service is that of the civilian labor force, i.e., the civilian division, or the CIVDIV, and its mother tongue is not *military*, it's *management*. So, unless you really retire after your military service, i.e., you don't plan on working even one single day in the CIVDIV, you will need to know how to speak *management* fluently. And prove it!

I call this concept **provable fluency**; it's your ability to speak *management* and one or more of its specializations such as HR, Quality, Project Management, or Cyber Security and validate your experience doing them with high-demand industry credentials such as the aPHR, Lean Six Sigma Black Belt, the CAPM, PMP, ACP, or PSM, or Sec+ certificates.

You need provable fluency because not knowing their language and expecting to succeed is just like parachuting into a bad guy's AO without any of the tools you'll need to complete the mission. Why? Because the fact is that after your service, **you will** work for an organization, whether it's someone else's or your own. Therefore, you must know the language of the land of CIVDIV if you expect to succeed. Period.

That's because you're competing against civilians that not only know how to speak it but speak it fluently! And so do many other veterans in the CIVDIV! *Management* is what they talk about and how they talk about it because they spend 40+ hours a week working in organizations that have common characteristics of collections of human beings co-laboring ("collaborating") to achieve goals and objectives. Regardless of whether the organization's tax status is for-profit, non-profit, or government, they speak *management*!

Therefore, if you don't learn to speak *management* fluently, you will be at a major disadvantage on the interviews you do secure, and in the post-interview jobs you may happen to land. Furthermore, you will also be at a disadvantage come promotion or raise time. And, if you want to start a business, it will be near impossible to do so successfully, i.e., profitably and productively, for any length of time if you can't talk to your customers, vendors, clients, accountant, attorney, insurance professional, lenders, regulators, and so on in the language they speak.

The great news for you though is that you now hold in your hands **the guide** to teach the language of *management!* It includes not only the vocabulary and context you'll need, but also a plan on how to practice it to fluency and certify as a Certified Manager ("CM®") to demonstrate your command of this new language of *management*! Reading this book and practicing the language for just an hour or so a day will have you speaking *management* fluently in just a few weeks!

And, by paying attention to the ***italicized, bolded words*** throughout the text and following the study plan in this chapter, you will be able to prove it by passing the nonprofit Institute of Certified Professional Managers' 3-part CM® exam on your first try, earning yourself the internationally-recognized CM® credential!

Why does that matter, the CM® on your resume and LinkedIn profile? First, in today's globalized, speed-to-market, gig economy environment, the pressure is mounting daily on professionals to achieve credentials validating that they are what they say they are, and that they can do what they say they can do.

Second, the CM® is awarded to you by an independent, nonprofit, third-party body; the Institute of Certified Professional Managers ("ICPM"). It proves your fluency speaking *management* because the CM®

credential is “the product of a comprehensive job task analysis of the management profession to identify the knowledge, skills, and abilities required for competent management practice”.[1] You’ll have achieved provable fluency for your operational experience running teams, shops, departments, or divisions in-garrison or pier-side.

This provides you with something on your resume that many others don’t have, a unique and thus potentially difference-making credential. It can open the door to a meaningful conversation that serves to make you more memorable in the mind of the hiring manager. It typically goes something like this…

Interviewer: “What is that CM® credential after your name on your resume Mr. or Ms. Veteran?”.

You: “It’s the Certified Manager certificate from the internationally-recognized non-profit Institute of Certified Professional Managers!”.

Interviewer: “Hmm, what does that mean?”.

---

[1] ICPM’s Certified Manager: Leading and Controlling, 4th Ed., McGraw-Hill Education, LLC, 2016, p. i

You: "It means that during my transition, I read the book on *How To Speak Civilian Fluently: And Prove It With Your CM® Credential!*, which puts forward the notion that the language of the civilian workforce is *management*, which I can speak fluently now, as indicated by the fact that I used *management* to translate my military experience into the civilian experience you now see on my resume and my LinkedIn profile, submitted my management experience to the ICPM for review and approval, studied for their 3-part CM® exam, and passed it on my first try! As such, I now know what a "P&L" is, and what "AR" and "AP" mean and what the difference between them is!".

Interviewer: now impressed because they rarely meet a veteran that speaks their language fluently, nods in approval, and continues on with the interview. You are now memorable because you went above and beyond!

Imagine if they mention those terms though, and you stare at them blankly. They know you don't understand them. That interview is over, regardless of how much more time elapses during it. Seize the first scenario brother or sister, avoid the second one!

Right now, I can hear you thinking “Yeah right Doc! How in the world do you know all of this? How did you arrive at such a simple solution?”, and “You expect me to believe it’s that simple and that it can work for me?”. Well, in short, I do, it is, and yes. Because it has already done so for tens of thousands of other military veterans I’ve helped that are just like you!

Now the longer answer. First, I am a fellow veteran that endured an arduous, dark, twelve-year long transition myself. One which almost killed me at one point in fact! But thank God that in that moment of finality on that darkest night, I proved too cowardly and too Christian to pull the trigger.

Anyway, after wandering around in the job desert for twelve years, I stumbled across the Vet Stone, which I used to unlock the gate to the professional land of milk and honey called Project Management, and realized that once successful in that land, there was another horizon, which was general management. That’s because project management is a subset of management, and I had lots of that, and now I could convey it! I had learned to speak *management* fluently. And this one thing changed my fortunes forever!

As you'll learn in this book, managers in the land of CIVDIV, i.e., the civilian labor force, perform the same functions as leaders in the military! Minus the PT, shooting, potential loss of life and limb, and the like, of course. Anyway, they 1. Plan what their unit (i.e., team, group, department, division, business line, or organization in the language of *management*) is going to do and to which standards, then they 2. Organize all of the resources and personnel necessary to resource their plan, then they 3. Lead the people in execution of the plan, and then they 4. Control the plan by assessing actual performance against planned performance and taking any necessary corrective actions to achieve success.

They lather, rinse, and repeat this process in this role through these four functions until they realize the outcomes they planned, to the standards, i.e., "metrics", that they identified. See, this means that although in *military* we call ourselves "leaders", we're really managers that lead when appropriate during planning, resourcing, execution, and adaptation of our plans to achieve success! This means that you have vast amounts of relevant, in-demand experience managers in the CIVDIV need desperately; we just have to learn to communicate it to them in a language they understand, which is *management*!

And I know it works because I have worked in the private sector taking companies public and founding multiple successful companies and hiring hundreds of people. I have also worked in the public sector as a civil servant and board member to nonprofits, even co-founding one, and I have taught, trained, and coached tens of thousands of students, adult learners, veterans, and business owners to realize successful careers and businesses learning the fundamentals of business and the language of business, *management*.

In essence, I have a deep understanding of not only what civilian employers expect you to look and act like, but also what they expect to hear from you, so you hold their attention, communicating your value, so they hire and promote you. Or invest in your company outright or indirectly through purchasing your goods and services. Your journey to fluency in the CIVDIV language of *management* looks like this:

1. Read this book, paying particular attention to the ***bolded, italicized*** terms and terminology as you do so, because you will see them again in your near future, i.e., on the 3-part ICPM CM® exam you'll be taking and passing on your first try in only a week or two!

Watch the corresponding video course with me walking you through the book (if you decide to purchase it at www.vets2pm.com/speakcivilian). This book is stand-alone though, you can pass your CM® exam with it only, as many already have, and legion more will.

2. Study Appendix A's *Cognate Crosswalk.* Cognates are words that are similar in two languages. For example, "counseling session" in *military* and "coaching session" in *management* both describe a one-to-one performance feedback session to improve employee performance.
Another example of a cognate shared between *military* and *management* is a document that depicts the work to be done in a mission (*military*) or a project (*management*). In *management*, this document is called a 'Work Breakdown Structure", or "WBS", and in *military* it's called a "Line of Effort chart".

"Project" and "mission", as introduced above, is another example of a cognate, i.e., a word shared in both *military* and *management*! They both describe a temporary endeavor undertaken to produce a good, service, or result unique to the endeavor.

Finally, an “Operations Order” (“OPORD”) and a “Product/Project Management Plan” both describe a strategic, operational, or business unit-level plan to achieve some certain goal and its associated objective(s) or cluster of goals and subordinate objectives. OPORD is *military* and Project Management Plan is *management*.

3. Practice using your new language in conversations with friends and peers, in conversations during networking events, in conversations with your connections on LinkedIn, and during interviews. You are seeking feedback on your usage, i.e., your vocabulary, phonology, syntax, semantics, and pragmatics, which are all discussed in Chapter 2. You are increasing your capability to express yourself accurately in this new target language of *management*, which is the very definition of fluency!

Additionally, you are not only achieving and demonstrating fluency, but you are also creating an increasing number of opportunities to practice it and increase your fluency further, which sharpens your command speaking and understanding *management*!

4. Finally, you will immerse yourself in the several thousands of questions that ICPM has prepared for you in your free eLearningCenter ("eLC") quizzes and simulated exams. Just visit www.vets2pm.com/speakcivilian for information on paying your CM® Application and Exam Fees, which then provides you access to your eLC!

Do these four things for one to two hours per day over the next one to two weeks, and then take your 3-part CM® exam and pass it on your first try! And BOOM! Provable fluency in and validation of all of your operational experience during your military tenure, i.e., validation of all of your 'work experience' that was not mission or exercise-based!

So, what is in-between this *Introduction* chapter where you are currently, and Chapter 31, the last chapter? Well, in essence, what's in between here and there are the two dozen or so major topics of CIVDIV organizations that you will need to be familiar with. Topics like structure and governance, i.e., “command and control” in *military*, economics, accounting and financial management, operational and organizational control, the four management functions, leadership traits and behaviors of managers performing the leadership management role effectively, leadership styles and sources of power, communications, risk and project management, the legal environment, and ethics, corporate social responsibility, sustainability, sales, and globalization.

Plus, sprinkled liberally throughout the text are several dozen vignettes from over a dozen of your fellow veteran business owners and top managers: giants in their spaces really, illustrating their favorite topics for you! It is a plethora of how-tos from people that have done it! They all represent the future you!

As such, not only will you be able to speak *management* fluently, but you will also understand business, through their eyes! It makes the book exceptionally informative, enlightening, rich, practical, and actionable!

Therefore, over the next couple of weeks, you will learn the basics similar to those you learned while becoming a Soldier, Sailor, Airman, or Marine. The floor's a deck, about face means turn around, and front leaning rest means do pushups! The exam you will pass to earn the CM® will be poof that you passed your basic training graduation; and are ready for OJT in the CIVDIV! I mean, we have a basic training manual to transform us from civilian to Soldier, Sailor, Airman, or Marine, so we should have one to transform us from Soldier, Sailor, Airman, or Marine into a veteran employee or business owner in the CIVDIV right.

Now we do! This book is it! It contains everything that a first-year college student taking a semester-long introductory, i.e., "survey" business 101 course would know! It's also what every supervisor, manager, and executive in the CIVDIV already knows. And how they think. And how they measure, analyze, and discuss performance; individually, collectively, and organizationally.

However, the price of this book and the time you take to read it are far less than a Business 101 college course! And you get a credential immediately, not a degree years after you start! I've designed it that way purposefully because certificates demonstrate, much more quickly, that "you're certified to participate in the work required", and that's the target we want to knock down: getting you into a meaningful, lucrative post-service career in the CIVDIV as quickly as possible! [2,3,4]

So, as you can see, reading, understanding, and applying this book to your transition and post-service career will put you on a level playing field with the other civilians and *management*-speaking veterans you are competing against for jobs and promotions! You will know what they know. You are joining the ranks of the tens of thousands of our brothers and sisters that I have already led to meaningful, lucrative post-service careers by teaching them how to speak *management* fluently and prove it! You deserve it! You've earned it!

Finally, before we move on to Chapter 1, please note that this book deals with only one aspect of the transition from military service to the CIVDIV: the professional piece.

---

[2]https://www.theclassroom.com/difference-between-degree-credential-8296818.html

[3]https://www.usnews.com/news/stem-solutions/articles/2014/04/24/exploring-the-role-of-credentials-versus-degrees

[4]https://www.ecampusnews.com/2020/04/13/heres-why-non-degree-credentials-matter-in-our-economy/

However, there are many other pieces that you will need to address, like, your head, your heart, your soul, and your body. That's why Vets2PM Publishing also brought you the first ground-breaking, and now copied, collectively-written Amazon Best Selling *101 Lessons Learned From Helping Military Members and Veterans Achieve Meaningful, Lucrative Post-Service Careers* (1st Ed.); to deal with these topics.

The 101 lessons learned it contains were collected from 39 individual veterans that have made the transition successfully! Therefore, you will find it helpful as well, as a common review theme of the book from transitioning service members, veterans, retirees, and spouses is "I couldn't put it down"! Get your autographed copy from me today at www.vets2pm.com/books.

So, in closing, as you can see, instead of simply suggesting to you "Don't speak *military!*", I am here to help with a tool and an implementation plan that you can use to become fluent in the language that you need to speak to civilians in instead of *military*, and that language is *management*! And you will be able to prove it with your CM®!

Because I believe you deserve it! Your service has earned you your right to a meaningful, lucrative post-service career. Learn *management*, use *management*, reach the highest heights of post-service success that you can by becoming fluent in *management*! If I can do it, so can you.

So, as we say in the U.S. Navy to those ending journeys, such as leaving military service, or to those starting new ones, like establishing your new post-service career, business, or nonprofit, "I wish you fair winds and following seas"! And many "Cheers!".

Doc
Indialantic, Florida
October 2020

Chapter 1: *Life-changing Discovery Wandering Through the Job Desert*

Around 32 B.C., the Roman Emperor Augustus established the West's first standing, professional army, meaning his soldiers received pay to bear arms.[5] This historical fact means that we have had over two thousand-and fifty-years' worth of experience transitioning service members out of the military as veterans and retirees ("veterans") and into the civilian labor force. Considering that fact, how in the world can it be that over half of all of us veterans still struggle to effectively translate our military knowledge, skills, and abilities ("KSA") into commercially viable experience understood and valued by the hiring and promotion managers in the CIVDIV following our service? As my son would say, "That's a lot of practice!". Shouldn't we be much more effective at it by now?

Well, it doesn't appear so. From veterans living it! According to the amazing work of my good friend and military veteran Brian Niswander over at his nonprofit Military-Transition Organization[6], his on-going longitudinal

[5] https://sites.psu.edu/grouplcams101/augustus/approach-to-the-military/

[6] https://www.military-transition.org/dashboard.html

study reveals that of the thousands of veterans he has surveyed over the last several years:

1. 48% of them felt their transition was "more difficult than I expected",

2. 38% of them felt their "first civilian salary" was "worse than expected" (5% preferred not to answer),

3. 37% of them felt that their "first civilian job" did not fit their skills (11% neither agreed nor disagreed),

4. 32% of those veterans surveyed did not like their first civilian job after their transition (17% neither agreed nor disagreed),

5. And 96% said translating their military skills to civilian skills was "important", "very important", or "extremely important".

Multiply Brian's percentages by the 200-to-250,000 service members that leave service each year, and the conclusion is crystal clear: a lot of veterans' experience underemployment and unemployment on the other side of

Transition By the Numbers

~ Brian Niswander ~

After two decades of working with veterans through all phases of the transition process (coaching, mentoring, recruiting, hiring, developing, and surveying), I've collected countless examples, comments, and metrics about their transitions. One of my favorite quotes relates directly to what my good friend Eric "Doc" Wright is talking about with the Vet Stone concept.

When asked what advice he would share with those still serving, this veteran said today's service members should "Treat the civilian world as a foreign country. They (civilians) speak a different language, have a different culture, and have different customs. You only adapt to the new country by adapting to the new language, culture, and customs".

You'll notice the first aspect is to learn their language, which it critical to success. Another important metric from the longitudinal military-transition study at (www.military-transition.org/dashboard.html) is that 83% of veterans surveyed indicate that leaning how to translate military skills is "extremely" or "very" important. While important, it's also difficult! And requires a lot of time and effort. Applying the skills and techniques outlined throughout this book is important and "Doc" Wright provides sound advice to help you successfully translate your experience so the CIVDIV understands you.

Transition By the Numbers (continued)

~ Brian Niswander ~

The final piece of advice I have from the military-transition study is to start building your network as soon as possible. In-fact, 85% of veterans surveyed say this is "extremely" or "very important". A great first-step is to find at least two mentors; one that served and has already navigated the transition and one that never wore the uniform. Both will be helpful throughout your journey and can provide feedback as you practice the language of business. There are multiple organizations that provide mentors, and you can select from a comprehensive listing at www.military-transition.org/resources.html#mentors. You can, and will, overcome too!

their transitions![7] Furthermore, and extremely unfortunately, research shows that prolonged periods of unemployment are shown to lead to decreasing self-esteem, stress on the veteran and their family over time, and potentially suicide.[8,9]

Now, I can hear you saying "Wow Doc! Those are incredibly sobering, poignant, and outright unsustainable findings! Something should be done about this! But how can

[7] https://www.gao.gov/products/GAO-19-438R

[8] https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1732539/

[9] https://www.mentalhealth.va.gov/suicide_prevention/docs/Literature_Review_FSTP_Unemployment_FINAL_508_8-19-2019.pdf

your solution, learning to speak *management* fluently to secure a meaningful, lucrative post-service career, be so profoundly helpful?".

Well, here's how. In the service, we knew who we were, i.e., "Sergeant, Chief Petty Officer, L-T, Colonel, Commander, or Chief Warrant Three [insert name here]"; what we were supposed to do to contribute to the mission; and who everyone else was and what their roles and capabilities (ranks, occupations, and billets/positions) contributed. Essentially, we knew how and where to fit in, what to do, and how to do it. And we were surrounded with commitment, camaraderie, courage, and selflessness. We all had identities, purpose, and a sense of mission. A deep sense of mattering.

However, the moment you step out of uniform and back into the CIVDIV, all of that vaporizes! Instantly! In the CIVDIV, there are less clues to identify your right and left (ranks and occupations), and far less role/positions standardization (different titles, labels, and minimum standards of performance). And you are not "Sergeant, Chief Petty Officer, L-T, Colonel, Commander, or Chief Warrant Three [insert name here]" anymore, you're just Johnnie, or Janie, or Michelle, or Mike. And if you are like most of us veterans, all of this will add up to a feeling that you are missing a sense of identity, purpose, mission, camaraderie, and belonging. It will really hurt.

I know because I have been there, done it, and have the tattered, moth-eaten, blood, sweat, and tear-stained T-shirt still around to prove it. In fact, at several times in my history, I was one of the unemployed or underemployed statistics, and at one point, I almost become one of the veteran suicide statistics too. Not mattering and not fitting in when you've been extremely successful and mattered greatly in the past can be deeply wounding.

During my entire time wandering around in the job desert, I was constantly being told in rejection letters that I was *underqualified* for almost everything I applied for, which just didn't make any sense. I could read, I knew I could do the work I saw, or I wouldn't have applied! How could this be? The response seemed canned, if I even received a response at all! Many times, I couldn't even get feedback to get better! To change my station.

Until I found project management! It instantly provided me with meaningful, lucrative work and a sense of purpose, identify, and mission! Project success depended upon me, the project manager, assembling, training, and equipping a high-performing team to accomplish goals and objectives, to make the place better. Hmm, sounds familiar right?

It was! I crushed it! I was using all of the KSAs I had developed in the service in the CIVDIV! It was familiar, I was good at it because I had a lot of experience doing it, and I had hope and a professional development career map! There wasn't a team of people, process, project, or program that I couldn't manage more effectively after getting the tap on the shoulder. And I could convey it too, receiving better assignments, promotions, and raises! How? I learned first to speak a dialect of the *management* language that hiring managers in the CIVDIV understood easily and valued highly, *project management*!

The discipline of project management is a subset of general management, i.e., "management", and management is what happens inside of organizations to make them work; it's how they run. Just think "temporary endeavors = project and program management" and "permanent endeavors = management in an organization". Or, as we call it in *management*, permanent endeavors are called "*on-going concerns"*.

So, what is the treasure that I discovered out there in the sands of the job desert that provided me such a profound, life-changing course? What was the key that allowed me to unlock the gate into the professional land of milk and honey that is project management? It is what I call the Vet Stone! And to date, its profound power has helped tens of thousands of veterans change their CIVDIV fortunes too!

The Vet Stone works much like the well-known Rosetta Stone, which is the tool that scholars and linguists used to crack the code on the Egyptian hieroglyphics of antiquity. I share it with veterans every day, helping tens of thousands of them over the years understand how to learn the language of the CIVDIV, *management*. Here's how it works...

The Rosetta Stone is a large, stone tablet that depicts a royal decree from Egypt's King Ptolemy V carved into it. From 196 B.C.! This decree was really unique though, because it contained one message reproduced on the stone three times in three different languages! The first version of the decree, at the top, was in carved into the stone in Egyptian Hieroglyphs, which even in 196 B.C. when this decree was issued, was already a dead language of antiquity![10] Below the Hieroglyphic version of the decree, was the same message in what's called Coptic script, an obscure but still used

[10]https://en.wikipedia.org/wiki/Rosetta_Stone

language today. Coptic script is sometimes called "Demotic script". The final version of the same decree, at the bottom, was carved into the Rosetta Stone in ancient Greek. That's because Alexander the Great had already campaigned though Egypt, Hellenizing it. As such, Greek was the official language of the country, meaning Greek is what the administrators, managers, and politicians spoke and wrote in.

The discovery of the Rosetta Stone made in 1799 by another army campaigning in Egypt, Napoleon's French army, unlocked the lost, obscure, two-thousand-and-two-hundred plus year old Hieroglyphic language! Linguists simply used their knowledge of ancient Greek to translate into the Coptic script, and then they used their new-found knowledge of the Coptic script to translate into the Hieroglyphs! The Rosetta Stone allowed them to translate back and forth from the obscure (Hieroglyphs), through the common (Coptic script), to the official (Greek) languages depicted on the tablet!

Enter my discovery out there in the job desert, the key to unlocking decades of post-job desert success in the CIVDIV, the Vet Stone! It is depicted below in Figure 1. It does for military veterans what the Rosetta Stone did for linguists and scholars, and in very much the same way!

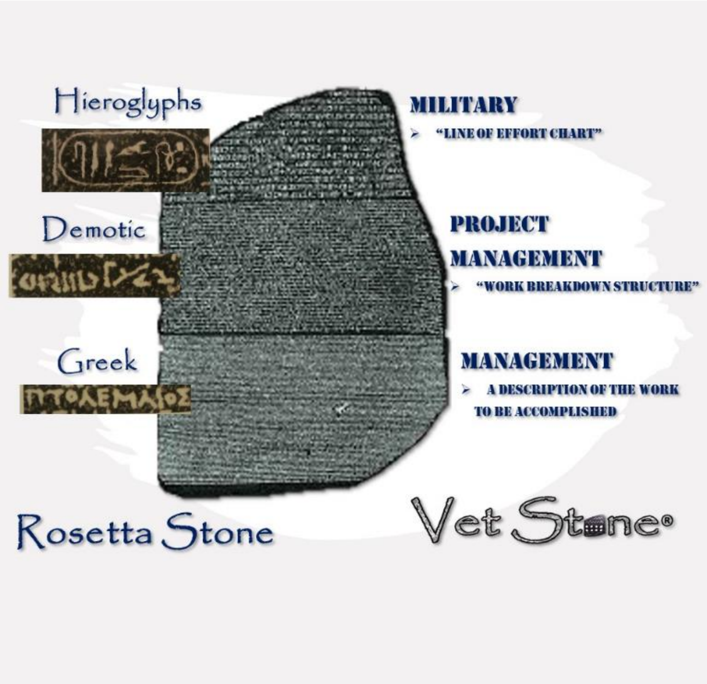


Figure 1. Vet Stone (Wright, 2017).

Military, like Hieroglyphs, is an obscure language, or dialect of *management* if you'd like. It's spoken today by less than a half percent of the entire U.S. population, those currently serving in the military! This is exactly like way back in that day, Hieroglyphs was only spoken and written by a very small percentage of the population, the very small priest class![11] Additionally, the official language of today's administrators, managers, leaders, and politicians in the CIVDIV is *management*, because every organization in the

[11]https://www.cfr.org/backgrounder/demographics-us-military#:~:text=At%20that%20time%2C%20the%20active,percent%20of%20the%20U.S.%20population.

CIVDIV, regardless of size, structure, tax status, or societal role needs managed, just like back then too! Greek represents management, the 'officials' speak it.

As such, using Vet Stone, we can now translate from *military* into *management* using a commonly understand 'connector' dialect, *project management*. That's because the essential differences between the languages of *project* and *management* is that one, *project management* describes the management of endeavors that are temporary and unique in nature, i.e., they have distinct start and completion dates, and they produce goods, services, or results unique to each temporary endeavor, and second, *management*, describes the general management of endeavors that at least theoretically, persist into perpetuity.

With an understanding of how Vet Stone works, and the command of the languages of *military*, which today's veterans have, *project management*, discussed in Chapter 21, and *management*, which this book teaches today's military veteran, every veteran can now translate what they did in the military into the language hiring and promotion managers in the CIVDIV understand and value! *Management*! Which means now you can interview strong, most likely place, and then shine in the CIVDIV because you can communicate what you can do and how that's valuable because you are fluent in their native language! This one ability, the ability to speak *management* fluently, can change your fortunes!

I know because it has for tens of thousands of veterans that have learned to speak *management* fluently! It has helped them consistently land gigs in the CIVDIV, most with annual starting salaries of $95,000.00 USD! Additionally, they are all still on the job managing billions of dollars' worth of projects, programs, places, and their own businesses!

This social movement that I have started, teaching veterans to speak *management* fluently and prove it, is creating billions of dollars of economic activity each year in their households, their communities, their organizations, and in our great Nation's economy, which decreases the Department of Defense's ("DoD") billions-of-dollars per year unemployment spend, veteran under and unemployment, and veteran suicide, all of which mitigates national security risks. Every. Single. Year.

This means that for those of us that have cracked the CIVDIV code using Vet Stone to learn their language, *management*, our long, dark, cold nights in the job desert are over! And, for many generations of veterans to come, I hope (and act to ensure), their nights in the job desert won't be near as long, near as dark, or near as cold, if they even experience any! And that's what gets me out of bed every morning: the chance to help at least one other veteran every day, a chance to pay forward what I have discovered. And you're right! I can again hear you thinking, this time, "Doc, you are crazy brother! There is no way you can possibly help out every single veteran!". And you may be right, but it doesn't absolve me of my obligation to try! Look up the famous story of the old man who met the little boy on the beach throwing star fish...I am that wee lad!

That's because in my humble opinion, each one of us that served earned the right to enjoy a meaningful, lucrative post-service career! But we still have to know how to secure what we've earned. Get fluent in *management* and prove it, and you will be able to brother or sister!

You will look like them, act like them, and sound like them; you will be familiar to them and more comfortable conversing with them and moving through their land, the CIVDIV. You'll be cloaked in a new uniform of the day, a suit, and speaking a new language, *management*, and primed for success in your new roles, because you will understand the terms (i.e., the words) and the terminology they're using (i.e., the terms assembled to create phrases, descriptions, et cetera), to create a new context you will understand how to operate in![12]

You are no longer at an extreme competitive disadvantage! In fact, you now have an extreme competitive advantage to secure and flourish in meaningful, lucrative post-service careers in the CIVDIV! That's because now you know what they know, and you can talk about it like they do! They understand you and value what you bring; your extensive experience managing people and processes (i.e., Operations), and projects and programs (i.e., missions and exercises).

Plus, you also bring significant extras that only veterans have! The list is long, but dedication, capability, ingenuity, grit, perseverance, and responsibility, accountability, and maturity are some. Additionally, you also bring each employer that hires you a $9,600.00 tax credit for doing so![13]

---

[12] https://www.google.com/search?q=context+definition&oq=context&aqs=chrome.0.0j69i57j0l5j69i60.3084j1j7&sourceid=chrome&ie=UTF-8

[13] Visit https://www.veterantaxcredits.com/ and enter the code: **VETS2PM** before your interviews.

You literally now tower above other candidates that you are competing with for CIVDIV jobs and promotions as the only viable option, both civilian and veteran! All right, let's get after it! Let's help you learn to speak *management* fluently and prove it with your CM® credential!

<u>That was me!</u>
~ Craig A. Jones ~

I can attest that the feeling of being lost during and after transition is very real. The translation of skills is key and, unfortunately, for me I didn't know what I didn't know.

I was the statistics mentioned in this chapter. I spent a year+ unemployed, partly on purpose to go back to school, and mostly because I didn't know what to do next. I then spent the following year+ underemployed, considering I had nearly a decade of experience under my belt already.

It wasn't until after that, after schooling and connecting with folks, that I realized I had what civilian business was asking for and I met the requirements needed to do something more meaningful and lucrative. That's when it all clicked, and a great leader gave me my shot at operations management, which then led me to program and project management. You can and will overcome too!

Chapter 2: *How to Learn the Language of Management*

Or any other language for that matter! Essentially, linguists say that a language has five components.[14] These five components are: 1. A vocabulary, 2. A phonology, i.e., the sounds of a vocabulary, 3. Syntax, 4. Semantics, and 5. Pragmatics. Let's look at each one separately so we're prepared to learn the language of the CIVDIV, *management*, and prove it!

The first and most fundamental component of any language is its vocabulary, i.e., the collection of words that make up the language. Average folks call this collection of words a lexicon. However, linguists call these words "morphemes". Additionally, and the really cool thing is, you only need to know about two-three thousand words to become conversational in any language, and this book has over 950 key business words you can start using right away! That's nearly half in one source!

[14]https://nche.ed.gov/wp-content/uploads/2018/11/read_ch5.doc#:~:text=Linguists%20have%20identified%20five%20basic,and%20pragmatics)%20found%20across%20languages.

The second component of any language is the way the morphemes are pronounced, which is called phonology. The third component of a langue is syntax, which is the way in which the speaker puts the words together to communicate meaning. For example, a speaker could say “The golfer hit the golf ball”, but do they mean that the golfer hit the ball, or do they mean that the golf club she was using hit the golf ball?

And that’s where the fourth component of a language, semantics, comes in. Semantics deals with deeper, more nuanced meaning and understanding. For example, if I say, “I was green with envy” or you say, “She got cold feet”, I don’t mean that my skin changed colors, and you don’t mean that her lower appendages’ temperature dropped. These statements simply describe feelings of jealously and anxiety.

The fifth and final component of any language is pragmatics, which is the speaker’s ability to target their messages to their audiences appropriately. For example, most of us don’t talk to our children the way we talk to our parents. And we don’t talk to our CFO the way we would talk to a worker on the shop floor. And we don’t talk to civilians in the salty manner we may do so with a veteran buddy. Or we shouldn't!

In this book, I provide you, the veteran reader, with the targeted vocabulary, terminology, models, and concepts necessary to **learn** to speak the language of *management* fluently. Which targeted language components? The components of the language of *management*, which is the material ubiquitous to any collegiate Business 101 course, and is the material covered on ICPM's 3-part CM® exam.

Additionally, in addition to the terms and terminology, many of my esteemed brother and sister veterans-turned-successful business entrepreneurs and owners share their personal vignettes of business topics they enjoy to illustrate the syntax, semantics, and pragmatics through real-world examples. These veteran business owner vignettes stand apart from the text's body because they are presented in gray boxes, illustrating key concepts of management.

These demonstrations not only help you achieve fluency in *management*, but also in *literacy*, which, in business, is defined as "competence or knowledge in a specified area"[15], i.e., the ability to do it. Coupling fluency and literacy is the summit of this language acquisition mountain you're scaling.

In fact, scholar Jennifer Sparrow describes a literate person as one who can "read, speak, and listen for understanding in a new language", and a fluent person as one who can "create something in the [new] language: a story [like the story of your military career and how it can help the company when they hire you], a poem, a play, or a conversation".[16]

Therefore, as you can see, reading this book and following the study plan presented in the "Introduction" chapter will help you learn to speak *management* fluently, which is the first objective of this book, help you speak civilian, i.e., *management*, fluently, and prove it, the second objective, by achieving ICPM's CM® credential and a meaningful, lucrative post-service career, either in someone else's business or your own, which are the book's two specific goals. BOOM! Provable fluency!

---

[15]https://www.google.com/search?q=literacy+definition&oq=literacy+definition&aqs=chrome.0.69i59j0l7.5071j0j7&sourceid=chrome&ie=UTF-8

[16]https://careerservices.erau.edu/blog/2019/10/31/the-difference-between-digital-fluency-and-literacy/

<u>The Magic of Language</u>

~ Scott R. Tucker ~

What do you think of when you hear the phrase "abracadabra"? Magic, right? But that's not what abracadabra means. The Aramaic word "abracadabra" literally translates to "I speak therefore I create or influence".

As humans, language is at the very core of our beings, and yet, most people don't realize just how powerful language is. It's a fascinating technology. Like any technology, it is extremely powerful when understood and used intentionally. But it can also be a distraction and an inefficient time suck if you don't understand it, or if you aren't intentional with it.

Being intentional with language means not giving form—in your thoughts or in your words—to things that you don't want to see in the world. It means not giving energy to words which limit or minimize you. It means telling yourself "I can" and "I will" instead of "I can't" or "I shouldn't".

Your words become your reality. If you want to influence the environment in which you live, if you want to make changes in your life, start with paying attention to your language. As soon as you do, you will begin to "speak to create or influence" for the greater good.

Culture Clash

~ Tony Morrow ~

One of the first things that was pressed into me culturally when I joined the Navy was the proper and effective use of terminology. To know what words to use and when to use them communicated professional competency, cultural alignment within the organization, and helped to build the first levels of trust with your shipmates.

How fast did the Petty Officer or the Chief snap at you for calling the ship a boat, referring to Action Stations as the “bong bongs”, or calling the forenoon the morning?

When I transitioned into the CIVDIV I experienced this culture clash in reverse. After almost 12 years as a naval officer, I had become culturally acclimatized to the Navy. I spoke in a military manner, organized my plans in phases of execution, and may have used a knife hand more than once.

I acted like a military professional, not a business professional. In fact, in one recent interview feedback session with a marine industrial company, providing in service support for naval assets, I was given some surprising feedback: I was too military!

In the interview I had used many examples of my military experience in various ships and different environments, illustrating my experience with the platforms this company provided service and support for. I flexed my military terminology, using acronyms and references to key

Culture Clash (continued)

~ Tony Morrow ~

personnel, positions, and platforms that would demonstrate my subject matter expertise on the very systems I would be potentially working on.

The people conducting the interview did not care. They weren't military veterans or had any familiarity with what I was talking about. They were civilians, project managers and business professionals. I made them feel uncomfortable because I didn't use the terminology they commonly used in their daily professional environment. Instead of conveying the professional competency, cultural alignment, and trust that I was hoping to communicate; they perceived professional ignorance, cultural dissonance, and a lack mental flexibility that made them question whether I could culturally align with their organization.

I wasn't a good fit because of a culture clash between what I had been: A Military Professional, and what I needed to be: A Business Professional.

Chapter 3: *Modern Management in the CIVDIV*

In the CIVDIV, it's all about the management! That's because regardless of the organization type, size, tax status as a for-profit, nonprofit, or public organization, or government, state, or municipal agency or office, they all need managed! Managed to do what? Coordinate the people, their effort, and resources to achieve the outcomes desired to sustain and/or grow the organization congruent to its goals and objectives. Way back in the day, like 1903 back in the day, a French mining engineer, executive, and business philosopher named Henri Fayol developed his theory of general management, which consisted of five functions, which he called "elements", and fourteen principles managers perform to do so.[17]

Fayol's original five functions of planning, organizing, command, coordination, and control have been tweaked a bit in the years since 1903. For example, "command" is now known widely in both the academic literature and in practice as lead, or leadership, and the

[17] "General and Industrial Management" by Henri Fayol, Copyright 2013 by Martino Publishing.

functions of coordination and control have been married to produce the singular control function. So, for this book, the framework we'll hang our learning on as we go is Fayol's *theory of management*, which consists of the four management functions planning, organizing, leading, and controlling.

Based on this theory of management then, ***managers*** are individuals that plan, organize, direct, and control the work of others in an organization, i.e., the organization's employees to achieve the organization's desired goals and objectives. That means we can define ***management*** then as the planning, organizing, leading, and controlling of human and other resources to achieve organizational goals efficiently and effectively. Managers do so inside of *organizations*, which are collections of people who work together and coordinate their actions to achieve a wide variety of desired future outcomes, such as goals, objectives, profitability, and productivity. Organizational success is driven by effective managers.

Some organizations choose to pursue a global strategy to do so. *Strategy* in the CIVDIV is defined as a cluster of decisions about what goals to pursue, what actions to take, and how to use resources to achieve identified goals.

Strategy formulation is the process of analyzing the organization's current state and situation against the desired state and situation, and then planning goals, objectives, and activities to bring the organization to the desired state and situation. Organizations that choose to operate and compete in more than one country are called ***global organizations***. One strategy of global organizations is *outsourcing*, which occurs when one organization contracts with another company, usually abroad, to have it perform an activity the organization previously performed by itself in its home country.

Planning is defined as identifying and selecting the appropriate goals and objectives to pursue and what activities to do to achieve them. Additionally, ***organizing*** means structuring working relationships in a way that allows organizational members to work together to achieve organizational goals. Creating *organizational structures* is a prime example of an organizational task to create formal systems of task and reporting relationships that coordinate and motivate organizational members so that they work together to achieve organizational goals.

Furthermore, ***leading*** is the action by which work is executed. It involves instructing, guiding, energizing, and supervising the performance of employees to accomplish the organization's mission, vision, goals, and objectives. A manager training, coaching, and mentoring her subordinates to assist her in achieving their department's goals fully is ***leading***. Additionally, in the CIVDIV, leading is also often referred to as "*directing*".

Finally, ***controlling*** means we evaluate how well our organization and its employees are achieving its goals and taking action to maintain or improve performance. For example, assessing an employee's daily output, meeting with them to increase it, verifying that they have, and then providing them with appropriate feedback regarding their new performance levels is controlling.

There are several types of managers in the CIVDIV, depending on their level in the organization and the specialized knowledge, skills, and abilities ("KSAs") they bring to the organization. Regarding level, *first-line managers* are those managers who are responsible for the daily supervision of nonmanagerial employees. They are often referred to as "***supervisors***" or "*leads*". ***Middle***

managers supervise first-line managers, i.e., supervisors, and are responsible for finding the best way to use resources to achieve organizational goals. Finally, ***top managers*** establish organizational goals, decide which businesses and markets to enter, decide how departments should interact, and monitor the performance of middle managers. As a manager moves up in the organization, they do less employee management and rely less on technical skills and rely more on planning.

Top managers are sometimes called ***leaders,*** who are individuals that create visions for their organizations and impassion employees to work together to achieve those visions. Therefore, a ***top management team*** within an organization is the collection of senior managers of an organization traditionally consisting of the CEO, the chief top manager, and the other "Chief" titles or departmental vice presidents. Often times these chief officers are referred to as "*executives*", "*execs*", or "*leaders*".

Regarding KSAs, all managers need to possess conceptual, technical, and human skills. *Conceptual skills* are defined as the abilities to analyze and diagnose a situation and distinguish between cause and effect, and ***technical skills*** represent the job-specific knowledge, techniques, and mechanics required to perform an organizational role. The highest demand on the manager's technical skills is at the first-line level of management and will decrease as they promote up through the ranks. Additionally, managers need ***human skills***, which is the ability to understand, alter, lead, and control the behavior of other individuals and groups to achieve the organization's mission, visions, goals, and objectives.

When an organization's management is efficient and effective at performing their roles though the four functions, many benefits ensue. First though, let's define efficient and effective; two essential terms in discussions of organizational performance. Both efficiency and effectiveness are measures of organizational performance, which itself is also a measure.

Therefore, ***organizational performance*** is a measure of how efficiently and effectively a manager uses the organization's resources to satisfy customers and achieve organizational goals. Additionally, *efficiency* is a measure of how well or how productively resources are used to achieve a goal, and *effectiveness* is a measure of the appropriateness of the goals an organization is pursuing and the degree to which the organization achieves those goals.

Low efficiency and low effectiveness result in managers choosing the wrong goals and making poor use of resources to achieve these wrong goals, which produces low-quality products that customers don't want to buy. Furthermore, managers low in efficiency but high in effectiveness choose the right goals but do a poor job of marshalling their resources to meet them, which creates products that customers want but that they can't afford because the products are too expensive. Additionally, managers high in efficiency but low in effectiveness make great use of their resources, just in pursuit of the wrong goals! This results in high-quality products that customers don't want. So, the target then is producing high efficiency and high effectiveness, that state in which managers choose the right goals and use their resources wisely to deliver them, which results in high-quality products that customers want at a price they can afford to pay.

Managers can enhance organizational efficiency and effectiveness in several ways, which can increase their organization's competitive advantage. ***Competitive advantage*** is an organization's ability to outperform other organizations because it produces desired goods and services more efficiently and effectively than their competitors do.

The four components of competitive advantage that combine to varying degrees are efficiency, innovation, quality, and responsiveness to customers.

To gain efficiency, organizations can constantly attempt to reduce the quantity of resources they use to produce goods or services, especially against companies in other countries where labor may be cheaper, which lowers their competitors' prices. Additionally, managers should strive constantly not only to produce and maintain high efficiency and effectiveness so they not only produce products and services their customers want at prices they can afford, but also be responsive to customers' expectations of new or improved high-quality products and services at affordable prices.

This is called *continuous innovation*, which is the process of creating new or improved goods and services or developing better ways to produce or provide them. Managers and their organizations do so by creating organizational settings and cultures in which employees are encouraged to be innovative and trained to be responsive to and responsible for meeting customers' needs.

Another way management can enhance efficiency, effectiveness, competitive advantage, and organizational performance is by increasing the organization's core competencies and practicing employee empowerment. *Core competencies* are the specific sets of departmental skills, knowledge, and experiences that allow one organization to outperform another, and ***empowerment*** is the expansion of employees' KSAs and decision-making authority and responsibilities. Employee-level decision-making facilitates employees solving problems, and empowerment is most fully realized within self-managed teams. ***Self-managed teams*** are groups of employees who assume responsibility for organizing, controlling, and supervising their own activities and monitoring the quality of the goods and services they provide.

An additional way that managers can enhance organizational performance and competitive advantage is by promoting ***innovation,*** which is the process of creating new or improved goods and services or developing better ways to produce or provide those goods and services. You will hear "goods and services" discussed a lot after you parachute into the CIVDIV. "Products" is synonymous with "goods". So, saying "goods and services" means the same thing as saying, "products and services".

Obviously, companies that can't create competitive advantage fail. If the performance failure is of a large enough magnitude, ethical and socially responsible behavior can erode into unethical or illegal behavior. *Social responsibility* centers on deciding what obligations a company has toward the people and groups affected by its activities, which means companies have varying degrees of commitment to social responsibility. If failure is occurring or has occurred, a turnaround management strategy or restructure might be needed.

A ***turnaround management strategy*** is a strategy that involves the creation of a new vision for the struggling organization based on a new approach to planning and organizing to make better use of a company's resources and allow it to survive and prosper. Management can also implement *restructuring,* which means downsizing an organization by eliminating the jobs of large numbers of top, middle, and first-line managers and nonmanagerial employees.

Chapter 4: *Modern Managers in the CIVDIV*

Last chapter, we defined the terms manager and management. Managers are the keystone of this entire book, and fluency in the language of *management* is your key to a meaningful, lucrative post-service careers or businesses! The profession of general management has many sub-types, such as cybersecurity, HR, project and program, operations, quality, and financial management. Therefore, in this chapter, we will examine managers themselves in quite a bit more detail.

First, managers are people, performing roles, through functions, as we have already seen. That means that second, they have characteristics, i.e., traits, which are things we can observe about them. In addition to characteristics, we can also observe their behavior, i.e., deeds, temperament, decisions, and words, which are all things that provide insight into how they tick, i.e., their ethics, biases, and a whole slew of other things, their behavior. A term associated with these items is *personality traits,* which are defined as one's enduring tendencies to feel, think, and act in certain ways.

A popular model depicting personality traits common to managers is the Big Five Personality Traits model. It consists of five components, extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience. ***Extraversion***, the first trait, is the tendency to experience positive emotions and moods and to feel good about oneself and the rest of the world. The second of the Big Five traits is ***negative affectivity***, which is the tendency to experience negative emotions and moods, to feel distressed, and to be critical of oneself and others, and the third trait, ***agreeableness***, is the tendency to get along well with other people.

Conscientiousness is fourth trait in the Big Five Personality Trait model, and it is the manger's tendency to be careful, scrupulous, and persevering. Finally, a manager's fifth trait is *openness to experience*, which is a manager's tendency to be original, have broad interests, be open to a wide range of stimuli, and take risks.

Additional personality traits are locus of control, self-esteem, and McClelland's Needs model, all of which are impacted by the manager's values, attitudes, moods, and emotions. There are two types of loci of control, external and internal. An ***external locus of control*** is the tendency to locate responsibility for one's fate in outside forces and to believe one's own behavior has little impact on outcomes.

Conversely, an *internal locus of control* is the tendency to locate responsibility for one's fate within oneself. Think for a couple minutes about which locus you lean towards, and how that affects your words, deeds, emotions, moods, and what role your self-esteem plays. *Self-esteem* is the degree to which individuals feel good about themselves and their capabilities. These affect your peers and subordinates too.

If It Is To Be, It Is Up To Me

~ Craig Washburn ~

Like most of us, as a child/teenager accepting responsibility was difficult. I always looked for excuses to explain shotty work or why something did or did not happen. To use the phrase from Eric's lesson, I had an external locus of control. That all changed for me when I raised my right hand and swore to defend our nation. I made a commitment to myself from that point forward, I was going to accept responsibility for my destiny, and I was going to do what it took to achieve greatness in all that I took on. I owed that to myself and my brothers and sisters that I served beside.

That change in mindset to an internal locus of control, had a tremendous impact on all that I was able to achieve while on active duty and beyond.

Fast forward post military, to my time in corporate America. In business and management, results matter. No one wants to hear why you did not get the job done or why you missed a deadline or why you missed a sales target. They just want results. Now it is inevitable that everyone of us is going to find ourselves in one of these situations. The key is to accept full responsibility of the deficit and figure out what you need to do to make sure it does not happen again.

This mindset will also set you up for greatness. Treat your role and output for your employer like you are running your own business. You are the CEO of your piece of the overall puzzle. You are responsible for ensuring that the product or service that you contribute is the best it can

If It Is To Be, It Is Up To Me (continued)

~ Craig Washburn ~

be. Look for ways to make you and your team more efficient and more effective. Look for out-of-the-box ways to increase revenue or decrease costs. Train the people who work for you or with you to do the same thing. If you do that and learn the lessons of this book, it won't be long before you will be offered opportunities to lead bigger teams and have broader responsibilities with your employer. You've got this!

Furthermore, according to psychologist David McClelland, we all have needs, of varying degrees, for achievement, affiliation, and power. The *need for achievement* represents the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards of excellence, the *need for* ***affiliation*** represents the extent to which an individual is concerned about establishing and maintaining good, friendly interpersonal relations, being liked, and having other people get along well with you, and the ***need for power*** is the extent to which an individual desires to control or influence others.

Regarding values, attitudes, moods, and emotions, there are two kinds of values, terminal and instrumental. Some examples of *terminal values* include a comfortable life, a sense of accomplishment or lasting contribution, freedom and independence, and self-respect, and some examples of *instrumental values* include ambition, capability, courage, honesty, and politeness.

A manager's *attitude* is their collection of feelings and beliefs about their jobs, contributions, and organizations. As such, a manager's job satisfaction affects their attitudes, because ***job satisfaction*** is their collection of positive feelings and beliefs that they have about their jobs, which affects their organizational commitment. ***Organizational commitment*** is the manager's collection of feelings and beliefs that managers have about their organization as a whole.

Managers that understand and manage their own moods and emotions as well as understating and managing the moods and emotions of other people are called ***emotionally intelligent,*** or described as having high "EQ". A *mood* is a feeling or state of mind, and ***emotions*** are intense, relatively short-lived feelings. Some characteristics of EQ are high levels of self-awareness and ***empathy***, which is the ability to recognize and understand the wants, needs, and feelings of others, self-regulation, motivation, and social skills.

Organizational culture is the shared set of beliefs, expectations, values, norms, and work routines that influence how individuals, groups, and teams interact with one another and cooperate to achieve organizational goals. ***Norms*** are the unwritten, informal codes of conduct that prescribe how people should act in particular situations and are considered important by most members of a group or organization, and ***group norms*** form when group members agree on what informal rules constitute acceptable levels and types of behavior in the group.

The founder and managers' values and beliefs make large contributions to the organizational culture, as assessed through the *Attraction-Selection-Attrition ("ASA") Framework*, which is a model that explains how personalities may influence organizational culture. Factors that maintain and transmit the organization's culture are values of the founder, socialization, ceremonies and rites, and stories and language. *Organizational socialization* is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform their jobs effectively.

This Makes Sense

~ Craig A. Jones ~

After learning the language of civilian management, I was able to transition into an operations manager role leading the daily emergency medical services operations for 5 cities and towns. Instant relief and a huge step onward to a meaningful and lucrative career. It felt good. It felt comfortable. It felt like I'd had done this before.

Using the skills I acquired while serving around the world in the military and the concepts I learned through business school I was able to effectively lead a large and dispersed team and it felt great to do so again!

Now, certainly this was much different than what I had done in the military. However, the core competencies remained the same and my past experiences helped me to adapt to this new world. The best part was helping civilian business leaders learn why and how military veterans can make significant contributions to their teams without having that particular industry experience. You've got this!

Chapter 5: *Managing Ethically and Socially Responsibly*

As discussed previously, each manager is an individual, which means they all have their own views on things. However, they also have the additional management responsibility to organize the organization and its individuals to achieve the greatest efficiency and effectiveness at selling products and services to maximize profitably and productivity in an ethical and socially responsible manner. This chapter deals with the "ethical and socially responsibly" part.

We have four types of ethics, general ethics, i.e., "ethics", individual ethics, professional ethics, and societal ethics. ***Ethics*** are the inner guiding moral principles, values, and beliefs that people use to analyze or interpret a situation and then decide what is the right or appropriate way to behave. ***Individual ethics*** are the personal values and attitudes that govern how individuals interact with other people, and *professional ethics* are standards that govern how members of a profession are to make decisions when the way they should behave is not clear-cut, including stakeholder consideration. Finally, *societal ethics* are standards that govern how members of a society are to deal with each other on issues such as fairness, justice, poverty, and the rights of the individual.

Ethical dilemmas are the quandaries people find themselves in when they have to decide if they should act in a way that might help another person or group even though doing so might go against their own self-interest. As you can see, there is a plethora of ethics and ethical issues inherent in managing an organization that is a collection of individuals. As such, companies may have an **ethics ombudsman**, or simply "***ombudsman***", which is an ethics officer, i.e., a responsible "exec", who monitors an organization's practices and procedures to ensure they are ethical.

Central to an organization's ethical practices and procedures are ***rules***, of which there are several types. For example, the ***justice rule*** distributes benefits and harms among people and groups in a fair, equitable, or impartial way, and the ***moral rights rule*** best maintains and protects the fundamental or inalienable rights and privileges of the people affected by it. Additionally, a *practical rule* is one that a manager has no reluctance about communicating to people outside the company because the typical person in a society would think it is acceptable. And finally, a ***utilitarian rule***, like a ***utilitarian decision*** produces the greatest good for the greatest number of people.

S***ocial responsibility*** is defined as the way a company's managers and employees view their duty or obligation to make decisions that protect, enhance, and promote the welfare and well-being of stakeholders and society as a whole. Organizations can adopt four types of approaches towards social responsibility, obstructionist, defensive, accommodative, and proactive.

In an *obstructionist approach*, companies and their managers choose not to behave in a socially responsible way and instead behave unethically and illegally. However, unethical behavior erodes organization reputation, performance, and competitive advantage. With a ***defensive approach***, companies and their managers behave ethically to the degree that they stay within the law and strictly abide by legal requirements. However, caution regarding perceptions and brand loyalty should apply, just because management can do something, should it? What does the press look like when management is rewarded for substandard performance and stockholders snubbed? This is legal, but…

The third type of approach to social responsibility that organizations can take is the *accommodative approach*, which is the approach in which companies and their managers behave legally and ethically and try to balance the interests of different stakeholders as the need arises. *Stakeholders* are the people and groups that supply a company with its productive resources and so have a claim on and a stake in the company. Finally, a fourth type of approach is a proactive approach. Companies and their managers adopting a ***proactive approach*** actively embrace socially responsible behavior and go out of their way to learn about the needs of different stakeholder groups and use organizational resources to promote the interests of all stakeholders.

Ethics. Integrity. Purple Bears

~ Josh Franks ~

Sure, I'm ethical. Sure, I have integrity… said every con-artist. Everyone says they are ethical and operate with morals and integrity. But this isn't your last unit. This is corporate America, and you WILL, one day, work for a purple bear. They are cuddly, soft, and only care about their next meal. You? You are a means to their end. You will likely work for one and it will drive you nuts.

I wish I knew Doc when I first left the service. For me, right was right, wrong was wrong. It was black or white. Without knowing it, I was learning the reverse – how to manage upward with ethically inept bosses. In the real word, nothing is simple. I remember my first job after the military and my supervisor asked me to walk a fine line, briefing senior management with partial truths. Twenty years ago, I was trying to move this line. Today, I know how to keep off it. This is what we call "politics".

You never compromise your principles or integrity. But when working for a purple bear, you want to learn tactics that enable you to walk on either side of the line.

Chapter 6: ***Managing in a Global Environment***

Outsourcing, significant advances in transportation and communications, the growing global adoption of free-trade doctrine, and the reduction of tariffs are lowering barriers to entry across the globe, which is increasing global competition. As such, today's managers constantly face the challenges of the environmental change that is global competition, such as establishing operations in a country abroad, obtaining inputs from suppliers abroad, managing in a different national culture, and successfully overcoming barriers to entry. This chapter provides a walk-through of these challenges.

Globalization is the set of specific and general forces that work together to integrate and connect economic, political, and social systems across countries, cultures, or geographical regions so that nations become increasingly interdependent and similar. It is shaped by the ebb and flow of capital, which is the valuable wealth-generating assets or resources that people move through companies, countries, and world regions to seek the greatest return on their investments. The four principal forms of capital that flow between countries are human capital, financial capital, resource capital, and political capital.

Human capital is the flow of people around the world through immigration, migration, and emigration. *Financial capital* is the flow of money across world markets through overseas investment, credit, lending, and aid. *Resource capital* is the flow of natural resources, parts, and components between companies and countries, and *political capital* is the flow of power and influence around the world using diplomacy, persuasion, and aggression.

There are two types of business environments within this global environment, the general environment, and the task environment. First, we define the encompassing *global environment* as the set of global forces and conditions that operate beyond an organization's boundaries but affect a manager's ability to acquire and utilize resources. Second, we define the ***general environment*** as the wide-ranging global, economic, **technological**, **sociocultural**, demographic, political, and legal forces that affect an organization and its task environment. Third, the ***task environment*** is defined as the set of forces and conditions that originate with suppliers, distributors, competitors, and customers, which means **they influence manages daily**. As such, the task environment is important, both in practice and on the CM® exam.

Suppliers are individuals and organizations that provide an organization with the input resources it needs to produce goods and services, and therefore it's important that managers ensure a reliable supply of input resources. Changes in the nature, number, or type of suppliers produce both opportunities and threats that managers must respond to. The ***supplier/business relationship*** can represent a bargaining position: suppliers have a strong bargaining position if they are the sole source of an input and the input is vital to the organization. Conversely, the organization has a strong bargaining position when there are many suppliers for a particular input competing for business.

Distributors are organizations that help other organizations sell their goods or services to customers. Managers must make decisions about how to distribute their products to customers, which can significantly impact organizational performance. If distributors become too large, they can demand that an organization lower the cost of their goods or services. However, it is illegal for distributors to collaborate or scheme to keep prices high and maintain their power over buyers.

Customers are individuals and groups that buy the goods and services an organization produces. An organization's success depends on its responsiveness to customers and whether it can satisfy their needs. Therefore, it is essential that a manager be able to identify an organization's main customer groups and make the products that best satisfy their needs at prices they can afford.

An organization's competitors are competing for those same customers, however. ***Competitors*** are organizations that produce goods and services that are similar to a particular organization's goods and services. Rivalry among its organization's competitors is potentially the most threatening force managers must deal with. Additionally, ***potential competitors*** are organizations that presently are not in a task environment but could enter if they so choose. When new competitors enter a market, competition increases which results in prices and profits decreasing as market share is distributed among them. Each competitor's share of the total customers in the market is called their "market share".

The Golden Rule of Business, “Know Thy Customers”

~ Tony Gray ~

Shortly after transitioning out of the military, I was Director of Operations for a high-tech startup. I was responsible for acquiring, deploying, and integrating a global network of technology. I routinely met with business developers as we rapidly grew our company with venture capital. We went from five guys working in a basement to nearly 100 employees, in about six months, across multiple office locations.

It was the "dot com" heyday, and we grew fast. The pace was grueling like when I was on board ships in the fleet. We grew so fast that we quickly outgrew our headquarters office and we had to rapidly revamp our headquarters to keep pace.

While working out of temporary offices, I walked across the street to survey progress of the complete transformation of our headquarters. Workers stripped the entire space down to the studs and worked at a breakneck pace to upgrade our facility.

As I entered the elevator heading up to our headquarters office construction site, a business developer hopped aboard with an entourage of his company's senior executives. I recognized him from his multi-million-dollar sales pitches to our founders.

As I stood in the back of the elevator, I listened to their CEO ask the BD guy, "So Bob, how well do you know this prospect?" With abundant confidence, Bob, the BD guy, replied, "Oh boss, don't worry, I know these guys like the back of my hand. This deal is in the bag!”.

The Golden Rule of Business, "Know Thy Customers" (continued)

~ Tony Gray ~

Just as he finished his proclamation, the elevator doors slowly opened to the gaping hole of our headquarters offices stripped to the studs with hardhat clad workers tossing sheet rock. As a plume of dust plowed into the elevator, Bob the BD guy looked confused, mortified, and embarrassed all at once, under the glare of his senior leaders.

I slid past the dusty elevator entourage. "Excuse me, pardon me gentlemen…oh, and Bob, we are working in temporary offices across the street while we upgrade our headquarters." As the elevator doors closed, I could hear a mix of cursing and cackling about Bob's poorly timed proclamation.

If you want to succeed in business, you must (no kidding) know your customer like the back of your hand. Business developers call this "customer intimacy". You should constantly research and stay abreast of the following client intimacy categories:

Key Leaders: What does the purchasing team look like? Who makes the decisions? Who are the key influencers? What are their backgrounds and their personality traits impacting their decision making? How do each of those players factor into the overall buying process?

Pain Points: What keeps the decision makers up at night? How does your solution uniquely help solve those pain points?

The Golden Rule of Business, "Know Thy Customers" (continued)

~ Tony Gray ~

Competitors: What do your clients know about your competitors? What do they like and dislike about your competitors?

Communication: How do your clients like to communicate? Do they prefer email, phone calls, video conferences, white papers, etc. How can you best communicate the value of your solutions to them?

Proof Points: Recurring customers are your best customers. They provide great upselling opportunities. Raving fans spreading positive word of mouth are the best salespeople. Do your clients know everything you are doing for them and are you quantifiably showing them how you are helping them succeed?

Oh, and it's always a good idea to know where their headquarters team is working. Don't worry. Poor Bob the BD guy won the deal.

If you would like to enter the rewarding BD profession and become Business Development Professional (BDP) certified or, train all of your employees on BD to maximize business success, please visit www.GBDAssociation.org.

Managers can create and/or leverage barriers to entry to mitigate competition though. ***Barriers to entry*** are factors that make it difficult and costly for an organization to enter a particular task environment or industry. The higher the barrier of entry, the fewer the competitors that an organization must compete against. Barriers of entry result from three main sources: economies of scale, brand loyalty and associated brand-name reputation, and government regulations.

Economies of scale are the cost advantages associated with large operations. They result from factors such as manufacturing products in very large quantities, buying inputs in bulk, or making effective use of organizational resources. ***Brand loyalty*** is a customers' preference for the products of organizations currently existing in the task environment. If established organizations enjoy significant ***brand loyalty***, a new competitor will have a difficult time obtaining any market share, which means even though competitors are entering the market, we see no corresponding decline the in the organization's market share.

Finally, government regulations can, in some cases, also function as a barrier to entry at both the industry and the country levels. For example, at the country level, government regulations can limit the goods being imported if they are a competitor or threat to local organizations or companies.

Exploring the general environment next, ***demographic forces*** are outcomes of changes in, or changing attitudes toward, the characteristics of a population, such as age, gender, ethnic origin, race, sexual orientation, and social class. ***Economic forces*** concern interest rates, inflation, unemployment, economic growth, and other factors that affect the general health and well-being of a nation or the regional economy of an organization. Additionally, ***political and legal forces*** are outcomes of changes in the laws of a society and regulations, such as deregulation of industries, privatization of organizations, and increased emphasis on environmental protection, and *sociocultural forces* are pressures emanating from the social structure of a country or society or from the national culture.

All of these forces can be potential threats to a company's operations and performance. ***Regulation*** refers to the process of controlling business through laws passed by government to protect the interests of consumers, and ***deregulation*** is the process of removing or restricting laws passed by government to raise levels of business competitiveness. Finally, ***technological forces*** are outcomes of changes in the technology managers use to design, produce, or distribute goods and services, such as computers, machines, and tools. ***Technology*** is the combination of skills, experience, tools, computers, and equipment that managers use in designing, producing, and distributing their organization's goods and services.

As you can intuit, the national cultures in which a global organization operates shapes its individual manager and employee behavior. National cultures do so by specifying appropriate and inappropriate behavior and interaction with others. People learn their national culture at an early age by interacting with others in their everyday lives. The building blocks of national culture are cultural values and norms. ***Values*** are ideas about what a society believes to be good, right, desirable, or beautiful, and ***norms*** are the unwritten, informal codes of conduct that prescribe how people should act in particular situations and are considered important by most members of a group or organization.

Some norms are central to the functioning of society while others are simply social conventions. Managers need to observe and conform to the norms of the society and/or business in which they are working. Doing so will build respect and cohesiveness among a group, like Jeremy drinking lots of sugary, black tea in Iraq. This may be challenging however, considering the manager may have grown up in another culture. So, managers also need to compare and contrast ***sociocultural differences*** so they can manage them effectively.

Psychologist Geert Hofstede developed a model of national culture which contained five dimensions in which national culture could be placed, which include: 1. Individualism vs. Collectivism, 2. Power Distance, 3. Achievement vs. Nurturing Organization, 4. Uncertainty Avoidance, and 5. Short-term vs. Long-term Orientation.

Individualism is the worldview that values individual freedom and self-expression and adherence to the principle that people should be judged by their individual achievements rather than by their social background. *Collectivism* is the worldview that values subordination of the individual to the goals of the group and adherence to the principle that people should be judged by their contribution to the group. Managers must realize that organizations and organizational members reflect their national culture's emphasis on individualism and collectivism.

Social structure is the traditional system of relationships established between people and groups in a society, and ***power distance*** represents the degree to which societies accept the economic and social differences in wealth, status, well-being, and an individual's physical and intellectual capabilities and heritage that result from differences in individual capabilities. Societies can have either a high or a low power distance. A high power distance is when a society allows inequalities to grow over time. A lower power distance is when large inequalities between citizens are not allowed to develop.

While an *achievement orientation* is a worldview that values assertiveness, performance, success, and competition, a *nurturing orientation* is a worldview that values the quality of life, warm personal relationships, and care for the weak.

Uncertainty avoidance is the degree to which societies are willing to tolerate uncertainty and risk. Societies with low uncertainty avoidance are easygoing, value diversity, and tolerate differences in personal beliefs and actions, and societies with high uncertainty avoidance are more rigid and skeptical about people whose behaviors or beliefs are different from the norm.

Hofstede's *short-term orientation* is the worldview that values personal stability or happiness and living for the present. Additionally, the *long-term orientation* is the worldview that values thrift and persistence in achieving goals. All of these factors of national culture are important because differences in national cultures have important implications on managers and organizations.

For example, a culturally diverse management team can be a source of strength for an organization participating in the global marketplace. Furthermore, culturally diverse management teams have a better appreciation of how national cultures differ, and they tailor their management systems and behaviors accordingly.

Several trends are coalescing to reduce barriers to entry into other global markets, which can increase revenues, but also costs and risk. ***Barriers to entry*** are factors that make it difficult and costly for an organization to enter a particular task environment or industry of another organization, and there are three types: economies of scale, brand loyalty, and government regulations.

One major trend is the increasing global adoption of the *free-trade doctrine*, which is the idea that if each country specializes in the production of the goods and services that it can produce most efficiently; this will make the best use of global resources. Countries that accepted the free-trade doctrine set a goal and created a treaty to remove barriers to the free flow of goods, services, and capital between countries.

Another trend in globalization is global outsourcing. ***Global outsourcing*** is the purchase or production of inputs or final products from overseas suppliers to lower costs and improve product quality or design, which can enhance competitive advantage globally.

A third major trend in declining barriers to entry is the general reduction in tariffs. A ***tariff*** is a tax that a government imposes on imported or occasionally, exported goods. The goal of ***import tariffs*** is to protect domestic industries and jobs from overseas competition. So, for example, a government charging a 15% tax on imported rubber is imposing an import tariff. The global decrease in the number of tariffs has removed many barriers in trade and investment.

Additionally, significant advances in technology and transportation, such as satellites, Internet, computer networks, video teleconferencing platforms, and commercial air travel have reduced the impact of distance. Thus, the lowering of barriers to trade and investment and the decline of distance and culture barriers have created opportunities for companies to expand the market for their goods, and an open global economy has increased opportunities to sell goods and services abroad, and to buy goods and services abroad as well.

Chapter 7: ***Managing Sustainably***

Much like societies act on and shape an organization's character, so too do organizations impact the character of the societies and environments around them that they operate in. Sustainability is a key term and concept that has entered the conversation on this topic, "managing sustainably". ***Sustainability*** is the ability of an organization to manage the business' present needs so that it has minimal negative impact on the environment, society, and the economy, i.e., it doesn't exhaust resources or damage the environment. Therefore, a sustainable business operates in an environmentally friendly manner to ensure that all processes, products, and actions along its value chain address current environmental concerns while producing a profit, something many green and sustainable advocates don't consider, which is a complaint of sustainability.

An increasingly popular way to measure sustainability is the triple bottom line ("TBL"). The TBL is a comprehensive measure of performance that includes financial ("PROFIT"), environmental ("PLANET"), and social ("PEOPLE") measures. TBL holds that social capital and environmental capital impact the bottom line of a business as much as financial capital. Social capital results from businesses engaging the community to determine beneficial win-win solutions to common problems.

The TBL focus on social capital involves corporate social responsibility or the equitable, fair, and humane treatment of people. Measures of social capital include corporate reputation, employee growth, retention, satisfaction, and turnover.

Environmental capital is centered on protecting the environment and assessing environmental administration programs to understand every stage of product life cycles. Measures of environmental capital include climate change, deforestation, marine and environment degradation, persistent environmental pollutants, energy, carbon, greenhouse emissions, loss of biological diversity, and stratospheric ozone depletion.

A sustainable business model strives to do two things: decrease or eliminate the environmental impact of harmful chemicals, materials, and waste generated from the production of goods and services, and employ environmentally friendly inputs to production that can function at the same level or better than unfriendly inputs and at a lower cost. An organization's *carbon footprint* is the environmental impact of harmful chemicals, materials, and waste generated from the production of its goods and services, if any, as measured by greenhouse gasses. Additionally, an organization's *ecological footprint* is the environmental impact of its resource consumption in production as measured by the water and land capacity that is needed to replace those resources.

Additionally, when we speak of the physical environment and ecology in which organizations operate, the term "green" comes up. A *green company* is a cutting-edge company with respect to environmental concerns. Green companies adopt *green business practices*, which are environmentally friendly business practices, such as the conservation of water and energy or recycling, that contribute to sustainability initiatives.

Operating sustainably takes a lot of thinking and engineering by management and employees to plan, organize, lead, and control their organizations however, from top to bottom, and from front to back. All employees need to have the proper long-term mindset of more than just compliance, but sustainable outcomes for all. Management sets this tone to integrate sustainability into the organization's DNA.

The term to describe this wholistic type of thinking is ***systems thinking***, which is a way of thinking that involves how the parts of a business system interact or influence one another. Systems thinking expands beyond our organization, into the ***value chain***, which is the dynamic actions, exchanges, and relationships with all stakeholders involved in the transformation and delivery of raw materials that create value for stakeholders and society. Two types of materials discussed in operating green are *renewable resources*, which are those resources that can be replaced at a rate equal to or faster than their rate of consumption, and *perpetual resources*, which are resources that are continually replaced. Managing in this this fashion allows material recycling to sustain resources. *ISO 14000* is a set of voluntary, international standards for environmental management (both tools and systems) to help organizations do so.

In conclusion of this chapter on being green, that's the hot topic of some critics' ***dissenting view*** of the whole notion. Some economists argue that money spent on solving environmental problems will not be realized in returns. On the other side of that coin, organizations holding a *win-win mentality*, believe that going green is a win-win solution for them and the environment simultaneously.

Chapter 8: *Communicating Effectively*

Communication is the lubricant of the organizational engine. It facilitates individuals' collaboration to get work done. Therefore, communicating well is important for any employee, but especially so for managers. This chapter introduces you to the terms and terminology around this important topic. You will notice that we do not mention knife-hands or putting people at attention in this communications section. That's because don't use them in the CIVDIV! It intimidates most civilians, and you will get in trouble!

First up is the ubiquitous 'transmission model' of communications. In this two-phase model of transmission and feedback, the *sender* is the person or group wishing to share information. To do so, they determine the information that they want to share, i.e., they *encode* their *message* by creating the words and concepts and choose the medium they will use to communicate it through. The ***medium*** is the pathway through which an encoded message is transmitted to a receiver during the transmission phase of the communications process. The receiver ***decodes*** the message, i.e., interprets it, to make sense of what they received, and then the cycle flips, the receiver becomes the sender, and the sender becomes the receiver.

<u>Dial Down the 11</u>

~ Tony Morrow ~

As military professionals, we all have a common understanding on how we communicate with each other. We speak with brevity, urgency, and intensity. It is part of our cultural environment and the skills we develop. Professionally when we are "ON", we exercise urgency of action, intensity of effort, and focus with purpose. As military members or veterans, this is normal. Non-military people don't think this way. They often don't appreciate the urgency with which we speak, they are intimidated by the intensity, and usually threatened when you pull out the "knife hand" or Judo Chop.

My wife often called me out for being a jerk when I would go into my "military mode" at home. I saw the shock and surprise of baristas, cashiers, and customer service reps when my intensity kicked in after a mistake was made and I pointed it out. Although your mileage may vary (lookin' at you Air Force), military culture does not encourage a warm and friendly approach.

As business professionals, and leaders of teams we need to dial down our military intensity. Instead of our "SpinalTap 11", we need to bring it down to a 5 or 6. Sheath that knife hand and use open gestures that build trust. Be kind, gentle, and understanding instead of stern, intense, and intimidating.

Regarding decoding, asking the receiver to explain what they heard is the most effective way to ensure they received and decoded the message correctly. This is ***communications feedback***, i.e., the flow of information from the receiver of a message back to the original sender. Paying attention, actively listening, and showing empathy are important skills to exercise during message receipt. It should be noted that anything that hampers any stage of this communication process is called *noise*.

Several factors go into selecting mediums appropriate for your messages and your audience of receiver or receivers. The first one is *information richness*, which represents the amount of information that a communication medium can carry and to the extent to which the medium enables the sender and receiver to reach a common understanding. Media high in information richness, such as the highest face-to-face conversations, can carry an extensive amount of information and help senders and receivers come to a common understanding, while media low in information richness, such as bulk emails, the lowest information rich source, are impersonal.

The second one is time, which is an extremely valuable resource in an any organization, so it's imperative that managers choose an appropriate communication medium that wastes as little time as possible. The third factor in medium selection is the need for documentation, which means when appropriate, managers need to choose the medium that will best accomplish this requirement when necessary.

Additionally, communication has two forms. The first form of communication is ***verbal communication***, which is the encoding of messages into words, either written or spoken. The second form of communication is ***nonverbal communication***, which is the encoding of messages by means of facial expressions, body language, and styles of dress.

Related to verbal communication, we see the terms jargon, rumors, and linguistic style. First, ***jargon*** is a specialized language that members of an occupation, group, or organization develop to facilitate communication among themselves. Second, ***rumors*** are unofficial pieces of information of interest to organizational members with no identifiable sources. Third, ***linguistic style*** is a person's characteristic way of speaking and includes their voice, question patterns, and word choices.

Third, this massive amount of communication flows around inside and outside organizations. The paths along which it flows are called communications networks, and there are four types, the wheel, the chain, the circle, and the all-channel network.

In a *wheel network*, information flows to and from one central member of the group, as other group members do not need to communicate with one another to perform at a high level. This type of network is usually seen in command groups with pooled task interdependence. In ***chain networks***, members communicate with one another in a predetermined sequence, like employee, to supervisor, to manager, to executive. Chain networks are found in groups with sequential task interdependence, like assembly-lines. In ***circle networks***, group members communicate with others who are similar to them in experiences, beliefs, areas of expertise, or even locations, i.e., close to them physically, as in their offices are right down the hall from each other. Finally, an ***all-channel network*** is found in teams and is characterized by high levels of communication that flow in all directions, like among top management, cross-functional, or self-managed work teams.

Organizational charts, or “org charts”, depict formal internal communication flows. What it doesn’t show can be helpful too, i.e., informal communication lines. *Informal Communications* are communications that occur outside of an organization’s formal channels, and flows around issues, goals, and projects. Informal communication is an important component of how business is conducted in today’s workplace and how it contributes to organizational effectiveness and competitive advantage because employees have the information that they need to accomplish their goals.

External networks are networks that exist outside of an organization and are important for building relationships, generating business opportunities, making job connections, etc. Vertical and horizontal communication is depicted on the “org chart”, where *vertical communication* is communication that travels up and down the corporate hierarchy, and *horizontal communication* travels at the same level in the corporate hierarchy or sideways.

A lot of modern communication happens digitally, over vast networks of computers, laptops, and mobile devices. Some terms that describe this network are Internet, Intranet, and social networking sites. While the *Internet* is the global system of computer networks, an *Intranet* is a companywide system of networks. Additionally, *social networking sites* are websites that enable people to communicate with others with whom they have some common interest or connection.

Hyper-personalized Communication

~ Dana White ~

In today's world, there are many people, brands and businesses seeking everyone's attention at the same time. For instance, social media platforms are designed to lure you into their applications to check notifications and place ads in front of a person every few minutes of the day. Therefore, time, effort, and money in business is the initiative that many companies focus on with perfecting the formula to "reduce" within the categories.

The term "hyper-personalized communication" has become more familiar in recent years. The reason is due to the realization that people do not like to be sold to and with this understanding being a major part of communication; the hyper-personalized conversations assists individuals and businesses to speak the language that is more likely to capture their target's attention. As the saying goes, time is valuable and once it's gone, it's gone.

However, I have a different spin on this concept. You can always get time back with automation within your business or personal life for daily tasks; even the iPhones have customizable automations that are programmable and allow for an individual to automate their daily tasks! The phone is designed to automate and save time as an individual navigates the minicomputer/laptop in the palm of their hand.

The answer to how to get over the hurdle of communicating properly without the stigma of "what's the catch" or "what are you selling me now", is simple. Hyper-personalized conversations are essential in business. In

Hyper-personalized Communication (continued)

~ Dana White ~

general communication with colleagues, family, or friends, would start with "How's the kids, Jackie and Judy"? Based upon remembering the names of someone's children can have a more personalized affect and open them up to a more detailed and personal conversation. When it comes to marketing and hyper-personalized communication, the answer is marketing automation.

Marketing automation allows for a business to establish hyper-personalized conversations through automation based upon data that is stored in the Customer Relations Manager (CRM) to be recalled and delivered within emails or CHATBOT conversations that are more personal to the recipient. This method drives higher conversions and can ultimately prepare you for the next generation of marketing, which is AI (Artificial Intelligence) within the use of your marketing tools. For example, an email can be automated to use "merge variables" to recall specific information from a contact such as a name, city, email, birthday, etc. For every merge variable used it can be comprised of a complete email that is personal and can either be created to replicate a handwritten email or simple newsletter. This strategy is used to drive conversions and retain clients with the feeling that they are not just a number.

The capability to create customer-based AI is possible for smaller companies and can scale to larger corporations. However, the drawback is that with the use of customer-based AI, is that it requires an unmeasurable

Hyper-personalized Communication (continued)

~ Dana White ~

amount of data in order to predict human responses. Therefore, currently a smaller business is limited within their capabilities. One of the uses it could be used for is text messaging.

For example, Joe's Pizza restaurant would like to take orders online via text messages to expedite his process with accepting orders; versus spending time taking orders manually over the phone. This company could utilize AI and program text message responses based upon what the customer orders. The menu options can offer up the queries, which can then be programmed to the extent that the person making the order will feel like they are having a personalized conversation with an employee. Now the owner has just saved time within his business and increased his ROI by accepting more orders at a faster rate.

Be personal and intentional with conversations within business, which will open more doors to success than you can imagine. If you want to learn more, visit the About Us section and learn more about what we do at JDOT Media.

As we have seen, noise can create difficulty in communication. Additionally, the delivery of the message has far more impact than the words chosen. Therefore, **face-to-face communication** is considered the most effective, information rich form of communication.

Enter *management by wandering around (MBWA)*, which is a face-to-face communication technique in which a manager walks around a work area and talks informally with employees about issues and concerns. This is called deck-plate leadership in the Navy, front-line leadership in the Army and Marines, and flight-line leadership in the Air Force. Conflicts can be managed easier, problems uncovered earlier and solved quicker, and deeper considerate relationships formed to promote teamwork and productivity due to increased ***trust***, i.e., team members' confidence and faith in the manager's goodwill and consideration of them. ***Leader-member*** is term used in the CIVDIV to describe the degree to which subordinates trust the manager they report to.

Chapter 9: *Making Managerial Decisions Effectively*

Ultimately, organizational performance is nothing more than the collection of outcomes resulting from decisions made by management and employees while planning, organizing, leading, and controlling. Therefore, making good decisions is doing business good, since decision-making touches every aspect of every business every day. As such, we'll spend this chapter exploring how to make decisions more effectively so you can contribute to your organization's greater performance.

The reality is that managers very rarely, if ever, have fully complete, fully accurate, totally relevant information available to them every single time they need it, and at exactly the time they need it. ***Complete information*** is that information managers need to know to properly exercise control, coordinate activities, or make effective decisions, and ***timely information*** is that information that is available when it is required to allow managers to make an optimal decision before it's made. ***Relevant information*** is information that is useful and suits the manager's particular needs and circumstances.

When managers don't have timely, complete, or fully accurate information, they may not even know what they don't know right, the fog of war. The manager's rationality is what we call "bounded" by what they know and what they don't know.

Therefore, a popular decision-making principal in the CIVDIV is called the ***bounded rationality approach,*** which is the approach that assumes that decision-making is not a perfectly rational process, that we don't know what we don't know, and that the process is one fraught with constraints and limitations; we do the best we can and stay gumby, i.e., "flexible" in *management*. As such, although not optimal, decisions made by evaluating facts through deductive reasoning are acceptable because they result from a rational decision-making approach. It's like President Theodore Roosevelt once said, "In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing". Your already-sharply-honed decision-making ability will set you apart my *management*-fluent veteran brothers and sisters!

Decisions ultimately are a means to achieve some result or to solve some problem. Decisions are outcomes of a process that is influenced by many forces, two of which are creativity and values. ***Creativity*** is the process by which an individual, group, or team produces novel and useful ideas to solve a problem or to capture an opportunity, and *values* are the guidelines and beliefs that a person uses when confronted with a situation in which a choice must be made. Creativity and objectivity tend to increase as we move from individual to consensus decisions, resulting in a higher quality of decisions.

Your Leaders' Creativity and Values as Catalysts

~ Neal T. Wright ~

I retired from the U.S. Army as a Lieutenant Colonel with my last assignment as Deputy Commander of the US Army Corps of Engineers Baltimore District.

The following week, I was the new Chief Engineer for the Virginia Port Authority, one of the busiest ports in the nation! As soon as I could assess my new responsibilities, I set our team's focus on three areas: Facility Maintenance, Capital Construction Project Management and Environmental Compliance.

It was soon apparent that we lacked a process for prioritizing the use of our limited facility maintenance funding. My solution was to enlist the assistance of leaders from the five engineering firms we had under contract.

Although they normally competed for a share of our work, I brought these technical professionals from all five firms into my office and explained a vision for prioritizing the maintenance of key assets based on both their condition and operational importance in generating revenue for our port. Each firm was assigned to assess a type of facility, buildings, piers and wharfs, paved areas, and berth dredging depth.

We next asked faculty from Old Dominion University in Norfolk to help us craft a Geographic Information System to both record and report on the status of each of our key assets.

The result was a process unique among ports in the Americas and was featured in an engineering manual of practice and multiple magazine articles and presentations.

There are two major types of decisions, programmed and nonprogrammed decisions. ***Programmed Decisions*** are situations in which specific policies or procedures have been developed for repetitive and routine problems. So, if a manager reorders a supply when its inventory drops below a certain volume, she is following a policy to make a programmed decision regarding inventory control. ***Nonprogrammed Decisions*** are those decisions required for unique and complex management problems. For example, when a manager decides to enter or not to enter a new market based on a deep analysis of multiple, complex criteria; he is making a nonprogrammed decision. One ubiquitous technique to generate a lot of ideas to evaluate and choose from for nonprogrammed decision-making is called brainstorming. ***Brainstorming*** is the generation of ideas in a group through noncritical discussion, and it has a couple of rules to help us accomplish this goal.

Typically, the rules for a brainstorming session are generate multiple ideas over a set amount of time, reserving any judgment, then discuss them, then prioritize them, then discuss implementation or rejection. Everyone should contribute, facilitators can solicit answers in written form or go around the table asking everyone for one or "X" number of ideas, i.e., in a ***round robin fashion***.

Make Better Decisions

~ Doc Wright ~

Decision-making is an essential, crucial skill in management. However, when we make decisions under time, risk, or uncertainty duress, the complexity and difficulty involved in making decisions increases significantly!

That's because the things we can normally rely on during times of decision-making ease can short circuit under time, risk, or uncertainty pressures! For example, we can be over optimistic and overconfident in our skills and ability to control things, and we are bad at calculating odds and losses in our heads. Additionally, we may also overlook mistakes and miscalculations because we often don't even know we've made them, and when we do realize it, we escalate commitment because we fear loss and want to save face!

Three amazing books on doing this critical core task well are 1. Daniel Kahneman's *Thinking Fast and Slow*, 2. Dan Ariely' s *Predictably Irrational*, and Richard Thaler and Cass Sunstein's *Nudge*. Check out www.vets2pm.com/bookshelf for the books and www.pduuniversity.com for a great video course I have prepared for you on the topic, *How to Make Better Project Decisions More Often*. Doing so yields you 1.5 PDUS!

Finally, as we leave the topic of effective decision-making, we encounter three remaining terms, 1. cognitive dissonance, 2. Devil's Advocate, and 3. groupthink. *Cognitive Dissonance* is a mental state of anxiety that occurs when there is a conflict among an individual's various cognitions, like attitudes and beliefs, after a decision has been made. Cognitive dissonance tends to be more prevalent in upper middle and top managers as the gravity around their decisions tends to rise. *Devil's Advocate* is an appointed critic of proposed group actions whose role is to uncover underlying issues with the prevailing direction of the group. Discussions created by Devil's advocates can prevent ***groupthink***, which is a team behavior that results when a cohesive group begins to think alike to maintain harmony, rather than think critically and represent individual thoughts.

Manage Your Team. Manage Decisions. Manage Your Future.?

~ Josh Franks ~

Doc is on the money! You rarely have everything you need to make a decision. That's not really that different from serving in the military! You make the best decisions based on available information. It's no different in corporate America.

Therefore, I have several comments and recommendations for your consideration. No matter what job you get after the military, your objective is to find someone that can take your job when you get promoted. Look at this in simple business terms. If your management can't easily identify someone to replace you… you won't be promoted. Additionally, a mentor once told me, "Surround yourself with people that are awesome at what they do and take care of them. You want them to ride your coattails".

If you take care of your peers, colleagues, and subordinates, making decisions is much easier! Surround yourself with the best. Let others ride your coattails. This not only makes your decision process more effective, but it also makes the process more honest, more accurate, and the knowledge that you've groomed your team so you can be promoted.

Chapter 10: *Using Information Technology to Increase Organizational Performance*

The reach of Information Technology (“IT”) in business is broad and deep. IT touches almost every aspect of almost every organization today. As such, you will not only encounter it, but you will also be expected to manage it effectively. As with any other organizational resource.

Information Technology (“IT”) is the set of methods or techniques for acquiring, organizing, storing, manipulating, and transmitting information. ***Information*** is data that is organized in a meaningful fashion to aid decision-making, i.e., provide data context because *data* are just a collection of un-summarized and unanalyzed, i.e., “raw”, facts. For example, the trendline on a graph connecting several points is information, it shows a trend among the data points. *Business Intelligence (“BI”)* is the set of tools and techniques used by managers to transform data into meaningful information.

Meaningful information has four characteristics, quality, timeliness, completeness, and relevance. *Information quality* is based on the information’s accuracy and reliability, the higher the accuracy and reliability, the higher the quality of the information, which means the better decision outcomes. ***Timely information*** is information available to the manger before the decision point, so it can be considered. High-quality, accurate, relevant information isn't helpful if it's not received in time to consider and act on. ***Real-time information*** is information that is frequently updated to reflect current conditions. *Complete information* is that information that gives managers everything they need to exercise control, to achieve coordination, to make effective decisions.

Developing complete information is challenging due to uncertainty and bounded rationality; but perfect can't be the enemy of done. Avoid analysis paralysis. Finally, ***relevant information*** is information that is useful and suits the manger's particular needs and circumstances; relevant information saves the manger time because they avoid considering information that may not be helpful.

Data and information are stored on *servers,* which are computers that process requests and deliver data to other "client" computers over a local network or the Internet. A network of remote servers hosted on the Internet rather than on a local server or a personal computer to store, manage, and process data is called *Cloud computing* because the sharing of computer resources is through the Internet, or "cloud". The exchange of information through a group or network of interlinked computers is called *computer networking.*

IT can support e-commerce, virtual and boundaryless organizations, strategic alliances, and multiple types of diverse market groups. ***E-commerce*** involves the buying and selling of goods and services online using IT and the Internet. *Virtual and **boundaryless organizations*** are those companies in which employees are linked to the organization's centralized databases by computers, faces, computer-aided design systems, and video teleconferencing and rarely meet face-to-face.

Additionally, the types of market groups that IT can support are business-to-business ("B2B"), business-to-consumer ("B2C"), and business-to-government ("B2G") . *B2B commerce* is buying and selling online between businesses using IT and the Internet to link and coordinate supply chains. B2B commerce happens in a *B2B marketplace*, which is an Internet-based trading platform set up to connect buyers and sellers in an industry. Within this marketplace is the *B2B network structure*, which is a series of global strategic alliances that an organization creates with suppliers, manufacturers, and distributors to produce and market a product. ***Strategic alliances*** represent agreements in which managers pool or share their organization's resources and know-how with a foreign company, and the two organizations share the rewards and risks of starting a new venture. Finally, *B2C* represents buying and selling online between business and consumers using IT and the Internet.

IT can also significantly enhance decision-making too. It does so through the use of IT systems, of which there are many types. The types of systems found throughout organizations can be of the decision-support, group decision-support, enterprise resource planning, executive support, expert, knowledge management, management information, operating information, and transaction processing types. We will look at each type next.

First, however, we will categorize our IT systems to add clarity to our discussion. Category one contains ***decision support systems***, which are interactive computer-based management information systems that managers can use to make nonroutine decisions. One specific example of a decision support system is an executive support system. An

executive support system is a sophisticated version of a decision support system that is designed to meet the needs of top managers. Another example is a ***group decision support system***, which is an executive support system that links top managers so they can function as a team when making decisions.

Category two is *Management Information Systems (“MIS”)*, which are a specific form of IT system that managers utilize to generate the specific, detailed information they need to perform their roles effectively. For example, a ***transaction-processing system*** is a type of MIS; it handles large volumes of routine recurring transactions, such as sales receipts and inventory levels at your local grocery store. The ***operations information system*** supports the TPS, typically, because it gathers, organizes, and summarizes comprehensive data in a form that managers can use in their nonroutine coordinating, controlling, and decision-making tasks. Organizing and providing the accounting and financial information for the local grocery store’s receipts and inventory levels is an example.

Another type of MIS is an ***expert system***, which is a MIS that employs human knowledge, embedded in a computer, to make decisions to solve problems that ordinarily require human expertise. A term closely associated with expert systems is ***artificial intelligence*** or ***"AI"***, as Dana White has mentioned, which is behavior performed by a machine, that if it was performed by a human being, would be called "intelligent".

The third category of IT systems supporting organizations is *Knowledge Management Systems*, which are company-specific virtual information systems that systematize the knowledge of its employees and facilitates the sharing and integrating of their expertise.

Finally, fourth, *enterprise resource planning (ERP) systems* are multimodule application software packages that coordinate the functional activities necessary to move products from the design stage to the final customer stage, i.e., the product life cycle. The ***product life cycle*** depicts the way that demand for a product changes in a predictable pattern over time.

The four stages of the product life cycle are embryonic, growth, maturity, and decline. In the ***embryonic stage***, a product has yet to gain widespread acceptance because customers aren't sure what the product or service has to offer, so demand is minimal. As customers realize the benefits, many customers begin buying the good or service for the first time, sharply increasing demand during the ***growth stage***. During the *maturity stage*, the market demand peaks as many customers have the product or service, and in the *decline stage*, product demand falls.

As with anything else in life though, IT isn't all benefits, i.e., rewards, with no risks. One of the most common IT risks are *computer viruses*, which are programs or pieces of code that are loaded onto a computer and lie dormant until triggered to cause an unexpected and undesirable event. Another common risk to organizational IT is phishing. *Phishing* is an illegal attempt to acquire private information, such as social security, credit card, or bank account numbers, to use for a malicious purpose. Finally, *cyber terrorism*, the politically motivated use of computers and information technology to cause severe disruption or widespread fear in society, is always a threat too.

Chapter 11: *Effective Legal Environment and Risk Management*

Thus far, we have addressed doing business globally, in appreciation of the societies and environments in which we managers and organizations operate in, while safeguarding the organization's IT data, information, system integrity, and its organizational structures. However, where the organization is doing business is governed by the laws, regulations, and standards of that land. Therefore, in this chapter, we will introduce you to the legal system and the organizational risk pool that managers face.

We'll start at the beginning, by defining laws, regulations, and standards so we can untangle them for easier comprehension. *Business laws* make up the system of enforceable rules of a country derived by an authority that regulate the actions of businesses, and ***business regulations*** are the rules employed in managing a business derived by government departments and administrative agencies, like the U.S. Environmental Protection Agency, that are meant to carry out specific laws. Additionally, *business standards* are the rules of conduct or technical specifications that are approved and monitored for compliance by an authoritative agency or professional body as a minimum acceptable benchmark.

Business laws include industry laws and regulations that govern environmental protection, financial protection, contractual obligations and e-commerce practices, employment laws that govern employee protections from benefits and wages to discrimination and harassment, and fair competition laws that govern antitrust, improper business practices, or monopolizing a given market.

Employment laws protect employees and contractors by governing hiring and contracting, compensation, safety practices, and whistleblowing. *Hiring law* covers equal opportunity, privacy rights, and employability, and *compensation and benefits law* covers wages and overtime, family and medical leave, retirement income and health benefits, workman's compensation, or "worker's comp", and termination. Finally, *labor and public safety law* protect ***whistleblowers***, which is an employee who provides information to law enforcement or regulatory agencies about employers or an employee who is engaged in illegal, unethical, or harmful activities. In essence, these laws prevent whistleblower retaliation in the form of harassment. ***Harassment*** is offensive and unwelcome conduct that is based on race, religion, color, sex, age, or disability.

Additionally, because competition is integral to free market systems, protecting it is essential. Therefore, *competition and antitrust laws* seek to maintain market competition by regulating activities by companies that prevent or reduce competition in the global marketplace, such as prohibiting cartels, banning anti-competitive abuse, and supervising mergers and acquisitions, called "M&As". ***Cartels*** are associations of manufacturers or suppliers with the purpose of maintaining prices at a high level and restricting competition. International competition is governed by cross-border competition agreements like the *General Agreement on Tariffs and Trade ("GATT")*, which has been replaced by the *World Trade Organization ("WTO").*

Finally, *consumer laws* ensure basic consumer rights are protected and accurate information is provided to consumers in the marketplace through product liability, truth in advertising and privacy laws, and investors with laws governing a company's financial and reporting obligations. For example, in the U.S., companies must file regular disclosure documents with the Securities and Exchange Commission ("SEC"). Finally, the public is protected by environmental laws that regulate pollutants and hazardous wastes that can affect the air, water, and soil.

Sales law includes laws relating to the transfer of ownership of property from one person to another for value. To ensure orderly commerce, legislatures and courts create laws to govern the sales of goods and services, asset sales and leases of real property, and customs, duties, and sales taxes. The Uniform Commercial Code ("UCC"), in the U.S., is the body of law governing business transactions. *Sales tax* is a percentage of a sales amount paid to a governing body or taxing authority for the sale of certain goods and services. There may be one tax rate or multiple tax rates depending on where the buyer is located. Some laws provide exemptions for sales tax based on the goods or services purchased, or a characteristic of the purchaser (government agencies, non-profits, diplomats, etc.)

Types of sales tax include *manufacturers' sales tax*, which are a tax on sales of tangible personal property by manufacturers and producers, *wholesale sales tax*, which is a tax on sales of tangible personal property by wholesalers, and *gross receipts taxes*, which are taxes levied on the total gross revenues of a company, regardless of their source.

Additional types of sales taxes are *excise*, which is a tax applied to a narrow range of products, such as gas or alcohol, and usually imposed on the producer or wholesaler rather than the retail seller, and *use* tax, a type of tax which is paid to a governing body or authority directly by a consumer. And a *value added tax* ("VAT") is a tax charged on all sales to avoid the need for resale certificates. This tax is applied to the difference of the price paid by the original purchaser and the consumer or next purchaser. Most countries assess sales or value-added taxes at one or more levels (national, state, county, city, etc.).

Common law is developed by judges through decisions or courts and tribunals. In contrast, ***contract law*** concerns *contracts*, which are legally enforceable agreements between two or more parties that create an obligation to do or not do something. They are typically governed and enforced by the laws of the nation where the agreement is made. Depending upon the subject matter of the agreement, a contract may be governed by common law or the laws of commerce. Examples of common business contracts include agreements for business formation, consulting, leasing, services, business purchase, and employment. The parties to a contract can be individuals, companies, or corporations.

To be legally enforceable contracts, agreements must meet four conditions to be considered valid: there must be *competency* or *capacity*, i.e., the parties must be of a minimum age and competent when the contract is made, there must be *mutual agreement* or *assent*, which means the parties must reach agreement on the terms of the contract as evidenced by an offer and acceptance, we must see *consideration*, i.e., the parties must engage in the mutual exchange of something of value, and *legality* needs to be present, which means the contract exists to serve a clearly identifiable legal purpose.

If contracts are disputed, a ***breach of contract*** occurs, which is the condition that results when a party to a contract fails to fulfill its obligation. Contract disputes can result in a formal lawsuit in a court of law or by an alternative dispute resolution ("ADR"). *Alternative dispute resolution* remedies include *mediation*, which is a form of alternative dispute resolution that employs a short-term, voluntary negotiation that is facilitated by a neutral third party.

One of three outcomes can occur from *arbitration*, a form of alternative dispute resolution that involves one or more neutral third parties (arbitrators) who review evidence surrounding a dispute and decide on how to resolve it. First, the party that violated the contract may be required to fulfill the terms of the agreement i.e., provide specific performance.

Second, the party that violated the contract may be required to pay an amount that would compensate the damaged party for the breach of contract and non-performance, or third, the party that violated the contract may be released from the obligation, in which case neither party is required to fulfill their obligations under the agreement, which is called a *discharge of obligation*.

Tort Law covers *torts*, which are wrongful acts that causes injury to a person, reputation, or property. Tort resolution involves compensating the injured party, and in some instances, a court order to do or not do something. There are several types of torts that managers should be aware of: *intentional torts*, which are wrongful acts that cause intentional harm or injury, *negligence torts*, which is behavior that causes unintentional harm or injury by failing to exercise proper care, *product liability torts* that hold businesses liable for harm that results from the production, design, assembly, and/or labeling of a product, even if the liable company didn't know of a defect in a product at the time of sale, and *warranty torts* that guarantee that a product is acceptable for the purpose for which it is intended.

Most consumer purchases are covered by a *warranty*, which is a guarantee that a product is acceptable for the purpose for which it is intended, even when it is not explicitly stated. There are two types of warranties: *express warranties* and *implied warranties. Express warranties* that are specific representations by sellers, either oral or written, that buyers rely on regarding a certain level of quality and reliability of a product, and *implied warranties*, which legally imposed warranties on the seller, imply that a product will work as claimed. Warranties can be either full or limited: *full warranties* require a seller to replace or repair a product at no charge if the product is defective, and *limited warranties* restrict the defects or mechanical problems the seller will cover.

In addition to laws, there are also tools to protect an organization's intellectual property, which you will often hear referred to as "IP". Examples include copyrights, patents, and trademarks. A *patent* is a document that gives exclusive rights to the creator/creator's employer of an invention or discovery, and a ***copyright*** is a document that gives exclusive rights to the author/author's employer of a literary work or artistic work. So, copying a competitor's new widget violates the patent document and creating a commercial jingle that sounds enough like your competitor's that consumers could be confused is probably violating the copyright document, i.e., "infringing" on the author's rights.

Additionally, a *trademark* is a legally protected name, phrase, symbol, design, or combination that identifies and distinguishes the source of goods of an organization from its competition, and a *service mark* identifies and distinguishes the source of a service rather than goods.

Taxes are the vehicle by which federal, state, and local governments raise money, and they significantly impact business decisions regarding the organization's legal structure, location, product allocation, profit and loss, and liability consequences.

Types of legal structures for a business include sole proprietorship, partnership, general partnership, corporation, S corporation, and LLC. A *sole proprietorship* is the simplest business structure and involves one individual who owns and operates the business. As such, this sole owner is personally liable for the business.

Partnerships are owned and operated by several individuals, either as a general partnership or as a limited partnership. General partners manage the company and assume personal liability for the partnership's debts and obligations, and limited general partners own and operate the business and assume liability for the partnership, while limited partners serve as investors. A disadvantage of partnerships is the cost of formation as it requires extensive legal and accounting services.

A *C Corporation*, or “C Corp”, is an independent legal entity that exists separate from its owners, which means corporations have liability protection for its owners and separate taxation from its owners. However, a disadvantage of a C corporation is double taxation because both profits and earnings distributed to shareholders is subject to personal income taxes. An *S corporation*, i.e., “S Corp”, is a special type of corporation that avoids double taxation by passing income and losses through to shareholders to include on their individual tax returns.

Finally, a *Limited Liability Company* (“LLC”) is a hybrid entity, bringing together some of the best features of a partnership and a corporation. LLCs provide business owners with liability protection and the ability to avoid double taxation. In a limited liability partnership (“LLP”), general partners have limited liability, i.e., the partners are limited for their own actions, but not the actions of their partners. This type of partnership is often used for professional practices such as physicians and architects.

If a business, regardless of structure, can’t meet their financial obligations, it can be relieved of its debts and credit obligations through bankruptcy law. Bankruptcy law varies around the world, with some countries having no bankruptcy protection at all. The most common remedies for bankruptcy are liquidation and reorganization. *Bankruptcy*, or “BK”, is the legal process by which a consumer of business, who is unable to meet their financial obligations, is relieved of debts and obligations to creditors. *Chapter 7 BK law* covers liquidation and repayment of debt, *Chapter 11 BK law* covers business reorganization, and *Chapter 13 BK law* covers consumer repayment plans.

Liquidation is appropriate for a business that has no future and lacks substantial assets. It involves selling a business’ assets to help satisfy its debts, and all remaining debts are discharged with the company. *Reorganization* is an attempt to revive a financially failing business rather than liquidating it. Reorganization involves the restatement of assets and liabilities, renegotiation of secured debt, and special arrangements to pay unsecured debt. *Secured debt* includes liens against the business or property. *Unsecured debt* is debt where the creditor cannot repossess or reclaim the property because it has been used, altered, or sold.

In the business environment, risk and uncertainty are omnipresent. Risks can be *internal*, i.e., they stem from events occurring inside the organization, which means they can be controlled, or *external*, i.e., events occurring outside an organization that cannot be controlled. Examples of internal risks include technology errors, reliable but incomplete information, server failures, machine malfunctions, or employee theft. Examples of external risks include economic factors, natural disasters, and political factors.

Business risk is the probability of loss due to predictable and unpredictable events that negatively impact an organization's operations and impair its ability to produce a profit or provide a return on investment. Therefore, *business risk management* is the process of identifying, analyzing, and taking steps to reduce or eliminate exposure or loss. Because risks can negatively affect day-to-day operations, reduce profits, and cause financial hardships, they should be managed.

Here is a basic vanilla five-step process can be used to identify and prioritize risks for assessment and resolution:

1. Identify Risks –what can go wrong and why?

2. Measure Frequency and Severity –what is the likelihood, i.e., “probability”, of a risk occurring and what are the consequences, i.e., “impact”?

3. Develop Responses to Risk –how can the risk be avoided or reduced? How can the risk be managed if it occurs?

4. Implement a Solution –gather necessary resources, obtain buy-in, and implement a solution.

5. Monitor and Review the Risk –is the risk being resolved or is a contingency response or plan needed?

Regarding the types of responses we can take in regard to step three above are accept the risk, mitigate it, i.e., reduce it, avoid the risk, or transfer the risk. ***Risk mitigation*** is the act of lessening, reducing, decreasing, or eliminating risk through anticipation and response measures like fire sprinklers, smoke alarms, and daily machine maintenance. *Accept* the risk means just that, we aren’t going to address it, or we’ve done as much other responding as we can, and the residual risk is acceptable. ***Avoiding risk*** means we just write the plan or do an activity differently so we’re not exposed to it, i.e., don’t develop that new drug we may be sued for by a competitor over.

And, regarding risk transfer, we can use conventional insurance or contracts to transfer the impact of the risk of catastrophic losses to another individual or group for a premium. Insurance coverage varies with the type of risk, with common business policies including property, liability, health, error and omission, or “E&O”, and life insurance. Two common business liability policies are *professional liability* and *malpractice insurance*, which covers people found liable for professional negligence or product liability insurance, or which covers liability arising from defective or harmful products or services.

Regarding insurance, the insured cannot collect more than they actually lost from an insurable risk, or the *rule of indemnity* is violated. *Self-Insurance* is a risk management tool where a company funds a special account to be used to pay for its own losses rather than pay a commercial carrier.

Managers can assess the strength of their risk management process by assessing the presence or absence of these risk management process characteristics. Senior management champions the risk management program, providing active support, leadership, and funding.

Inclusivity, drawing on the input and cooperation of employees from all parts of the organization. Goals,

processes, and results of the program are shared with all company stakeholders. A risk management approach that is both proactive and strategic. A long-term perspective that keeps risk management as an essential part of a business's strategy.

In conclusion, in addition to business risk, there are pure and speculative risks. *Pure risks* are those threats of loss that offer no chance to result in a profit, such as fire, flood, or theft, and *speculative risk* are those risks that have the chance to produce a profit or loss. The types of speculative risks are strategic, compliance, operational, financial, reputational, and international.

Strategic risk occurs when an ineffective business strategy fails to keep pace with the competition. *Compliance risk* are risks associated with new, changing, or expanding regulations that adversely impact an industry or business. *Operational risk* occurs when there is an unexpected failure of people or processes in a company's day-to-day operations. *Financial risks* relate to variability in cash flow of a business or industry that can lead to financial loss.

Reputational risk involves how stakeholders view a business and their willingness to interact with that business.

Does the organization have a good or bad reputation? Ethical and responsible management, or the converse? And *international risk* refers to the risks associated with doing business in countries with different value systems and ethics or where the legal systems are not impartial or free from political influence.

Chapter 12: *Economics and Its Effect on Business*

Since organizations operate in economies, an understanding of the basic economics affecting them as they do so is helpful for managers. First, *economics* is the study of how society chooses to employ resources to produce goods and services and distribute them for consumption among various competing groups and individuals. Second, there are two types of economics, macro and micro. *Macroeconomics* looks at the operation of a nation's economy as a whole, and *microeconomics* looks at the behavior of people and organizations in particular markets.

In addition to the two types of economics discussed, another one of the most fundamental economics concepts that I can share with you is the concept of supply and demand. ***Demand*** is the quantity of products that people are willing to buy at different prices at a specific time, and ***supply*** is the quantity of products that manufacturers or owners are willing to sell at different prices at a specific time. Additionally, the ***equilibrium*** *price* is the price at which the supply price equals the demand price, i.e., what someone will pay for the good or service in the marketplace, and it is depicted in

Figure 1. These concepts are components of the “supply and demand curve” because the demand curve drops right-to-left on a graph as prices increase, and prices increase left-to-right as supply becomes scarcer.

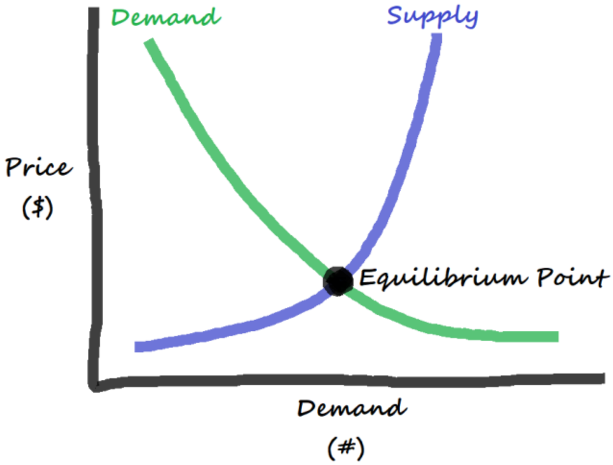


Figure 1. A basic supply and demand curve.

A third economic fundamental discussed in the business conversation surrounds the types of economies encountered and a government’s role in them. The major types of economies are command, free market, and mixed.

Command economies are economic systems in which the government largely decides what goods and services will be produced, who will get them, and how the economy will grow. One form of command economy is

socialism, which is an economic system based on the premise that some, if not most, basic businesses should be owned by the government so that profits can be more evenly distributed among the people. Another, more extreme type of command economy is communism. ***Communism*** is an economic political system in which the government makes almost all economic decisions and owns almost all of the major factors of production. Employee productivity, engagement, and motivation are typically low and apathy high in these types of economies because there is no incentive to work hard.

Conversely, *free market economies* are those economic systems in which the market largely determines what goods and services get produced, who gets them, and how the economy grows. ***Capitalism*** is a form of free market economy in which all or most of the factors of production and distribution are privately owned and operated for profit. The four *foundations of capitalism* are the right to own private property, the right to own a business and keep the profits, the right to freedom of competition, and the right to freedom of choice. However, income inequality and environmental damage may occur in purely capitalistic economies. Finally, an economic system in which some resource allocations are made by the market and some by the government is called a ***mixed economy***.

Within these economies, vying to supply products and services to consumers demanding them, are competitors. Therefore, here, we describe the types of competition organizations can encounter, monopolies and perfect.

The first type of competition organizations can experience is *monopolistic competition*, a condition in which a large number of sellers produce very similar products that buyers nevertheless perceive as different. A *monopoly* is a type of competition in which only one seller controls the total supply of a product or service and sets the price. Monopoly is interchangeable with *oligopoly*. The second type is ***perfect competition***, which is the degree of competition in which there are many sellers in a market, and none is large enough to dictate the price of a product. Perfect ***competition*** in free markets can drive higher quality and lower prices.

Some metrics that describe economic performance at a country level are consumer price index ("CPI"), gross domestic product ("GDP"), inflation, unemployment rate, producer price index ("PPI"), and the productivity measure. The ***consumer price index*** is a measure of the pace of inflation or deflation calculated by sampling the prices of hundreds of goods and services across 200 item-categories. Furthermore, the *producer price index* is a statistic that measures the inflation in the pipeline at the wholesale level.

The ***gross domestic product*** is the total value of all goods and services produced by a country in a given year. Furthermore, GDP varies as business cycles, i.e., booms, recessions, depressions, and recoveries, rise and fall. A *boom* is a phase of strong business growth, a *recession* is a phase of declining business marked by two or more consecutive quarters of decline in the GDP, *a depression* is an extreme form of recession of long-term downturn characterized by high unemployment, business failure, and credit shortages, and *recovery* is a phase of economic stabilization and renewed growth that leads to a boom.

Additionally, ***inflation*** is a general rise in the prices of goods and services over time expressed as an annual percentage increase, and deflation is the general falling in the prices of goods and services over time expressed as an annual percentage decrease. The ***unemployment rate*** is the number of persons who are unemployed and actively seeking work divided by the total labor force. Finally, ***productivity*** is a measure of the efficiency of production expressed as is a ratio of outputs to inputs.

There are some tools governments can use to accelerate, or slow down, economies based on their analysis of the economy's performance. First, ***fiscal policy*** are the efforts governments use to keep the economy stable by increasing or decreasing taxes or government spending. Second, ***monetary policy*** are the efforts of a nation's central bank to keep the economy stable by managing the money supply and interest rates. Finally, *money supply* is the total amount of monetary assets available in an economy at a given point in time.

Chapter 13: *Planning (and Strategizing)*

Planning is defined as identifying and selecting appropriate goals and courses of action, and it is the first of the four principal functions of management. While ***goals*** are general statements that give the organization a broad sense of direction by addressing "how" the organization will accomplish its mission, vision, and values, *objectives* are specific statements that address "how" the organization will achieve its goals. Both goals and objectives should be ***SMART***, which is an acronym for the characteristics that should describe organizational goals and objectives; **s**pecific, **m**easurable, **a**ttainable, **r**ealistic, and **t**ime bound.

Organizational planning is important for four main reasons: it gives the organization a sense of direction and purpose, it brings managers together to participate in the decision making about the appropriate goals and strategies for an organization, it promotes synergy between different functions and divisions of an organization to ensure that they all pull in the same direction and work to achieve the organization's desired future state, and plans contribute to the control process to produce desired results.

Plans flow from the organization's mission or purpose, which is expressed as a mission statement, and this mission statement is specific and unique to the organization for which it was created. A mission statement is intended to guide everyday organizational activities and behavior. Mission statements have three parts, a mission, a vision, and values. The ***mission statement*** describes the overarching reason the organization exists, and the *vision statement* describes the big picture idea of what an organization wants to achieve in the future. Additionally, the organization's ***values*** are the principles, ethics, and standards that describe how an organization conducts its business and relationships.

In his time-tested theory of management, Henri Fayol offered that effective plans have four qualities: *unity*, which means that at any time only one central, guiding plan is put into operation to achieve an organizational goal, *continuity*, which also means that planning is an ongoing process in which managers build and refine previous plans and continually modify them, *accuracy*, which means that managers need to make every attempt to collect and use all available information in the planning process, and *flexibility*, which means that a plan needs to be able to be altered and changed as situations change. Managers must not be bound to a static plan.

Speaking of time-bound, in planning, a *time horizon* is the intended duration of a plan. Quarterly, one, three, five, and ten-year plans are common. In fact, *short-term plans* typically span one year or less, ***intermediate-term plans*** typically span one to five years, and *long-term plans* span five to ten years. As Fayol mentioned, expectations around plans and their time horizons must be clear.

For example, favoring the short-term payoffs over waiting for long-term payoffs may lead managers to ignore mid to long-term plans, goals, and objectives; it's incongruent with the clear organizational goals of increased performance, efficiency, and effectiveness. Furthermore, planning takes place at all levels of organizations, at the top, in the middle, and at the bottom to identify, measure, resource, lead, and execute organizational strategies. Therefore, in this chapter, we will break down the different types of plans, strategies, and strategic planning tools commonly used.

In small and some mid-size organizations, the corporate strategic plan may be the only plan that exists, as discussed in Nick Roberge's vignette at the end of this chapter. However, in large organizations, planning usually occurs at three levels: corporate, business-level, and functional-level. The *corporate-level planning* and strategy occurs at the top management level and is concerned with the selection of businesses in which a company should compete and development and coordination of that portfolio of business.

Additionally, the *business-level planning* and strategy occurs at the division or business unit level and are concerned with developing and sustaining a competitive advantage for the goods and services a business produces. Finally, ***functional-level planning*** and strategy occurs at the department or functional level and is concerned with business processes and the value chain, i.e., activities that add value to a product or service, such as marketing, production, or sales.

W.T.F. is BD?

~ Tony Gray ~

Business Development ("BD") is perhaps the most misunderstood professions in the business world.

When I transitioned out of the Navy, I leveraged my operations management skills and became a project manager in the hot telecommunications market of the late 1990's. I was responsible for leading the implementation of complex telecommunications solutions for Fortune 500 clients. The work was fast-paced and offered a way for me to easily apply leadership skills acquired as a junior officer as I worked on my MBA in the evenings.

While my transition to project management was a familiar road, I was exposed to the fascinating new world of business developers as they sold and transitioned new clients into my portfolio of projects. I drank water from a firehose of BD language I never heard in the military.

To make matters worse, my MBA program provided very little, if any, content about BD with the exception of a marketing course that was very consumer product oriented. Even now, there are very few business schools that provide comprehensive education on BD. However, BD is the most critical component of success for any company. If your business doesn't DEVELOP, you don't have a business!

Some people think BD is only sales or account management. Others think it's about building business relationships and partnerships. The Dictionary states it is "the activity of pursuing strategic opportunities for a

W.T.F. is BD? (continued)

~ Tony Gray ~

particular business or organization, for example by cultivating partnerships or other commercial relationships, or identifying new markets for its products or services". Confused yet? Don't worry, so are a lot of people in the business world.

Simply stated, BD is "Winning Through Friendship". Treating clients as friends is the easiest way to understand great BD. The key to BD success is empathy. Great friends actively listen, they tell you the good, bad, and ugly truth, and stick up for you. They are your advocates.

So, who advocates for the client in your business? The CEO? No, they advocate for the shareholders. The COO? No, they advocate for corporate profit. The CFO? No, they advocate for the corporate assets. Someone has to look out for the client. That is the role of BD! The best BD leaders fight for their clients like they would fight for their best friend.

Most importantly, BD is an "All Hands on Deck" effort. It's not just for customer-facing sales, marketing, customer service, and folks with BD in their title. When every employee operates with empathy, they improve the customer's experience throughout the customer journey, from prospect to raving fan.

You treat friends as you like to be treated. Do the same for your customers and they will reward you dearly.

<u>W.T.F. is BD? (continued)</u>
~ Tony Gray ~

If you would like to enter the lucrative BD profession and become Business Development Professional ("BDP") certified or, train all of your employees on BD to maximize business success, please visit www.GBDAssociation.org.

Standing and single-use plans are created to help achieve the organization's specific goals. ***Standing plans*** are used in situations in which programmed decision making is appropriate, and they take the form of policies, rules, and standard operating procedures, i.e., "SOPs", to control the way employees perform their tasks. *Policies* are general guides to action, and ***rules*** are formal, written guides to action. ***SOPs*** are written instructions describing the exact series of actions that should be followed in a specific situation.

Single-use plans are developed for a single project or event that has a specific goal or objective that is unlikely to reoccur in the future. Components of single-use plans traditionally include budgets, resources (human and other), processes, and contingencies. *Contingency planning* is the generation of forecasts of future conditions and the responses to them. An advantage of contingency planning is the ability to anticipate challenges of an uncertain future and also to encourage managers to think about the future.

Linking plans together like this can create ***synergy***, which is defined as performance gains that result when individuals and departments coordinate their actions. Synergy can represent two managers using the same warehouse to minimize costs, or synergy can represent ***vertical integration***, which is expanding a company's operations either backward into an industry that produces inputs for its products, or forward into an industry that uses, distributes, or sells its products. Vertical integration can also decrease competitive rivalry for the organization's goods or services.

The focus of a strategy is one way to describe it. First though, ***strategy*** is a cluster of related managerial decisions and actions to help an organization attain one or more goals. Second, ***strategy formulation*** is the development of a set of corporate, business, and functional strategies that allow an organization to accomplish its mission and achieve its goals.

OK, so the foci of strategies can take several types, such as differentiation, focused differentiation, diversification, related diversification, unrelated diversification, low-cost, focused low-cost, multidomestic, and global. Management can choose a ***global strategy*** where it sells the same standardized product using the same basic marketing approach in each national market, or it can choose a ***multidomestic strategy***, where they customize their products and marketing strategies to specific national conditions.

Additionally, management can also choose a ***differentiation strategy***, where organizations distinguish their products from the products of competitors on dimensions such as product design, quality, or after-sales services, or they can select a specific type of differentiation strategy called the ***focused differentiation strategy***, which focuses on serving only one segment or geographic region of the overall market and trying to be the most differentiated organization serving that segment. Mercedes Benz and Morton's Steakhouses are examples of organizations positioning their products and services on exceptional quality.

Another type of strategy is diversification. ***Diversification*** focuses on expanding a company's business operations into a new business or industry in order to produce new kinds of valuable goods or services. Similarly, ***related diversification*** is a specific type of diversification strategy where organizations enter a new business or industry to create a competitive advantage in one or more of an organization's existing divisions or businesses. Additionally, *unrelated diversification* is entering a new industry or buying a company in a new industry that is not related in any way to an organization's current businesses or industries.

Finally, we see low-cost and focused low-cost strategies. A ***low-cost strategy*** means driving the organization's cost down below the cost of its competitors, and a ***focused low-cost strategy*** means doing the same thing but only in one segment of the overall market and trying to be the lowest-cost organization serving that segment.

Some tools management can use to analyze and communicate organizational planning and strategy are the balanced scorecard, environmental scan, five forces model, force field, PEST, PESTLE, and SWOT analyses, and the various types of budgets discussed throughout this book. The ***balanced scorecard*** is a planning tool used by managers to obtain a balanced view of an organization by analyzing performance in the four areas of financial, customer, internal processes, and knowledge and innovation to improve strategy formulation.

Organizations use ***environmental scans*** as well, which are planning tools used to collect information on the current macro environment and forecast changes and trends that will impact an organization's performance in the future. And finally, the ***five forces model*** is a planning tool that assesses competitive forces in the external environment and clarifies where power lies by looking at the strength of an organization's current competitive position and the strength of potential future positions. The five forces that Michael Porter identified in his model that describe competitive power are competitive rivalry, threat of new entry, supplier power, buyer power, and threat of substitution.

Additionally, there are four popular formal "analysis" tools used in strategy planning. The first one is ***force field analysis***, which is a planning and decision-making tool that evaluates the positive (for) and negative (against) forces that influence a plan or pending change. ***PEST analysis*** is a planning tool used by managers to identity and defend against the external factors of **p**olitical, **e**conomic, **s**ocial, and **t**echnological, that can help an organization gain a competitive advantage. ***PESTLE analysis*** is the same as PEST analysis, except that management adds the **l**egal and **e**conomic elements to their PEST analysis. Finally, ***SWOT analysis*** is also both a planning tool and an acronym, used by managers to formulate corporate, business, and functional strategies.

The acronym SWOT stands for **s**trengths and **w**eaknesses, which are internal to an organization, and **o**pportunities and **t**hreats that are external to an organization. ***Strengths*** are factors that give the organization an edge over its competitors and address what the organization does best. Examples of strengths are strong product lines, brand-name reputation, good materials management and manufacturing processes, and R&D leadership. Additionally, ***weaknesses*** are factors that detract from the organization in comparison to its competitors and address areas that the organization should approve upon. Some examples of potential organizational weaknesses are poor strategy, outdated company policies, obsolete or narrow product lines, poor marketing, loss of goodwill, and inadequate human resources.

Furthermore, ***opportunities*** are favorable conditions or states that can bring about a competitive advantage, and *threats* are unfavorable situations that can negatively affect an organization. Some examples of ***opportunities*** are identifying new markets or complacent competitors, usually incumbents, to exploit, widening product or service ranges, or diversifying into new markets. Some examples of threats are increases in domestic or foreign competition, changes in consumer tastes, or falling barriers to entry.

Now we will take a look at some of the tools used to execute some of the different types of strategies. First, we can import and export products. ***Importing*** means we sell products at home that are made abroad, and conversely, ***exporting*** means the organization makes its products at home and sells them abroad. Exporting is not the only tool organizations can use to sell products and services abroad though.

Franchising involves selling to a foreign organization the rights to use a brand name and operating know-how in return for a lump-sum payment and share of the profits. Additionally, ***licensing*** allows a foreign organization to take charge of manufacturing and distributing a product in its country or world region in return for a negotiated fee. Furthermore, we could set up joint ventures, strategic alliances, or wholly owned foreign subsidiaries.

Joint ventures are strategic alliances among two or more companies that agree to jointly establish and share the ownership of a new business and ***strategic alliances*** are relationships between two or more parties to share their resources or expertise in pursuit of the same objectives while remaining independent. And finally, a ***wholly owned foreign subsidiary*** is a production operation established in a foreign country independent of any local direct involvement.

Simple and Honest

~ Nick Roberge ~

As we search for our post military gig, the possibilities are really endless. If you decide that the world of contracting or government work isn't for you, perhaps becoming a small business owner is. While it may take years to reach your goals, stepping out of your comfort zone and taking the plunge into the unknown can be a real eye opener at first. Not to worry, you've done it before.

The early years during our initial MOS are very much the same as a startup business owner. Many years ago, I became an aircraft technician because I liked planes as a kid (and is likely what my recruiter had a quota for). Starting out, it took a while to learn the electronic countermeasure systems, how to change a starter/generator, and to properly safety-wire certain fasteners. We all had our favorite gripes to troubleshoot and tried to improve on those harder-to-understand systems. Becoming a business owner is the same in a lot of ways.

Hopefully, you grasp reality and understand your path to making millions or managing a meeting from your fishing boat will likely not happen overnight. As a new business owner, you may have to do it all. In many ways, you should. At least at first. You need to understand how each system works and interacts with each other. You will find those things you like to do, and the things that you don't like will certainly find you. Trust me.

It doesn't have to be that complex. Start with your strengths and expand from there. Learn the software enough to understand how it helps (or hinders) your

Simple and Honest (continued)

~ Nick Roberge ~

operations. Those "how-to" videos on YouTube can go a long way. Understanding and testing different marketing strategies can sound like a lot. Start with simple, targeted posts on social media before you spend a lot for TV commercials. Use the 80% email templates for your leads. It saves time, delivers a consistent message, and leaves some space to personalize where you need it. If you like being the technician, great. Keep doing that and hire an office person when you grow past the point of handling both.

There are many aspects to small business ownership. As you grow it will be easier to remedy problems if you have experienced them yourself before. You'll gather resources and determine which of your new tools work best. Through all of your setbacks and triumphs, remember to keep things simple and honest. Both your team and your customers will know when you're not.

Chapter 14: *Managing Value Chains Effectively*

Value chains are coordinated series or sequences of functional activities necessary to transform inputs into finished goods or services that customers want to purchase. Therefore, developing a set of functional-level strategies that support a company's business-level strategy and strengthen its competitive advantage and organizational performance is called ***value chain management***. ***Business-level strategies*** detail how the organization will compete in a given business.

Since value chains focus on the activities necessary to transform inputs into finished goods or services that customers want to purchase, the *goal of value chain management* is to add value at each link along it to lower cost or differentiate product and service attributes, which increases prices, which increases profits. Value chain activities are clustered in their respective links in the value chain, which are product development, marketing, materials management, production, sales, customer service, and feedback.

The *product development link* is the engineering and scientific research activities involved in innovating new or improved products that add value to a product or service, and the *marketing link* is the link that persuades customers that the product or service meets their needs and that they should buy it. Additionally, the *materials management link* is the link that controls the movement of physical materials from the procurement of inputs through production and to distribution and delivery to the customer.

Furthermore, the *production link* is responsible for turning inputs into outputs by creating, assembling, or providing a good or service to the marketplace, and the *sales link* helps locate customers and then informs and persuades them to buy the company's products. After the sale, the *customer service link* provides after-sales service and support, and finally, a *feedback link* collects feedback from customers, stakeholders, and employees in the value chain, and then the management process typically starts over with changes to products or services based off of customer feedback.

At the heart of managing an organization's value chain are business processes. *Business processes* are a set of activities and tasks that, once completed, accomplish an organizational goal, or add value to a product or service. If a value chain is found underperforming, management can engage in business process reengineering.

Business process reengineering is a management strategy that focuses on rethinking and redesigning workflows and business processes, i.e., the value chain, from the ground up to achieve dramatic performance improvements in cost, quality, speed, and service. ***Business process reengineering*** involves the activities and tasks necessary to map, measure, and define business process inputs, (i.e., managerial, operational, and supporting), steps, and outputs accurately so they can be tweaked to optimize efficiency, throughput, and productivity through coordination and automation.

This automation of business processes by coordinating tasks between people and synchronizing data between systems is called ***workflows***. Additionally, workflows produce process data timely so the managers and employees involved can make better decisions. The goal of business process reengineering is to become more competitive. We manage value chains to maximize the value consumers receive from our products and services. Managers also evaluate value chains to determine interdependencies to ensure continuous flow and minimize disruptions to the chain's flow. Plans of action to improve the ability of each of an organization's functions to perform its task-specific activities in ways to add value to its goods and services are called ***functional-level strategies***. Therefore, these functional-level strategies are closely aligned to and work with the organization's corporate-level plan.

At the business level, managers can employ either a low-cost strategy or a differentiation strategy to add value to an organization's products and achieve a competitive advantage. There are ***four components of competitive advantage***: achieve superior efficiency, achieve superior quality, achieve superior innovation, or achieve superior customer responsiveness.

Achieve superior efficiency begins with *efficiency* as the measure of the number of inputs required to produce a given amount of outputs, and states the fewer the inputs required to produce a given output, the higher the efficiency and the lower the cost of those outputs. We define *achieving superior quality* as producing goods and services that have attributes such as design, styling, performance, and reliability that customers perceive as superior to those found in competing products. High quality products improve an organization's brand name, which in turn allows them to charge more for their products.

Additionally, we achieve *superior innovation*, speed, and flexibility. *Innovation* adds value to existing products and services, and sets new products and services apart from competitors, creating differentiation. Additionally, organizations that are *responsive to their customers* provide them what they want, timely. Customer service can create brand loyalty and a competitive advantage, which leads to attaining superior responsiveness to customers by satisfying their needs and giving them exactly what they want, which may create higher prices and profits.

Now we will look at some of the strategies and techniques to add value. The first of many tools and techniques we can use to either add value to existing products or services or to create valuable new products or service is ***needs analysis***, which is defined as an analytical tool that synthesizes customer data from a variety of sources to determine what customers want and value. If, in our needs analysis, we determine adding value to an existing product or service is the call to make, we are pursuing ***incremental product innovation***, which is the gradual improvement and refinement of existing products that occur over time as existing technologies are perfected. Or, if we determine the marketplace would like new, often radically different, kinds of goods and services because of fundamental shifts in technology brought about by pioneering discoveries, we would be pursuing ***quantum product innovation.***

As you can see, the reality is that often, no, almost always, organizations have many possible products or projects they could pursue at any given time to meet customer demands. Therefore, managing them to maximize value to the market, and organizational performance, i.e., efficiency, effectiveness, productivity, profitability, and sustainability is paramount, we need a screening tool to help us choose the ones we should work on. One such tool is called a ***stage-gate development funnel***, which is a planning model that forces managers to choose among competing projects so organizational resources are not spread thinly over too many projects. The ***stage-gate development*** funnel helps product managers successfully overcome one of their biggest challenges, funding too many new products simultaneously. Additionally, ***product development plans*** specify the relevant information that managers need in order to make decisions whether to proceed with product development efforts under consideration.

When we choose to develop new products or services, organizationally we need to maintain a written agreement that details product development factors such as responsibilities, resource commitments, budgets, timelines, and development ***milestones***, which are key dates along a product or project schedule such as prototype delivered this date, or phase one launched that date, or final inspection and delivery of new product this date. This document is called a ***contract book.***

Product and project teams will help us either develop new products or services or help us enhance those already in the marketplace to maximize value to the customer. These key teams are comprised of ***core members***, who are the members of a team who bear primary responsibility for product development activities and developing project and product evaluation and success metrics and thus the success of a project, and who stay with a project from inception to completion.

Both management and employees are responsible for the quality of products and services they bring to and sustain in the marketplace. ***Quality*** is defined as a standard of excellence or superiority in a product or service as related to its specifications. This concept of joint management and employee responsibility for quality is called ***Total Quality Management ("TQM")***, which is a management technique that focuses on improving the quality of an organization's products and services continuously over time. One extremely popular technique that organizations can use to improve quality by systematically improving how value chain activities are performed and then using statistical methods to measure the improvement is called ***Six Sigma.***

Half-Way Is Not The Way

~ Tony Teravainen ~

When I was in the Navy, I worked in the nuclear repair shop, where we always followed written work procedures to guide us through the repair job. I would always provide feedback to the writers on how to improve the instructions or the process flow to make the job execution more efficient.

Soon I advanced to writing these procedures and then I was able to make changes to improve the work procedures. I would go down to the job site and talk to the workers and they would begin to offer me good suggestions. I would find ways to improve the work flow each time and then observe and interview the workers, where we would discuss future improvements. I did not know it at the time, but this is continuous improvement, more specifically the concept of Kaizen, a culture of teamwork to incrementally improve a process flow or workspace.

After the Navy, I went to work at a manufacturing company. I was a line maintenance worker in an almost fully automated process. My job was to keep the line running and fix whatever broke. It did not take me long to start finding ways to improve the robot and computer programs to be more efficient, just like I did in the Navy. There I was introduced to Six Sigma techniques, and I used them to begin to reduce the variance of defects.

My process ran 24-hours a day, 330 days a year, making 6,000 units per day, so any recurring quality problems cost money. I would study the problems that occurred seemingly randomly. Maybe a robot would put a

Half-Way Is Not The Way (continued)

~ Tony Teravainen ~

part down and it would jam up once a day, or even twice. This would cause the line to back up and other failures to occur.

I learned the Six Sigma and Lean Six Sigma processes of Define, Measure, Analyze, Identify, and Control (“DMAIC”). Each of these process steps have unique tools to complete the steps, creating a methodical process to identify and remove anomalies in the process. I would identify things like a particular manufacturer of the tray holding the parts to be the cause, or maybe some wear in the positioning mechanism that only occurred when air pressure was low, or temperature was high, or other things like that that could not be identified without going through the process.

After the manufacturing job, I went to work in a Navy Acquisition command as a government contractor. There was no manufacturing here, just lots of paperwork and lengthy, complex acquisition processes I knew nothing about. But that was OK, because by now, I was a Master Black Belt and Certified Six Sigma Black Belt – I did not need to know the processes, I just needed to know how to conduct the analysis. I would get sent into areas to help Yellow Belts (people trained but not yet experienced in Six Sigma) lead projects to reduce their variance. In an acquisition process, or business process, variance might be cost or schedule over runs, or even post-design manufacturing or field failures. By sticking to the processes, I was able to help many of the different Program Offices fix business process flow issues they had been

Half-Way Is Not The Way (continued)

~ Tony Teravainen ~

having for many years, saving the government and the taxpayer millions of dollars.

Continuous improvement methodologies, such as Six Sigma, Lean, and Kaizen, work to reduce variances, and improve process efficiencies in the military, on the manufacturing floor, and in the business office space. But they only work consistently when the processes and tools from the philosophies are being followed, as no tool works if you use it half-way.

Management and employees also work together jointly managing inputs inventories to control costs associated quality, products and services innovation, and efficiency. Improving efficiency reduces cost, which increases profits. Therefore, it is a useful measure of how well an organization uses its resources such as labor, capital, materials, and energy, to produce its goods and services.

One primary way to improve efficiency is through facilities engineering, i.e., "*flexible manufacturing*", to lay the organization's facilities out in the most cost-effective manner. ***Facilities layout*** is the strategy of designing the machine-worker interface to establish new product manufacturing or increase operating system efficiency manufacturing existing products. ***Flexible manufacturing*** is a set of techniques that attempt to reduce the costs associated with the product assembly process or the way services are delivered to customers.

There are three primary types of facility layouts: product, process, and fixed position. In a ***product layout***, the machines are organized so that each operation needed to manufacture a product or process is performed at workstations arranged in a fixed sequence. This layout is often labeled “mass production”, and a perfect example is an automobile manufacturing plant.

In a ***process layout***, management lays out relatively self-contained workstations, and a product goes to which ever workstation needs to perform the next operation. This facility layout type provides flexibility at the expense of reduced efficiency, which makes it a more expensive layout. Another type of layout is the *fixed-position layout*, where huge products, like earthmoving machines or airplanes, stay in a fixed position, and the employees bring the component parts they produced in their remote workstations to the production area for final assembly. Self-managed teams are often found working in fixed-position layouts.

Another goal of flexible manufacturing is designing the production facility, processes, and equipment so they may support the manufacturing of multiple products with quick gear swaps. This provides more product variety in less time, which increases the organization's customer responsiveness. In addition to flexible manufacturing and business process reengineering, other ways to improve efficiency and control costs include using JIT inventory management, self-managed work teams, and IT.

Inventory is defined as the stock of raw materials, inputs, and component parts that an organization has on hand at a particular time. ***Just-in Time Inventory***, or "***JIT***", can produce significant cost savings because inventory is ordered right before needed, and only what is needed is ordered. This reduces inventory carrying costs significantly. However, it requires extreme supplier-manufacturer coordination to ensure organizations can remain responsive to customers and meet demand without ***stock-outs***, which are periods without the necessary inventory to make finished products.

Self-managed work teams also produce significant cost savings because they usually only contain 5 to 15 employees who produce an entire product instead of just parts of it, and they do so with less supervisors, cross-training, which reduces labor and increases productivity and flexibility.

Finally, managers use their organization's Information Systems, “IS”, connected through the Internet to manage their value chains more effectively between their customers and suppliers to reduce cost further. However, continued automation to save cost sometimes displaces workers, a rising challenge in the CIVDIV. Furthermore, organizations that use a technique involving IT to develop an ongoing relationship with customers to maximize the value an organization can deliver to them over time are engaging in ***Customer Relationship Management (“CRM”).*** CRMs have three components, sales and selling, after-sales service, and support.

Chapter 15: *Organizational Culture and Structure in the CIVDIV*

There are many types of authority in civilian organizations. We'll start by first laying some definition groundwork. For example, ***authority*** in the CIVDIV is defined as the power to hold people accountable for their actions and to make decisions concerning the use of organizational resources. ***Hierarchy of authority*** then is an organization's **chain of command**, where the relative authority of each manager is specified. However, a technique regarding authority that is becoming more popular and thus more widespread is decentralizing authority.

When managers ***decentralize authority***, they give lower-level managers and nonmanagerial employees the right to make important decisions about how to use organizational resources, which flattens the organization chart because there are less layers of management and increases organizational responsiveness through its employees. For example, a salesperson that decides to extend a valued customer's warranty or a waiter that decides to add a desert to someone's meal to show appreciation for their patience on an extremely busy evening are empowered to make decisions to enhance organizational performance. Empowerment is the outcome of decentralizing authority.

An organization's architecture and culture can significantly impact its authority and decentralized authority, and vice versa. *Organizational architecture* is the organizational structure, control systems, culture, and human resource management systems that together determine how efficiently and effectively organizational resources are used. ***Organizational culture*** is the shared set of beliefs, expectations, values, and norms that influence how members of an organization relate to one another and cooperate to achieve the organization's goals. It is shaped by four factors: the organization's ethics, its structure, the individual and collective characteristics of its members, and its employee relationships through its HR policies, procedures, practices, and people.

Organizational ethics are the moral values, beliefs, and rules that establish the appropriate way for an organization and its members to deal with each other and with people outside the organization. Organizational structure is heavily influenced by the organization's culture and its number of employees and managers. The more layers of management the organization has, the taller it appears on an organizational chart, and the fewer the number of layers an organization has, the flatter it appears on its organizational chart. Additionally, how an organization relates to its employees via its HR policies, procedures, and practices is called *employee relationships*, which shape the culture. The final factor, and the ultimate one that shapes an organization's culture is the collective characteristics of its people.

Being able to identify, describe, and discuss the different types of organizational structures encountered in the CIVDIV will help you orient to any new one you go into, which will help you adapt more quickly, and help you answer more CM® exam questions correctly. ***Organizational structure*** is a formal system of task and reporting relationships that coordinates and motivates organizational members, so they work together to achieve an organization's goals. Furthermore, *organizational design* is the process by which managers make specific organizing choices that result in a particular kind of organizational structure. Designing organizational structures and reporting relationships is a key organization task. Regarding organizational design and structure, obviously the more dynamic the organization's environments, the more flexible, and thus responsive, their structures should be. So, remember to always ask for an *organizational chart,* or "org chart" when you land in a new gig. “Org charts” depict many things at a glance that can help you orient to the organizational structure.

One of the things an org chart can depict at a glance is whether an organization has a divisional, functional, or matrix structure. ***Divisional structures*** are organizational structures composed of separate business units within which are the functions that work together to produce specific product for a specific customer. A ***functional structure*** is an organizational structure composed of all the departments that an organization requires to produce its goods or services. And a ***matrix structure*** is an organizational structure that simultaneously groups people and resources by function and by product, meaning the team members have both a functional boss and a product boss.

Cross-functional teams are groups of managers brought together from different departments to perform organizational tasks. If instead of performing organizational task, the cross-functional team is brought together to solve a problem, it is called a “task force”. ***Task forces*** are committees of managers from various functions or divisions who meet to solve a specific, mutual problem. Task forces are also often called ***ad hoc committees***.

Additional organizational structures you may see are geographic, market, or product. ***Geographic structures*** are organizational structures in which each region of a country or area of the world is severed by a self-contained division, like the northwest region, or the eastern hemisphere headquarters office, and a ***market structure*** is an organizational structure in which each kind of customer is served by a self-contained division. The *market structure* is also often called a "*customer structure"*.

A *product structure* is an organizational structure in which each product line or business is handled by a self-contained division. These self-contained divisions have a ***product team structure***, a type of organizational structure in which employees are permanently assigned to a cross-functional team and report only to the product team manager or to one of his or her direct subordinates. Narrow product lines can be a weakness of this structure.

Speaking of teams, one of management's four functions is to organize, and organizing employees, jobs, teams, departments, divisions, and business lines is extremely important; it can create competitive advantage. A common term encountered while organizing employees, tasks, and jobs is ***job design***, which is the process by which managers decide how to divide tasks into specific ***jobs***, which is the collection of the like tasks, duties, and responsibilities of a specific job. As such, a *job description* would identify this collection of like tasks, duties, and responsibilities of a specific job, such as chef, or architect, or welder. Additionally, ***job enlargement*** is a technique to increase the number of different tasks in a given job by changing the division of labor.

Furthermore, ***job enrichment*** is a bit different; management increases the degree of responsibility a worker has over his or her job, which can often lead to increased motivation. Finally, *job simplification* is the reverse operation of job enlargement, here management uses the process of reducing the number of tasks that each worker performs.

Managers use ***integrating mechanisms*** to design organizations, which are organizing tools that increase communication and coordination among functions and divisions. One example of an integrating mechanism is ***span of control***, which deals with the number of subordinates who report directly to a manager. Additionally, *organizational ethics*, which are the moral values, beliefs, and rules that establish the appropriate way for an organization and its members to deal with each other and with people outside the organization, can help managers integrate the organization and synergize employee behavior.

Chapter 16: *Managing Workforce Diversity in the CIVDIV*

Just like in the military, the CIVDIV contains a wide range of diversity. Managing it effectively is expected of managers. ***Diversity*** is the dissimilarities or differences among people due to age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, education, experience, physical appearance, capabilities/disabilities, and any other characteristic that is used to distinguish between people.

Cultural diversity is the differences in race, ethnicity, language, nationality, and religion that shape how employees think, act, behave, communicate, and interpret events in the workplace. *Disability*, a type of diversity, is the interaction between a health condition and the environment in which a physically or mentally challenged person lives. ***Socioeconomic status*** is another type of diversity, and it is a combined measure of a person's work experience, economic well-being, and social position, relative to others.

Age is a major source of diversity in today's workforce. The traditional working population is defined as workers between ages 15 and 65 and the current labor force contains five generations of workers! Each generation has its own label and characteristics. For example, employees born up to 1945, are part of the *Silent Generation*. These folks tend to follow the rules, respect authority, work hard, be responsible, conform, and demonstrate loyalty and thriftiness. *Baby Boomers*, the children of the silent generation, were born between 1946 and 1964, challenge the rules, embrace equal opportunity, question everything, maintain optimism, desire personal gratification, are team players, want to make a difference, and are generally spenders.

The generation following the baby boomers is *Generation X*, born between 1965 and 1976. They want to change the rules, are independent and pragmatic, like to have fun, value work and life balance, think globally, and are tech literate. *Generation Y* follows “GENX”, and covers those workers born between 1977 and 1995. Generation Y employees create the rules, are self-confident, social, tolerant, competitive, tech-savvy, and are avid consumers.

And the fifth generation currently in the work force is *Generation Z*, employees born after 1995. They tend to customize the rules, be realistic, work hard, be tech-reliant, collaborative, and prioritize constant learning. How management sees and relates to its employees plays a large part in managing diversity effectively, and managers have a leadership role in ensuring all employees, regardless of their diversities, are treated fairly. This invokes the manager's individual perceptions, stereotypes, and biases.

Perception is the process through which people select, organize, and interpret what they see, hear, touch, smell, and taste to give meaning and order to the world around them. Perceptions are fine when they are relatively accurate, because good decisions and behavior can result. However, when a person's perceptions are inaccurate, bad decisions can be made, which hurts organizational effectiveness. Examples of these bad decisions include not hiring qualified people, failing to promote top-performing subordinates, who subsequently may take their skills to competing organizations, or promoting poorly performing managers because they have the same "diversity profile" as the manager making the decision.

Regarding interpretation, a ***schema*** is an abstract knowledge structure that is stored in memory and makes possible the interpretation and organization of information about a person, event, or situation, which, when correct, are useful. The rub is that people tend to pay attention to information that is consistent with their schemas and ignore information that is inconsistent with their schemas. There are two types of schemas, functional and dysfunctional.

Functional schemas that are actually accurate in depicting the true nature of a person or situation, helping the manager make sense of the world around them. However, *dysfunctional schemas*, i.e., those schemas that inaccurately depict the true nature of a person or situation, are not helpful. A ***gender schema*** is a prime example, because it is one in which one's preconceived beliefs or ideas about the nature of men and women and their traits, attitudes, behaviors, and preferences often influences their perception inaccurately.

Also affecting perception are stereotypes and biases. ***Stereotypes*** are simplistic and often inaccurate beliefs about the typical characteristics of particular groups of people, such as women are more compassionate than men, or that accountants are introvertive, and ***biases*** represent the systematic tendencies to use information about others in ways that result in inaccurate perceptions. Some examples of biases are the similar-to-me effect, the social status effect, and the salience effect.

The ***similar-to-me effect*** is a manager's tendency to perceive others who are similar to themselves more positively than they perceive people who are different from them. The *social status effect* is the tendency to perceive individuals with high social status more positively than we perceive those with low social status, and finally, the ***salience effect*** is the tendency to focus attention on individuals who are conspicuously different from us.

Biases and stereotypes may contribute to ***overt discrimination***, which is the act of knowingly and willingly denying diverse individuals' access to opportunities and outcomes in an organization. Overt discrimination is both illegal and unethical and violates both distributive and procedural justice.

Distributive justice is a moral principle calling for fair distribution of pay, promotions, and other organizational resources based on the employee's meaningful contributions instead of their personal characteristics over which, frankly, they have no control. Distributive justice mitigates conditions like ***glass ceilings*** which are invisible barriers that prevent certain classes of people from reaching their full potential. And ***procedural justice*** is the moral principle calling for the use of fair procedures to determine how to distribute outcomes to organizational members.

There are many negative outcomes of mismanaging workforce diversity. Harassment is one of them. ***Harassment*** is unwanted workplace conduct (emotional or physical) based on age, gender, culture, sex, or disability which violates an individual's dignity or creates a hostile or intimidating work environment.

Hostile work environments can be the product of ***sexual harassment***, which is a specific type of harassment in which unwelcome verbal or physical sexual advances create a hostile or offensive work environment. Furthermore, ***hostile work environment sexual harassment*** is telling lewd jokes, displaying pornography, making sexually oriented remarks about someone's personal appearance, and other sex-related actions that make the work environment unpleasant. Finally, regarding sexual harassment, ***quid pro quo sexual harassment***, the most extreme form of sexual harassment, is asking for or forcing an employee to perform sexual favors in exchange for receiving rewards or avoiding negative consequences.

However, there are also many benefits to managing diversity effectively. Organizations that embrace diversity through diversity plans realize several benefits, such as: better problem-solving because more diversity provides a broader pool from which to draw solutions, greater customer service capacity, because of their workforce's diversity of skills and experiences prepares them to service a global customer base more effectively, and increased innovation through diversity of ideas. These benefits all coalesce to create increased competitive advantage, profitability, and productivity.

Therefore, it is imperative on many levels that workforce diversity is effectively managed. Management plays four roles in this effort: interpersonal, informational, decisional, and behavioral, and each role contains several sub-roles within each one of them. Under the interpersonal management role, we see the sub-roles of *figurehead*, a sub-role that conveys that the effective management of diversity is a valued goal and objective, *leader*, the sub-role modeling and instituting policies and procedures to ensure that diverse members are treated fairly, and *liaison*, the sub-role that enables diverse individuals to coordinate their efforts and cooperate with one another.

Additionally, under the informational role, we see the *monitor*, which evaluates the extent to which all employees are treated fairly, the *disseminator*, which informs employees about diversity policies and initiatives and the intolerance of discrimination, and the *spokesperson*, a manager that supports diversity initiatives in the wider community and speaks to diverse groups to interest them in career opportunities.

Finally, we have the decisional role. The sub-types of roles within it are *entrepreneur*, i.e., managers that commit resources to develop new ways to effectively manage diversity and eliminate biases and discrimination, *disturbance handlers*, those managers that take quick action to correct inequalities and curtail discriminatory behavior, *resource allocators*, who are managers that allocate resources to support and encourage the effective management of diversity, and *negotiators*, i.e., those managers that work with organizations such as suppliers and groups like labor unions to support and encourage effective workforce diversity management.

Some ways to manage workforce diversity effectively include securing top management's support to do so, increasing accuracy of diversity awareness and perceptions, and evaluating employee performance objectively. Additionally, considering the numbers and distribution objectives in an organizational context, empowering employees to challenge discrimination, and rewarding them for doing so can increase workforce diversity management's effectiveness.

Workforce diversity management is not only the moral, legal, personal, and professional right thing to do, it's also imperative for business success in two fundamental ways, ethically and organizationally. The first imperative, the *ethical imperative*, covers the two moral principles previously discussed, distributive justice and procedural justice. The second imperative, the *business imperative*, concerns management making good business decisions that create competitive advantage by helping the organization to provide customers with better goods and services through its effectively managed diverse workforce and supplier network. Typically, diverse workforces are better attuned to the organization's diverse customer base, plus it can increase the organization's profitability through enhanced employee recruitment and increased retention, which can create a greater competitive advantage.

<u>Supplier Diversity Management is Key Too!</u>

~ Paul Mara ~

What is supplier diversity? "Supplier diversity" is defined as "a proactive business process that provides equal access to procurement opportunities for all suppliers and promotes economic development in the communities in which we all live and work".

And just like corporations' support diversity and inclusion in their hiring, supplier diversity is a business strategy that focuses on supporting suppliers from underrepresented groups such as minorities, women, veterans, LGBTQ+, and disabled business owners. Corporations understand inclusion and are doing more to ensure that their future consumer base has enough opportunities to grow their own net worth and purchase from their brand. Why?

Because America demands it, and social responsibility is good business! In fact, statistics show that companies who embrace diversity are more profitable than companies who do not. It's doing well by doing good!

And Veteran-Owned Businesses Make Exceptional Suppliers!

Service Disabled/Veteran Owned Businesses ("SD/VOBs") were given the opportunity to join with the other Diverse Business Enterprises "DBEs" (minority, women, the LGBTQ+, and disabled owned business communities) in 1999. This provided SD/VOBs with the same "set asides" (in the government space) and "spending goals" (in the private/commercial sector space) as these

Supplier Diversity Management is Key Too! (continued)

~ Paul Mara ~

groups have been enjoying for decades.

It wasn’t until 2014 with the formation and launching of the National Veteran Business Development Council (NVBDC) that SD/VOBs had the required third party non-profit certifying body that met the certification standards that corporations have always required for their other DBE groups.

However, and unlike these other DBE groups, military service is something that is earned through the service and sacrifice of veterans and their families. Of more concern, was/is the requirement that in order to take advantage of these opportunities, veterans had to also have been disabled in the service to their country to obtain service disable veteran owned status for these opportunities.

This is a discriminatory practice in the supplier diversity space, as the other DBE groups do not have to have been disabled within their category to have these set asides and spending goals. Fortunately, most/all private corporations support both SD and VOBs without the requirement to have been disabled.

Since 2015, I have dedicated my business coaching practice on bringing SD/VOBs together with the Fortune 5,000 for procurement opportunities for the following reasons:

Supplier Diversity Management is Key Too! (continued)

~ Paul Mara ~

1. The private sector space is an estimated $80 billion in annual opportunities for SD/VOBs, with far more demand than supply of private sector certified SD/VOB,

2. The private sector supplier diversity space is at least a 500% larger annual opportunity than the federal government,

3. There are approximately 96% fewer SD/VOBs currently certified to work in this space than in the government space,

4. Of the top 10 industries where SD/VOBs have businesses, 70% are in the top 10 Private Sector Industries,

5. Over the last year or so, Diverse Supplier Development Corporation (DSDC - a veteran owned/operated company) has worked on more than 70+ major and significant procurement opportunities with corporations specifically seeking SD/VOB suppliers. These have included corporations like Abbott Labs, AT&T, Best Buy, Boeing, Capital One, Ernst & Young, Hallmark, Medtronic, T-Mobile, Toyota, UnitedHealth Group, UNFI,

6. The private sector buys far more products and services, for far more money, and with far less bureaucracy than the government!

So, with all the above, shouldn't you consider pivoting to the private sector space? If so, I can help your organization.

Supplier Diversity Management is Key Too! (continued)

~ Paul Mara ~

I support SD/VOBs in this space by:

Educating all SD/VOB-DBEs about the single best opportunity to scale their businesses through private sector supplier diversity initiatives,

Determining if the SD/VOB-DBEs are private sector certifiable and confirm their interest/ability to play in the brave new world of private sector supplier diversity,

Assisting SD/VOBs with applying for NVBDC certification and all other DBEs with applying for other private sector certification (if needed),

Assessing and evaluating SD/VOB-DBEs for readiness to compete and win business with corporations, and where necessary assist businesses with strategies to address gaps and develop and implement new capabilities,

Bringing SD/VOB-DBEs into the brave new world of supplier diversity to maximize their opportunities by going “upstream” to find procurement opportunities proactively, strategically, and tactically,

Being a resource partner to all corporations to find and vet SD/VOB-DBEs for their procurement opportunities by going “downstream” to match procurement opportunities with SD/VOB-DBEs.

Chapter 17: *Building High Performance Teams*

There are many types of teams within organizations. Managing and leading them so they are high performing is the goal. Doing so increases individual opportunity as well as team and organizational performance.

Remember that ***teams*** are formal work groups comprised of people who work collaboratively to achieve a common goal. ***Functional teams*** are a type of team comprised of members from several vertical levels of an organization's hierarchy who perform the same function but have different individual responsibilities. An example of a functional team is a ***permanent team***, a type of team that has an unlimited life and fills a continuous need that is never fully accomplished.

Cross-functional teams are comprised of members from different organizational functions, divisions, or departments, such as marketing, accounting and finance, R&D, and operations, that work cooperatively to solve a problem or achieve an organizational goal. An example of a cross-functional team is a *process improvement team*, a type of team that focuses on creating workplace efficiencies and saving costs. Another type of temporary team is the ***project team***, which is a type of multi-dimensional team created for a defined period (months to years) to achieve a specific goal, such as the development of a new software product or the planning and execution of a corporate event. An increasing number of teams, especially project teams, are considered self-managing.

Self-managed teams are a type of team comprised of employees who work together to achieve a common goal under their own supervision or in the absence of an appointed leader. ***Task force teams*** are also temporary teams, formed for a single purpose, such as completing a project, gathering feasibility data, or finding a solution to a problem. Finally, regardless of whether permanent or temporary, teams can exist virtually. A ***virtual team*** is a team type where team members are geographically dispersed and may seldom, if ever, meet face-to-face.

HPTs are an Inside Job

~ Jeremy Burdick ~

My first crack at being the NCO in charge of a section turned out to be life-changing. I was put in charge of a small 5-6-man team that was the bottle-neck for the only C-130 engine regional repair center in the Pacific and no spare engines meant no airpower. Our shop was falling behind due to demand as we just responded as a nation to the twin towers falling.

Almost everyone on my team was a superior performer, except two. One was the guy I took over for, but they kept him in his old section, crazy I know, and he was not happy. The other was a young, first-term Airman. The first guy I was able to shift to administrative duties and then into a new section. The second guy though became the focus over the next few weeks. He would come in late, look terrible, and everyone assumed he didn't want to be in the U.S. Air Force any longer. It was amazing how a few guys could prevent the entire team from being effective.

I figured I would try a new approach with him, tabula rasa (or blank slate) style, and believed the notion that everyone wants to innately do a good job then be recognized for it. I decided to break the section into smaller areas, and I gave him responsibility over one of them. He could decide how it operated so long as he produced X number of products weekly to my quality standard. I repeated this for each member on my team. I built 5 owners instead of workers, producing a self-managed team!

HPTs are an Inside Job (continued)

~ Jeremy Burdick ~

By the end of a month the bottle neck was gone, and we were helping other sections out because we were too far ahead! I also routinely gave them extra time off when they exceeded the monthly goal! I couldn't pay them more, so I used what I had. Before you knew it, I was promoted and each one of them went on to bigger and better things. The experience changed the way I looked at leadership and how powerful the feeling of owning something that feels like yours could be. Truly inspirational to be a part of it all!

Regardless of team type, a model common to describe and communicate team development is Dr. Bruce Tuckman's Stages of Team Development. In the ***Stages of Team Development*** model, there are five recognizable stages labeled forming, storming, norming, performing, and adjourning. These are the stages a team evolves through on its path to becoming a high performing team. Each stage has its own *team dynamics*, which are the behavioral relationships that influence how teams work together, and each stage must be visited during team evolution.

The first stage is the ***forming*** stage, which is the stage where team development begins. The team is not yet producing work. Instead, they are focused on finding their mission and purpose, laying their groundwork and ground rules, and establishing the roles and responsibilities that they'll need to perform later. Managers can help them accomplish these things so they have a good foundation and chalk up some small victories early. In the second stage, *storming*, the gloves begin to come off as team members start to push against the boundaries established during forming through their individual goals and behavior. Many teams fail in this stage.

In the third stage, ***norming***, the team works through its issues and begins to incorporate patterns of acceptable behavior to accomplish the work. In the fourth stage, *performing*, the team overcomes its differences and the focus shifts from destructive behaviors to constructive ones. Finally, in the fifth stage, ***adjourning***, the team, if temporary, disbands, or if permanent, takes a break before starting the next project.

A problem all teams are potentially susceptible to is social loafing. ***Social loafing*** is the tendency of a team member to exert less effort in a large, diverse group than when working alone because they let other team members do portions of their work. This is also sometimes referred to as ***free riding***, or, if the social loafer uses computers to divert, distract, or diminish his or her team contributions, they are ***cyber loafing***. Managers should help the group mitigate social and cyber loafing by encouraging team member accountability and task visibility in group status reports.

High-performing teams present strong managers with strong leadership KSAs, have clearly defined goals, roles, and responsibilities, are self-empowered, demonstrate mutual trust, communication, commitment, a focus on quality, and cohesiveness. Conversely, dysfunctional teams can demonstrate low trust, fear of conflict, lack of commitment, avoidance, lack of accountability, and inattention to results. Therefore, managers can identify and discuss toxic behaviors objectively and their impact on team performance, guide the team to selecting appropriate interventions, and monitor and discuss progress.

Crash Course In Managing

~ Neal T. Wright ~

My second position after retiring from the US Army was as a Strategy and Business Development executive in a Top-50 engineering firm, where I eventually became a Vice President.

Although my focus was working with military engineering agencies to win appropriate work for our firm and explaining the federal contracting process to our team, the CEO soon saw the range of skills I brought from my military experience and assigned me additional roles.

He tasked me to join a team to update and revise our entire Project Management system to deliver our projects on time, on budget, and with quality, while ensuring they remained profitable for the firm. Our revised processes and checklists became the standard practice for the entire firm.

He next asked me to conduct several "After Action Reviews" on projects that had gone poorly, to identify what factors led to under-performance and financial losses. I worked on projects across each division in the firm and highlighted common errors that we addressed in revised processes to reduce the probability of future failures.

The CEO then asked me to be on a team to develop the "Balanced Scorecard" for our company. We studied every aspect of our operations, and developed the key performance metrics that we would use to measure successful project delivery, profitable operations, corporate financial health, and to monitor staff performance and morale.

My crash course in managing an engineering firm was challenging, but also educational and rewarding.

Chapter 18: *Human Resource Management in the CIVDIV*

There is a myriad of laws, rules, and regulations regarding the managing and leading of people in the CIVDIV. Therefore, managing an organization’s employees fairly and compliantly is a “shall do, not a should do. Plus, when done expertly, your workforce becomes a competitive advantage! So, spend the time, effort, and money to make it so.

So, we have a workforce of employees, often referred to as “human resources”, i.e., “HR”. As such, ***Human Resource Management (“HRM”)*** encompasses all of the activities that managers engage in to attract, retain, and fully develop employees to ensure that they perform at high levels and contribute to the accomplishment of organizational goals. Additionally, *strategic human resource management* is the process by which managers design the components of an HRM system to be consistent with each other, with other elements of organizational architecture, and with the organization’s strategy and goals.

A solid HRM foundation starts with a ***HR Policies and Procedure Manual***, which is a means for formalizing, systematizing, documenting, communicating, and enforcing HR policies and practices established by senior management. A ***policy*** is a formal, written statement or rule that employees of an organization are required to follow, and a ***procedure*** is a written set of instructions presented in a logical sequence of steps that tells employees how to carry out or implement a policy. The HR manual also helps managers maintain good ***labor relations***, i.e., work with unions, when applicable, to maintain good working relationships.

And speaking of HRM, managers engage in activities to forecast their current and future needs for human resources through ***Human Resource Planning.*** The HR planning components are recruitment and selection, training and development, performance appraisal, and pay and benefits. Vets2PM's Career Services can help organizations by supplying them with credentialed veteran project, cyber, human resources, or general managers, or by "renting" top notch project managers through our Project Management as a Service ("PMaaS"). We'll start with recruitment and selection.

Recruitment deals with all of the activities that managers engage in to develop a pool of qualified candidates for open positions. One tool they use to accomplish recruitment is ***gap analysis***, which is an assessment that compares future employment needs with the current labor supply to identify “gaps” for hiring, training, and outsourcing. Another tool that managers use to plan HR recruitment needs is a ***needs assessment***, which helps them determine which employees need training in which types of skills to enhance individual and organizational performance. For example, a manager wishing to design a training program to address current gaps in performance would first conduct a needs assessment to identify what skills to train on and to which standards.

Reviewing *job search engines* is another recruiting activity; one that involves using a search engine that scours the Web and aggregates job listings from job boards and employer websites. ***Job boards*** are websites that post jobs supplied by employers. Interviewing walk-ins occurs as well. ***Walk-ins*** are individuals that apply for jobs without being asked to do so by the organization. Finally, ***selection*** is the process that follows recruiting, and the one that managers use to determine the relative qualifications of job applicants and their potential for performing well in a particular job.

Several selection and evaluation tools can be utilized to evaluate applicant qualifications and appraise the applicant’s potential for performance. These tools include

background information, which is applicant-supplied information about their education, previous employment history and experience, and any special skills and traits that they possess.

In addition to background information, job applicants are often required to provide *references* from previous employers or other sources to obtain candid information about an applicant’s skills, abilities, work habits, and experience. These references are typically used at the end of the hiring process to confirm a hiring decision or to set one candidate apart from another. Additionally, organizations can run *background checks* on employees and their background information prior to interviewing them to help uncover negative information such as crime convictions.

<u>Rehearsal and role play</u>

~ Jennifer Vollbrecht ~

When you are going to a job interview or are scheduled to give a presentation, do not “wing it”. If you do not practice your script, you may nervously fumble for words, creating greater opportunity for military jargon or undesirable body language to enter the conversation. Record yourself giving the presentation or answers until the script is crisp and well delivered. I like to use my travel time in the car during the weeks and days before the presentation or interview to practice exactly what I am going to say.

When you give the presentation live, a well-rehearsed script will allow you to feel comfortable and deliver assertive and open body language. Sometimes as veterans, we may come off as harsh, or perceived as “drill instructor” (or is that just me?). Role playing, practicing my script, and asking for feedback before presenting have helped me to better manage emotions and ensure I am getting the point across.

Rehearsing the script has additional benefits allowing you to add small details and demonstrate expert knowledge of the subject you are presenting. After your presentation, give yourself an honest assessment.

- How do you feel that it went?
- Did you feel comfortable?
- Were you able to get all points across?
- Was the audience engaged, and did they provide questions or feedback?

Rehearsal and role play (continued)

~ Jennifer Vollbrecht ~

Some signs that you may need to rehearse more:

- Reading a power point slide verbatim,
- Talking too fast, if a 30-minute presentation is done in 20 minutes, you may have talked too fast,
- Stumbling over words or inserting filler words (“umms” and “uhs”),
- Closed body language, if you are giving a presentation pay attention to what your arms are doing.

Taking the time go through the assessment and learning from each interaction will enable you to become a strong presenter and interviewee. The expert knowledge that you present will be delivered with ease and more importantly, an engaged speaker will ensure the audience receives the information in a clear and memorable way.

Employment tests help mitigate hiring risk, and there is a variety of tests available that can be used for selection purposes to include personality, physical ability, performance, and ability tests. *Personality tests* measure behavioral traits and characteristics relevant to job performance, and *physical ability tests* (“PAT”) match candidates to physical demands and essential functions of the job. *Performance tests* assess a job candidate's ability to perform a specific task or type of work through ability testing, work sampling, or simulation, and ***ability testing*** assesses the skills needed to do the work, such as verbal comprehension, reading comprehension, or mathematical skills.

Regardless of which type of test is used, each test needs to be reliable and valid. *Reliability* is the degree to which a tool or test measures the same thing each time it is used, and it can be increased by using more than one qualified interviewer to assess the same candidate. ***Validity*** is the degree to which a tool or test measures what it purports to measure.

As mentioned in the previous chapter on building high-performing teams, selecting high-performing individuals to build high-performing teams from is a key start. Here we cover some tools and techniques you can use in the CIVDIV to help you do that. We are professionally developing the organizations' people. To create a competitive advantage! To increase organizational performance. By taking care of the people. Sounds familiar right?

It is! It's "mission first, people always"! Growing the organization's people in the CIVDIV consists of tools and processes such as career ladders, career mapping, and career path identification. It also consists of job analysis, rotation, and potentially even lateral moves or outsourcing. It takes the teamwork of management, mentors, and employee protégés.

Career mapping is a tool that helps an employee think strategically about their career path by identifying jobs that interest the employee, capitalize on the employee's KSAs and experience, and require additional development to grow the employee's skill set. Doing so helps the employees identify potential ***career paths***, which are a more varied form of career progression that consists of both horizontal and vertical moves within one or more organizations. Furthermore, organizations can identify ***career ladders***, which are a progression of jobs within the same organization that have increasing responsibility and compensation.

In many cases, lateral moves may be necessary. *Lateral moves* are those job changes that entail no major changes in responsibility or authority levels but allow access to learn additional roles, jobs, or duties. I have found them extremely useful at many points during my own many professions. It shows your peers and middle, top, and executive managers that in addition to chops, you possess humility, a strong penchant for preparation, and selfless service to the organization. You will stand out! In a positive manner.

Speaking of jobs, ***job analysis*** involves identifying the tasks, duties, and responsibilities that make up a job and the knowledge, skills, and abilities needed to perform the job. Job analysis includes ***job specification***, which is a written summary of the KSAs necessary to perform the specific job in question, and ***job rotation***, which is a s type of professional development where an employee is exposed to multiple jobs in an organization to gain a "big picture" understanding of organizational functions, products, and services. To fill gaps in internal talent pools, managers can also use ***outsourcing***, which is contracting with people outside the organization to produce goods or provide services, usually on a short-term or intermittent basis.

Now that we've identified potential career paths and ladders, developed career maps, and analyzed job needs and demands, we can develop the employees in those jobs. ***Development*** involves building the knowledge and skills of organizational members, so they are prepared to take on new responsibilities and challenges in the future. Management has several tools at its disposal to do so.

Fist up are the learning tools that fall into the education and training categories. Whereas ***formal education*** is a type of reimbursable professional development that refers to traditional undergraduate and graduate degree programs related to management, ***training*** focuses on teaching organizational members to perform their current jobs better and helping them acquire the knowledge and skills they need to be more effective performers. Identifying outcomes such as missed deadlines or low-quality products can help managers identify employee and/or department training needs.

Training can take place in classrooms, online, and on-the-job ("OJT"). *Classroom instruction* is a type of training delivered by a live instructor in either in internal or external classroom to provide employees additional knowledge and skills for use in the workplace. *Online learning* is a type of training that is delivered online, with or without an instructor, that may be synchronous (live) or asynchronous (not live).

Additionally, ***On-the-Job Training***, commonly referred to in conversation as "***OJT***", is training that takes place in the work setting as employees perform their job tasks. So, managers sitting with their new employees for a week during their first month, or managers assigning new employees onto seasoned teams to receive peer OJT are both prime examples of OJT. Reminder that training is for the here and now, and development is for future assignments.

Now we've arrived at *pay structure*, which is the arrangement of jobs into categories reflecting their relative importance to the organization and its goals, levels of skill required, and other characteristics. Additionally, *pay level* is the relative position of an organization's pay incentives in comparison with those of other organizations in the same industry employing similar kinds of workers. An example of pay structure is ***performance-based pay***, which is defined as a type of compensation based on a standard of performance. Some examples are the number of products produced, the number of defects per thousand products, or the percentage of waste from production.

Pay can come in three forms, salary, wage, and performance-based. *Salary* is a pre-established amount of money paid for work over a designated period, usually a year, such as $45,000.00 per year, and *wage* is a specific amount of money paid for each hour or partial hour of work, such as $20.00 per hour, or piece of work, i.e., $97.00 for each widget built and inspected. This specific type of performance pay that is based on parts or widgets produced per day is often called "***piece rate***". ***Bonuses*** are additional pay or benefits outside of wages or salary, such as stock options, profit sharing, commissions, or wages plus tips. ***Commission*** is performance compensation calculated on a rate of gross or net sales.

Employees can also receive non-pay benefits, such as cafeteria-style benefit plans. ***Employee benefits*** are the various types of non-wage compensation provided to employees in addition to their wages or salaries, and ***cafeteria-style benefit plans*** are plans from which employees can choose the benefits they want. The sum of all monetary and non-monetary compensation an employee receives in exchange for their willingness to work is called their *total compensation package.* We wrap up this chapter on HR management discussing how to provide effective, helpful, career-advancing performance feedback to employees, a key but often times uncomfortable management duty. In my personal experience managing and speaking with thousands of managers, a main contributor is lack of preparation.

Preparation includes not only preparing the content but preparing its delivery in light of the communication nuances discussed in chapter 8.

Performance appraisal and feedback is the function in which the employees' job performance and contributions to their organization are evaluated. *Performance appraisals* give managers important information on which to base promotions, raises, and training and development decisions.

Performance feedback is both a process and a process outcome. The ***process of performance feedback*** is the process through which managers share performance appraisal information with subordinates, give subordinates an opportunity to reflect on their own performance, and develop, with subordinates, plans for future development and performance. ***Performance feedback, the outcome,*** is the citing of behaviors, attitudes, outcomes, and metrics that can be compared to a performance standard or expectation to reveal any deficiencies that may exist, recognize contributions above expectations, and direct future efforts to develop and grow employees.

Providing performance feedback to employees is important because requirements and expectations fluctuate in today's dynamic environment, and it travels in all directions, i.e., from the top down, from managers to employees, laterally from peer to peer, and from the bottom-up, i.e., employee to manager. Additionally, performance feedback can also boost self-confidence and professional competency, improve employee morale and relations, increase engagement, foster interdepartmental collaboration, enhance productivity, help employees learn how others perceive them, and provide information needed for individuals to change their behaviors and attitudes.

Furthermore, individuals asking for performance feedback demonstrate their dedication to personal improvement and commitment to the organization for which they work. It also enhances their self-esteem by reinforcing what is going well and constructively outlining what needs additional work. Performance feedback can come from others, which includes superiors, colleagues, contacts, customers, friends and family, task performance information and results, and ***self-feedback***, which is performance feedback that provides an honest, personal evaluation of how the employee is performing relative to others and their own expectations.

Since performance feedback is essential to employee, team, and organizational performance, it needs to be effective. Some of the characteristics describing ***effective feedback*** are:

1. The feedback is specific and focused on one single, measurable behavior or observation at a time, rather than on multiple performance behaviors at one time or on vague performance observations,

2. It is balanced and documentable,

3. The feedback is nonpersonal, focused on the target behavior and not the employee's personality, because behavior can be changed and personality cannot,

4. The feedback is appropriate, meaning it's been evaluated as warranted and it is delivered calmly, professionally, and in a nonjudgmental, unbiased, and non-threatening manner because it serves a purpose,

5. It is based on fact and not rumor, i.e., documented, so it can be used to correct undesirable behavior

and support potential discipline or firing of an employee that has continuous performance issues,

6. The performance feedback is timely, provided as close to a performance behavior as possible, provided there is an appropriate place to deliver the feedback,

7. It is regular and frequent to provide continuous input on employee performance,

8. The feedback is interactive, comprising a two-way dialogue that balances both positive and negative remarks, and it is valid, coming from more than one source and more than one form, such as customers, co-workers, clients, and other managers.

The three major types of performance appraisals are trait, behavior, and result. With ***trait appraisals***, managers assess subordinates on personal characteristics, i.e., traits, that are relevant to job performance, such as skills, abilities, or personality. Trait appraisals have three disadvantages:

possessing or not possessing a certain personal characteristic does not ensure that the characteristic will be used on the job and/or result in higher performance, traits do not always show a direct correlation with performance, which means workers and courts of law may view them as unfair and potentially discriminatory, and trait appraisals often do not enable managers to give employees feedback they can use to improve performance.

With *behavior appraisals,* managers assess how workers perform their jobs based on their actual actions and behaviors that they exhibit during the work. Behavior appraisals are very useful when "how" workers perform their jobs is important, and they have the advantage of giving employees clear information about what they are doing right and wrong and how they can improve their performance. In conclusion, with ***results appraisals***, managers appraise employee performance by the results or actual outcomes of their work behaviors.

Regarding any type of performance appraisals, they can be objective and subjective. In objective appraisals, managers use facts, which means the appraisals are often numbers based, and they often use objective appraisals when results are being appraised, because results tend to be easier to quantify. Examples of objective performance appraisal criteria might look like the number of widgets built per month, number of cars sold last quarter, and the like. Subjective appraisals, however, are based on the manager's perception of the employee's traits, behaviors, or results, and some examples of popular subjective appraisal tools include the graphic rating scale-based tools Behaviorally Anchored Rating Scale ("BARS") and Behavior Observation Scale ("BOS"), and the additional Forced Rankings tool.

With *BARS*, managers assess employee performance along a scale with clearly defined scale points containing examples of specific behaviors, and with *BOS*, managers assess employee performance by how often they observe specific behaviors performed.

For example, to answer the question "How would you [the supervisor] rate the quality of customer service this engineer provides to clients?", the supervisor using the BARS may assign points from 1 to 5 representing categories like "Sometimes fails…", "Always does X but doesn't do Y…", "Always does X and occasionally does Y…", "Always does X and Y…", and "Always does X and Y, and also adds Z". Meanwhile, the manager using the BOS graphic rating scale would assess behaviors X, Y, and Z, each on a 1 to 5-point scale, with 1 representing "Almost never" and 5 representing "Almost always". Finally, supervisors, i.e., front-line managers, that use the *Force Rankings tool* rank their subordinates, and assign them to different categories according to their performance overlaid onto the organization's ranking schema.

Appraisals by managers can often be used in conjunction with appraisals from other sources such as the employees themselves, their peers, their subordinates, and their clients. These types of appraisals are typically called *360-degree performance appraisals*. Additionally, performance feedback can either be formal or informal. ***Formal appraisals*** are conducted at a set time, usually dictated by company policy, during the year and based on performance dimensions and measures that are specified in advance, and they take the form of a meeting between the manager and the subordinate in which the subordinate is given feedback on performance. *Informal appraisals* are unscheduled appraisals of ongoing progress and areas for improvement.

Regardless of the type of feedback, managers often dislike providing performance feedback, especially when the feedback is negative, because it can be uncomfortable and contentious. Therefore, some guidelines for giving effective performance feedback include focus on specific employee behaviors that can be improved, not the employee, approach the appraisal as an exercise in problem-solving, encourage continuous performance improvement, provide formal and informal feedback so the end result is not a surprise, praise high performance in areas in which an employee excels, treat employees with respect, avoid personal criticism, and establish a timeline for performance improvement.

Chapter 19: *Managing Misbehaving Employees*

Regardless of how well management conducts HRM, or compensates and rewards employees, or provides targeted, career-enhancing professional training, development, and feedback, some employees will simply refuse to participate congruently with the organization's culture, expectations, norms, values, and structure.

This is called *employee misbehavior*, and it is any conscious act that deviates from organizational norms and expectations and harms the organization, its employees, or stakeholders. Employee misbehavior can take several forms, one of which is office politics. ***Office politics*** is usually associated with the misuse of power and influence to obtain a personal advantage of gain at the expense of others or counter to the greater good of the organization.

Another type of employee misbehavior is aggression. ***Workplace aggression*** is any act, active or passive, that intends to bring about physical or emotional harm to an employee, group, team, or organization. One type of aggression is *bullying*, which is the repeated, abusive mistreatment of an individual or group that is threatening or intimidating and that interferes with the bullied parties' ability to perform the work. Another type of aggressive behavior is incivility. *Incivility* is defined as any disrespectful behavior, whether intentional or unintentional, that violates workplace norms.

Other types of employee misbehavior include fraud, theft, sabotage, and cyberslacking, i.e., cyberloafing. While *fraud* is a hidden act of deception of misrepresentations against an organization intended to result in a financial or personal gain, ***theft*** is an unhidden act involving the unauthorized removal, consumption, conversion, or transfer of property, either tangible (money and goods) or intangible property (data, information, and intellectual). *Sabotage* is a violent form of misbehavior that serves to disrupt, destroy, or damage an organization's people, equipment, or relationships. Finally, ***cyberslacking***, also known as ***cyberloafing***, is the use of the Internet for personal reasons in the workplace instead of doing legitimate work.

The impacts of employee misbehavior are many. Some examples are damaged market and industry relationships, impaired service levels, employee disengagement, employee harm or injury, workplace stress, and lost time and productivity. Additional impacts of employee misbehavior are compromised cybersecurity, competitive disadvantage, decreased organizational well-being, and decreased financial performance.

In light of all of the negative impacts, the message is clear. Employee misbehavior must be mitigated. As such, managers have a responsibility to correct employee misbehavior whenever they become aware of it. There are several actions management can take to do so.

For example, managers can avoid the employee's mindset or arguing with the employee, they can set standards of behavior, and they can ask questions to identify root cause(s) of the misbehavior. Additionally, managers can role-play desired behavior, listen carefully to their employees, don't lower expectations or reward bad behavior, empower employees, solicit employee feedback, hire right, and make sure misbehaving employees still contribute. Finally, managers should also not avoid confrontation to avoid employee attitudes, keep employees engaged, lead by example, create an ethical culture, stay vigilant for behavioral changes within employees, remove opportunities to misbehave, enforce a zero-tolerance policy, and conduct investigations when appropriate.

To determine if a formal investigation is warranted, managers must first decide to investigate or not. Was the misbehavior intentional, accidental, or in refute? Second, the investigating manager must frame the issues clearly, identify involved parties and the misbehavior, gather evidence through document reviews, employee interviews, policy and procedure reviews, and then decide what happened. Third, managers must enforce any resulting outcomes of the investigation. Finally, and fourth, managers must document their investigations thoroughly, especially if the potential for future legal actions is high.

What! But…but… it's not my fault!

~ Josh Franks ~

When I stated my first job in corporate America, I managed projects that included a design team as well as installation teams that deployed across the United States. I received notice one morning that the installation teams at three locations failed to bring the right equipment. The impact was going to cascade and impact a month's worth of deployments. The cost was extensive.

I walked over to the Director of Services and asked what happened. He said, and I quote, "No big deal. We'll have them back next week". I told him the COO had already ripped me a new one. The director said, "Why don't you focus on fixing the problem".

I told him it was OUR problem; it was his team's mistake; and that as the project manager I wanted to resolve it as a team. He told me to get out of his office.

I lost it. At the time, I didn't understand office politics. I didn't lose my temper, but I didn't back down. I told him I needed his help. When it was all said and done, he reported me to my boss, the COO, and HR for being unprofessional. I couldn't believe it! It all worked out in the end. Sometimes, you can be the misbehaving employee. It's not always about other people.

Chapter 20: *Networking, Mentoring, and Coaching*

Networking, mentoring, and coaching ultimately create the same thing, opportunity. Opportunity for what? Creating and seizing opportunities! *Networking* is the process of building and nurturing relationships that foster the exchange of information and ideas among individuals or groups for mutual benefit. It can be internal or external, and it can be formal or informal. Therefore, *networking strategy* involves creating a plan or approach an individual takes to achieve networking goals. Examples of networking goals may be to meet folks in a different team, department, function, plant, or professional organization.

Networking has some proven strategies and tactics as well as some potential challenges. Some ***proven networking strategies*** include identifying your networking goals to create a plan, assessing your current network against your goals to identify potential gaps in your network, determining who you need to meet to fill the gaps you've identified, how you will go about filling them, networking to establish the relationships you've identified, and nurturing your new and existing relationships.

Some ***proven networking activities*** include allot time to do it, start small so you can just start, practice small talk, listen actively, verify how to pronounce the person's name, pay attention to body language, don't stand by the bar, buffet table, or restroom; those folks aren't looking for networking opportunities, they have other objectives, like get a drink or get rid of a biologically processed drink, and follow up with the people you meet. Learning to use LinkedIn well is definitely an activity you should hone to a razor-sharp edge!

The LinkedIn

~ Adam Braatz ~

Although Doc would argue that getting fluent in *management* is the single most important thing one can do to ensure a smooth transition and fulfilling post-military career, I say it is networking! That's because I have seen enlisted folks' network like absolute champs and land epic gigs right out of the service, and on the flip side, I've seen high-ranking commissioned officers fail to network effectively and struggle to land any job at all.

"Your network is your net worth" may be a cliché but it is absolutely true in the civilian workforce! Luckily, due to the proliferation of web-based social networking tools such as LinkedIn, you can (and should!) get started right away.

The LinkedIn (continued)

~ Adam Braatz ~

Don't worry about "doing it right". Create a LinkedIn profile, dive in, observe, and learn as you go. Follow prominent veterans, engage with content, and ask for advice. You don't have time to be bashful, here -- being a LinkedIn hermit won't benefit you in any way.

When you connect with other professionals, do not simply ask for favors or indiscriminately fling your resume around. This approach is a huge turn-off, and your veteran status does not entitle you to special treatment. Additionally, ensure that you cultivate a diverse network of both civilians and fellow veterans.

LinkedIn provides an incredible incentive for military members and veterans: one year of free premium-level subscription (typically $30/month). Though you definitely don't need LinkedIn Premium to grow your LinkedIn network, you will also be given access to LinkedIn Learning, which provides an abundance of valuable transition and career resources.

Good luck! Grab your free year of LinkedIn Premium here: https://socialimpact.linkedin.com/programs/veterans/premiumform

Although beneficial to many employees, networking may prove uncomfortable, challenging, or intimidating. People may fear or avoid networking because they are shy, or they lack self-esteem or self-confidence. Or maybe they find difficulty or embarrassment asking others for help, or they are independent, possessing a personal desire to reach goals without assistance from others, they fear "selling" one's self, or they have a concern about sharing sensitive or competitive information.

Networking

~ Trish Murphy ~

What is Networking? In the civilian sector as it pertains to business and job hunting, ‘networking’ simply means the ‘intentional process of building professional relationships’. Note the terms ‘intentional’ and ‘process’. Intentional networking means that you choose networking events where people you want to meet (your target audience) will be or, were people who KNOW your target will be. Intentional also means developing and executing your process for networking. The ‘process’ of networking means defining a goal for each event you attend, know who you want to meet or be introduced to, and have a defined follow up protocol. For example, ‘have 3 meaningful conversations’ is an excellent goal to have for a networking event. And ‘I’d like to be introduced to accountants and financial advisors’ is a well-defined target audience. Your defined follow-up protocol may be, connect with them on LinkedIn, or send an email or message thanking them for the conversation.

When meeting people at a networking event, the most common question asked is, “What do you do?” Let me break this down for you. They don’t really want to know what you ‘do’, they want to know what problems you solve. For example, when I get asked this question, I don’t reply, “I do social media”. I say, “I help small businesses have great marketing, with a focus on social media, branding, and websites”. Tip: While transitioning from the military into a civilian career here’s the phrase to use when asked this question: “I’m transitioning from the military, and I am looking to build a career in (fill in the blank)”.

Networking (continued)

~ Trish Murphy ~

People are eager to help one another and articulating your goals to those you meet while networking will open doors! Feel free to use this response until you have the career you want. Even if it's many years. Let's be honest, sometimes transitioning from the military takes a decade (or more). In fact, I would argue that until you have a well-defined career post-military, you are in transition!

A BD Guy's Secrets for Social Media Networking Success

~ Tony Gray ~

My grandfather used to say, "a professional must master two things, their Trade and their Tradecraft". Your Trade is the industry you work in, and your Tradecraft is your job function such as project manager, doctor, marketer, etc.

It's the same in the military. I was a Surface Warfare Officer (my trade). However, every Surface Warfare Officer is expected to be an expert ship handler (tradecraft), much like every pilot must be a good "stick", and every soldier must be a good shot. In the military, your trade and your tradecraft are your tribes. The same is true in the business world, and those tribes live and thrive on social media.

This book teaches you a lot of the corporate vocabulary you need for a smooth transition on "what" to say. However, "how" and "where" you say them are just as important. What, how, and where you say them will get you the tribal acceptance you need to succeed.

Everyone leaving the military is pretty savvy when it comes to communicating via email and slides. However, social media is often uncharted territory for those transitioning. Especially when it comes to communicating professionally on social media. The single most powerful social media platform for the modern professional is www.LinkedIn.com.

Military transition courses do a great job of teaching you how to set up a professional LinkedIn profile. Here are some tips for using the tool to boost your success in your trade and tradecraft:

A BD Guy's Secrets for Social Media Networking Success (continued)

~ Tony Gray ~

Posting: Remember the 3 P's of LinkedIn posting success; Positive, Professional, and Prolific. Be positive in all of your comments and other content. Much like the military leadership adage of, "praise in public and punish in private", so too is the case for the public square of LinkedIn. Employers and colleagues will assess your professionalism on your public persona. Most importantly, be generous with your likes and comments to maximize your social reach.

WARNING: Avoid amusing non-professional content you typically find on other social platforms like Facebook and Instagram. Think of LinkedIn like standing on the stage of a professional conference. If you aren't giving professional value to your audience and you wouldn't say it on that stage, then don't post it. Unless you are a professional comedian, skip the humor. When in doubt, don't post.

Professional Development: This book is an excellent guide giving you a broad understanding of the business world but, LinkedIn is an extremely powerful tool to learn and keep your finger on the pulse of your specific trade and tradecraft.

When I transitioned out of the military in the late 90's, I used to pour through industry trade magazines sent to my mailbox monthly. Today, I read the best trade magazine, LinkedIn, every day with trade and tradecraft news highly customized for me.

A BD Guy's Secrets for Social Media Networking Success (continued)

~ Tony Gray ~

Here is how to do this for yourself:

Connect with high quality people in your trade and tradecraft daily. LinkedIn does a good job suggesting possible connections in the My Network section of the app. Also, look at the people who view your profile. Plan to add a few people every day. View their profile. Are they connected with others in your target trade and tradecraft? Does their "activity" section show Positive, Professional, and Prolific posts? If so, connect with them. If not, ignore their connection request. Don't worry, they won't get a notification that you decided not to connect so, you won't accidentally offend anyone.

Also, join LinkedIn Groups and follow Corporate Pages of companies, trade associations, and trade magazines in your target trade and tradecraft to find additional contacts.

IMPORTANT: Clean your feed. As you read your feed daily, start to groom the quality of your feed by ruthlessly unfollowing your connections that don't post valuable content. By "ruthless", I mean one strike and they are out rule. Don't worry, when you "unfollow" a connection, you will still be connected to them and they won't get a notification that you unfollowed them.

A BD Guy's Secrets for Social Media Networking Success (continued)

~ Tony Gray ~

Prospecting: Looking for a new job? Looking to join a trade group? Looking for new clients? Gone are the days of wading through networking socials, job fairs, or conferences wasting hours to find your best contacts. Almost everyone is right there on LinkedIn. Start by searching for the company or non-profit you want to pursue in the LinkedIn search box. Click the About tab to learn when the company was founded, what they do, where they are located, their posts, and how many employees they have. Click the People tab to see a list of all employees. Connect with key employees in the company. Did they ignore your connection request? No problem, you can still Follow them. Like and comment on their posts. Once they become a connection and they become familiar with you, message them to take your discussion to the next level.

Following these tips will rapidly propel your professional development, networking, and prospecting for your social media trade and tradecraft tribes.

If you would like to enter the rewarding BD profession and become Business Development Professional ("BDP") certified or, train all of your employees on BD to maximize business success, please visit www.GBDAssociation.org.

Coaching and mentoring on the other hand, are types of professional development that use one-to-one relationships to help employees advance to the next level of their career paths. ***Coaching*** is a one-on-one, performance-enhancing and talent management tool used to develop the knowledge, skills, and abilities of employees or teams to maximize their performance in alignment with their goals and the goals of the organization.

Furthermore, ***executive coaching*** is one-on-one coaching that is an effective tool for recruiting, developing, and retaining an organization's employees and future managers exceptional in their developed leadership skills and capabilities. Finally, *team coaching* is one-to-many coaching that is an effective tool for enhancing team dynamics by presenting new insights to many employees at once.

Mentoring is both a relationship and a process. First, the ***mentor relationship*** is a relationship between two individuals, the mentor, and the mentee, that starts with a mutual desire to develop and enrich employees. Often times, mentees are referred to as "protégés", and mentors can play the roles of teacher, coach, advisor, counselor, confidant, role model, and friend. Most mentoring relationships are voluntary, and they are undertaken to improve performance, provide career development and advice, facilitate knowledge transfer, build leaders, and forge cross-functional relationships with newer team members and managers.

The *mentoring process* is one in which the mentor provides advice and guidance to a protégé, helping them learn how to advance in the organization and in his or her career. Thus, mentors fulfill the two roles of career and psychosocial. The ***career role of the mentoring process*** includes sub-roles such as sponsorship, visibility, coaching, influence, and career strategizing to enhance the protégé's career advancement, and the ***psychosocial role of the mentoring process*** includes the sub-roles of counseling, support, role modeling, and feedback to enhance the protégé's sense of competency and identity in a professional role.

Find a mentor, or a trusted confidant

~ Jennifer Vollbrecht ~

If possible, find another veteran who has charted these waters before you. Someone who knows your industry and can provide you with valuable information and feedback. When I started working for a government contracting firm after getting out of the Marine Corps, I found a small group of veterans who listened to my difficulties and encouraged me to communicate more clearly. This group helped me to deal with my impatience related to entering the job field at an entry level position, when I had previously led air crew combat missions. They helped me to reconcile my place in the organization and encouraged me to take informal leadership roles to demonstrate competence regardless of my place on the organization chart.

During this time, my peer group encouraged me to pursue project management as a career field. They recognized my skills and strengths, and I was nominated by my employer into a formal mentorship program, where I created small achievable goals, completed my PMP certification, and was named Deputy Project Manager shortly thereafter.

Finding a person or small group of people who have been where you are is instrumental in navigating the civilian workforce. At first you may feel out of place, like a bull in a china shop (or is that just me?), but after talking it over with people that you trust, you may find out that your tactic is too aggressive, and relationships really do matter when it comes to advancing in your career field.

Effective mentoring requires a defined goal rather than existing as an open-ended relationship. Additionally, effective mentor programs provide the organization, its mentors, and its protégés with many benefits. Organizations can realize increased employee retention, leadership succession, workforce productivity, and leadership development. Mentee's benefit from mentoring through knowledge transfer, broadened perspectives and insights, increased number and quality of professional connections, promotions, higher salaries, satisfaction, self-confidence, and self-awareness.

The qualities of effective mentors are concern for the mentee's desires, possess the qualifications necessary to help the mentee accomplish their goal, a willingness and desire to be a mentor, the time required to invest in building and nurturing a mentoring relationship, and a true concern for the mentee and his or her professional growth.

Formal mentoring, also called "organizational", "managerial", or "structured mentoring", is a prescribed program or plan where the mentor-protégé relationships are arranged through a formal matching process. As such, formal mentoring is structured with rules and expectations, regularly scheduled meetings, and a finite end for the relationship.

Conversely, *informal mentoring*, also called organic or peer relationships, develops spontaneously over time without the assistance of a prescribed program or plan. It is based on the level of commitment, intensity, and needs of the parties involved. There are three types of informal mentoring relationships, which are based on the protégé's peers: informational peers exchange information about their work or organization, collegial peers share information that goes beyond work to include family and personal life, and special peers share ideas and advice on a wide variety of issues and allow for the exchange of dilemmas, fears, and concerns.

Mentor relationships evolve through the four stages of: *initiation*, which is where the mentor-mentee relationships, roles, and goals are established, information exchange begins, and parties begin to build trust during the first 6-12 months, *cultivation*, the stage in which the relationship deepens and becomes more rewarding, the career and psychosocial functions expand, emotional bonds form, learning occurs, and trust grows over the next 1-5 years, *separation*, the stage in which changes begin, as the protégé is ready to assert more independence and work autonomously or change jobs, and *redefinition*, which occurs so the parties can redefine the mentoring relationship to determine its future.

Although mentorship has many benefits, it can also have limitations. Some of these limitations are co-dependence, abuse of power, inappropriate intimacy, career jealousy, i.e., rivalry between the mentor and protégé, time and resource mismatches, mismanaged expectations, and a lack of appropriate mentors.

For example, mentors can become jealous over a mentee's success over time which can cause the mentor to withhold information or sabotage the protégé's career advancement as they are viewed as a competitive threat, or time commitments can change, which make it difficult for a mentor or protégé to fulfill their original intentions or expectations for the relationship. Additionally, mismatches of resources, values, or personality can jeopardize the relationship from the very start, submissive behavior can occur when both parties are in the same chain of command, and one party fears the other's power, which undermines the relationship, and mismanaged roles, goals, or outcomes, can reduce the willingness of a mentor or mentee to commit fully to the mentoring relationship. Finally, a lack of sufficient female and minority role models to serve as mentors may exist.

How many mentors do you have?

~ Josh Franks ~

Between my parents, colleagues, and friends, I had no shortage of mentors growing up and after leaving the service. Not everyone is as fortunate. Either way, you need two to three mentors *at any given time* of your professional career. Not all mentors stay mentors. When I first left the service, my only mentors were my parents. My father was a judge, and my mother was a senior manager for Cap Gemini Ernst & Young's technology division. They were awesome mentors (when I would listen to them).

When I was the DoD Business Leader for MasterCard Worldwide, my boss, Daniel Ragheb, became one of my best mentors. He helped me understand office politics. He taught me how to think like a business professional. His tutelage gave me the skills I needed to start my own company.

Then there was a senior lobbyist in Washington, D.C. His name is Stephen Rossetti. He was my mentor for six years. I'll never forget his response when I said, "Steve, I've never done this type of work". He replied, "It's not important whether you've done it before. You have the skillset", and then the most important mentorship I was ever given, "You are an expert at whatever you decide to be an expert at".

Once in corporate America, seek out and establish two to three mentors. All you have to do is ask.

Some best practices to achieve mentor program benefits is for protégés to ask for what they need or desire specifically, don’t hesitate to request a reassessment of a relationship that is not meeting your needs, be realistic about your expectations, be respectful and patient, act professionally at all times, respecting the credibility and reputation of your mentor, and admit mistakes and ask for forgiveness.

Coaching vs. Consulting

~ Paul Mara ~

Consider that consultants answer all your questions, and coaches question all your answers. Professional coaching brings many demonstrable benefits, including holding the business owner accountable for results and actions, bringing fresh perspectives on personal challenges, enhancing decision-making skills, creating greater interpersonal effectiveness, increasing confidence, demonstrating appreciable improvements in productivity and satisfaction with life and work, and documenting the attainment of relevant goals.

All small business owners need coaches to help them transform the way they Feel, Act, See, and Think (FAST) about their business. In essence, a coach is a business GPS. We assist business owners to determine where their business currently is, where the Owner would like to take their business (their destination), and the best route to take to their destination.

Additionally, coaches use questioning techniques to facilitate the prospect's own thought processes in order to identify solutions and actions rather than to take a directive/telling approach, maintain an unconditional positive regard for the prospect, which means that the coach is at all times supportive and non-judgmental of the prospect, their views, lifestyle and aspirations (Listens), discovery approach as Listener/Observer, builds trust/self confidence in client relationship, balance of Support & Challenge, challenges and hold clients responsible for

Coaching vs. Consulting (continued)

~ Paul Mara ~

actions/results, builds business skills outside of comfort/experience zone, and educates/encourages/supports objective/engaged, but in a detached manner.

According to The Alternative Board's most recent Business Pulse Survey, 81% of entrepreneurs have seen a positive impact on their business from business coaching. Business Coaches are trained to listen, to observe and to customize their approach to individual client needs, seek to elicit solutions, options, and strategies from the client; truly believe the client is naturally creative and resourceful, use a consultative collaborative approach working with business owners, seek to uncover the real obstacles to success and uncover the blind spots, are objective and have a detached perspective, assist business owners to develop the skills of an Entrepreneur, Manager & Technician, become a better leader, and maintain focus on client's vision, goals, and values.

Additionally, professional coaching brings fresh perspectives on personal challenges, enhanced decision-making skills, greater interpersonal effectiveness, increased confidence, and appreciable improvement in productivity, satisfaction with life and work, and the attainment of relevant goals.

Coaching vs. Consulting (continued)

~ Paul Mara ~

In summary, a coach works as a partner to be invested in the positive outcomes of the business, while making the business owner responsible for these outcomes. They are an advocate for the business owner to help the owner evaluate options, works to provide long term value and relationship with the business owner, seeks to understand first to provide win-win solutions, develops a positive relationship built upon mutual trust and respect, demonstrates understanding and empathy to the challenges of the business owner, and always maintains integrity to act and speak in the best interest of the business and owner.

Project Management is Entry Agnostic
~ Josh Franks ~

When I transitioned from the U.S. Army, a friend of mine in corporate America said, “Do you want to be a project manager?”.

And that was my start in project management and learning about PMI and its PMP certification. It was my first job after the military. I was a project manager supporting telecommunications, audio solutions, and eCommerce solutions for Fortune 500 companies. I later realized that being a project manager allowed me to grow in any direction I desired. If you ask any recruiter, they’ll say, “The military prepares you for project management… it’s a perfect job for those leaving the service”.

Today, I run multiple companies and programs. None of it would have been possible without being a project manager. It prepared me for the future.

Increasingly, more of a manager’s work is becoming non-standard due to swiftly changing environments, emerging and shifting markets, IT, and as we’ve seen, globalization. Non-standard work cannot be conducted with a standard operating procedure because these chunks of work start and end, after they’ve produced the desired good, service, or result they were undertaken to achieve. That meets the definition of a *project*, which is universally defined as any temporary endeavor with defined beginnings and endings, undertaken to create a unique product or service that accomplishes a single goal. *Project goals* are broad outcomes or achievements for a project that describe a general direction for a project and the value created by the project.

I, and my amazing team at Vets2PM, LLC, believe several fundamental things about project management, and thus project managers, that are contrarian to the popular beliefs held by many professionals, i.e., “experts”, and academics. Our belief is based on our experience helping thousands of military veterans and professionals become project managers in myriad of fields post-service, consulting on dozens of projects in defense, and helping hundreds of business owners learn enough project management to increase their project delivery success rates. Sure, it’s anecdotal, but it’s a large body of anecdotes! And who doesn’t like some good proof pudding!

First, since all projects share a temporary, unique nature, they all have the same essential components, which are answers to the following management questions. Questions like “What are we doing?, What does what we produce have to do? And to what standards of expectations? And how will we know it does those things? When does it have to be done, And for whom and by whom, with what resources?", and "How will we plan it and deliver it?". Those are the essential components of a project; its Scope, Requirements and Metrics, Schedule, Stakeholder and Team Leadership, Resource Budget, and Project Planning and Delivery Model.

What these items are called varies based on which dialect of project management we are communicating in. However, they represent the same items under discussion, decision-making, planning, execution, control, and delivery. Additionally, how we communicate with who, when, and about what varies with what the stakeholders need to know and do when, and we have to think all the potential things that help us or hinder us, i.e., risks. Therefore, polished communications and risk management knowledge, skills, abilities and plans will help us manage the project and lead the stakeholders and teams too. This also brings into play decision-making and resource type, volume, and application estimating KSAs.

And speaking of communications and project planning and delivery methodologies, the project management ("Pm") dialect of project delivery methodology we select determines how we will talk about the project with the involved *stakeholders* and team members, which are defined as folks affected by our project and project decisions. Fundamentally, there are three project planning and delivery archetypes: traditional, or "predictive", incremental or "agile", and some combination of the two, "hybrid".

For example, scope, or what we're doing, can be depicted, tracked, and reported on as the project deliverable, depicted on a Work Breakdown Structure in the predictive dialect of Pm, or it can be depicted as a Product Backlog if we're speaking the agile project planning and delivery dialect of Pm. Dialects are related branches of the same or similar languages. Folks in Texas speak differently than folks in Tennessee, who speak differently than folks in Florida, even though we're all still speaking English.

Additionally, we can depict a schedule, i.e., the work necessary on the project to produce the scope deliverable depicted over time to completion, either on a Gantt chart if we're planning and delivering the project predictively, or on a product increment release plan if we're speaking agile generally, or as a Sprint Release if we're speaking one of the most popular dialects of agile currently, which is Scrum agile.

See, same thing under discussion, different names in different dialects. The folks involved in the project, and the PM and team ("PM" in predictive, "coach" in agile, or "Scrum Master" in Scrum agile), have to know these differences, so then can determine which project planning and delivery methodology the project needs.

Again, we can ask some management questions to determine our capability to plan and deliver the project. First, what is the PM's capabilities? Do they know the difference between predictive and agile project management, and if the latter, do they speak Scrum, XP, or Kanban agile? Second, and similarly, what is the Pm Team's capabilities? What do they know and speak? It can go a long way in determining our ultimate project planning and delivery approach we choose. Likewise, third, what is the organization and its stakeholders capable of supporting? If no one knows or understands agile dialects, we're kind of stuck with predictive. An agile PM, or "Coach", could teach them the agile language, but again, he or she has to know how to do so, and understand that when they do, they are performing as a primary function of agile coach.

So, now that we have discovered the PM's, the project team's, and the organization's capabilities to support our decision of project planning and delivery method, we need to understand that fourth, what is the level of clarity around the scope? If we are building a building for example, we can plan a lot up front with drawings that incorporate requirements, create a plan, resource pool, and team capable of completing that work, and then do final inspections and delivery the buildings' keys to its new owners. It's *predictive*, i.e., a sequence of tasks that are completed in order to lead to a final deliverable.

Conversely, if we're developing a Mars rover, we'll need to plan a little bit, make a little bit, test it with the stakeholders to ensure its meeting vision and requirements, and incorporate this feedback and these empirical results into our next increment, lathering, rinsing, and repeating until we've built a Mars Rover. We need to be *agile* in responding to stakeholder, team, project, and organizational needs. In agile, we place value on individuals over processes, deliverables over documentation, customer collaboration over contract negotiation, and change over a firm project plan. Agile delivery also adheres to clear project objectives, work performed in iterations, and changeable deliverables.

And that's another fundamental belief we hold at Vets2PM, although knowledge of and fluency in

Pm's different project planning and delivery methods allow one to build rocket ships, this does not mean Pm has to be as difficult and complex as rocket science! It rests on PM, Pm Team, Pm Stakeholders, and organizational capabilities to support the planning and delivery methodology choice, along with clarity of scope, and fifth, the level of risk inherent in the project derived from capability and scope clarity, or lack thereof. High risk, fuzzy-scope projects are great candidates for incremental, or "agile" planning and delivery, or some combination of both predictive and agile, i.e., hybrid.

This is exactly why we make our livings teaching PMs, Pm Team Members, Stakeholders, and organizations Pm at large and specific dialects of Pm, based on their needs. In fact, we even offer a free Project Management Fundamentals course at www.vets2pm.com/pmfundamentals. We encourage you and your organization to use it as you see fit, as widely and often as you'd like, and, if appropriate to help even more, access our digital, subscription-based, month-by-month-cancel-anytime Project Management Essential Toolsbox at the same URL. Furthermore, on a case-by-case basis, we can even provide you with project planning, execution, and performance audit consulting or "rent" you one of our premier educated, credentialed, Pm-fluent PMs with our custom Project Management as a Service ("PMaaS") service, again at the same URL above.

Anyway, back to our chapter on Project Management ("Pm")…drilling down from the project's goals, *project objectives* are measurable, clearly defined, and detail specific outcomes or achievements for what a project will look like in terms of scope, time, resources budget, and standards of quality, i.e., how well does what we're doing have to be done, and how will we know. This construct of Scope, Schedule, Budget, which constrain Quality in the middle of our triangle is the project's, any project's, anatomy, i.e., its structure. It's often called the "iron triangle".

Regarding project objectives, first we have the ***project scope***, which is the body of agreed-upon work that needs to be done to accomplish a project, i.e., its project parameters. Project scope clarification is an essential first task, at least at a high-enough level to commission the project, because it describes what the customer, or "sponsor" or "product owner", is paying us to deliver. Scope can be depicted graphically as a Work Breakdown Structure ("WBS") or Product Backlog ("PBL"). A scope-related concept is *scope creep*, which is the expansion of a project to erroneously include tasks and deliverables that fall outside of the agreed-upon work. The tangible results of project work are called *deliverables* or features, and their delivery provides interim points of analysis and evaluation along the project's timeline to determine whether a project is proceeding as planned, which are called ***checkpoints***. Deliverables are depicted on the WBS, or as User Stories in agile.

Second, projects have *schedules*, i.e., "timelines", and/or dates by which the scope will be completed. A popular predictive project management schedule depiction tool that is used to plan and schedule projects is called a ***Gantt chart***, and it takes the form of a horizontal bar chart and shows project activities and deliverables displayed over time so managers can track their progress. These tasks are broken down from larger pieces of work, i.e., the deliverables depicted on the WBS, or the features in the Product Backlog, which are broken down, i.e., "decomposed" from the project scope. Therefore, the universal Pm term for this technique is "decomposition".

Another popular project scheduling technique is ***back scheduling***, which is a technique in which the project manager identifies the project's estimated completion date ("ECD") and then lays out tasks and tasks dates backward from that date to the current date. Typically depicted on the

Gantt chart is the project's ***critical path***, which is the sequence of scheduled activities that determines the duration of a project and is used to prioritize and allocate resources.

The ***critical path method*** is typically used in projects and schedules where its activity durations are accurate and well known. Converse to the critical path method, a ***PERT chart*** is a project management tool that allows for activity completion time variances due to project uncertainty by providing ranges of durations for activities. PERT charts typically describe projects with long durations.

Third, we have a *project budget*, which is the comprehensive financial estimate of project costs that provides management with an idea of how funds will be used and expended over the duration of a project. It should be noted that a project's budget can only be developed after the project schedule and resource plan are complete. That's because we essentially assign dollars to all labor, training, equipment, materials, direct and indirect items, etc. There are two budgeting techniques, top-down and bottom-up. Furthermore, budgets include estimates, targets, and actual accrued amounts to track and report resource expenditures over time, both in terms of what we will need and when, and what we have used and when.

Top-down budgeting is a type of budgeting process that estimates a project's total cost and divides it amongst the project's tasks, and *bottom-up budgeting* is a type of budgeting process that estimates the cost for each project task and adds them together to yield the project's total cost. *Resources* are the people, materials, equipment, facilities, training, and capital required to carry out a project's tasks to deliver the scope. The total of all the data and information collected on a project that is logged and stored within a centralized system to facilitate access and organization is called a *project library*.

A detailed plan for achieving the goal or objectives of a project over its life cycle from start to finish is called the ***project plan*** (predictive), or Sprint Roadmap (Scrum). The ***project life cycle*** is a high-level view of a project that defines (1) the work to be accomplished, (2) the deliverables to be produced, (3) the people to be involved, and (4) the control necessary to accomplish each phase of the project.

Project management, then is a type of specialized management that focuses on the success of a single undertaking, i.e., a project, which is comprised of a series of goals, objectives, and tasks to produce a unique product or service or product or service enhancement within a defined timeline. Unlike general managers that plan, organize, lead, and control "on-going" concerns, i.e., standard work performed according to Standard Operating Procedures ("SOPs"), PMs have to first describe what we're going to plan, organize, execute, and control, which is a set of activities known as "initiating" activities. Likewise, when the final deliverable has shipped, and all contracts closed and invoices paid, we are performing or leading "closing" activities.

Projects therefore are the base units of programs, which are subordinate to portfolios, which support organizational stagey. *Programs* are ongoing initiatives with clearly defined goals that consist of groups of related projects and have a long-term impact on an organization. Therefore, ***program management*** is a type of management that focuses on the overall success of a group of related projects that comprise a program and contribute to the same organizational objective or have the same benefit. Additionally, *portfolios* are collections of all the projects and programs across an organization, division, or department, which means that ***portfolio management*** is the centralized management of all the projects across an organization, a division, or a department to meet strategic objectives.

Additionally, since projects are temporary, unique, and based on creating value from the future, they are surrounded by uncertainty. Uncertainty is the unknown unknown, i.e., it represents the universe of things that we don't even know could happen to our project, yet, if they did, would impact the project. As such, ***uncertainty*** exists when we can't describe something clearly, assign a likelihood of occurrence, or predict the probability of success. *Risks* represent those unknown things we have thought about and named, which allows us to assign a probability and impact score to them.

For example, weather is an unknown unknown. However, by describing the likelihood and impact, we identify it, making it a known unknown. For example, if historically, a thunder shower on a Florida afternoon is 30% likely to pop up and delay project work by 2 days for a $50,000.00 dollar schedule delay, we have identified a fuzzy, uncertain event. It may not happen, but we have an appreciation for it if it does. The uncertainty universe around the project is one less item big. The rub is that we just don't know how many more uncertain items there are!

Anyway, we record these decisions in the ***project risk register***, which is a risk management tool that assigns a scored ranking to each identified potential risk, calculated by multiplying the probability and impact of the occurrence. Risk items and their probabilities and impacts are identified using brainstorming, experience, industry experts, and historical project lessons learned. Risk registers help project managers decide which risks require attention and which are insignificant to the project and can be ignored. They also can help project managers assess the varying degrees of risk appetites stakeholders have.

Stakeholders are individuals that have a vested interest in a project through participation, contributions, influence, benefit, or impact. A project management tool used to measure how a project will impact key stakeholders by assessing their needs, influence, contributions, and expectations about a project is ***stakeholder analysis***.

Project work is done by ***project teams***, the groups of people responsible for planning and executing projects. They understand project and organizational interdependencies, and as I often say to my students, "Project teams do the work, not the schedules. Schedules only show it"! As such, leading project teams is becoming an essential skill of today's modern project manager, regardless of where you sit, what you do in terms of functional and technical skills, or what title you have. Leading stakeholders is a key way to influence project and organizational success.

Some of the most popular types of agile project delivery methods are Scrum, Kanban, and Extreme Programming. At the organization, function, or department levels, we see the *change management methodology*, which manages projects with a focus on planning for risks and taking control of change when it happens. Examples of change management methods are Event Chain Methodology and Extreme Project Management. We also have process-based project delivery methods, such as Lean, Six Sigma, and Lean Six Sigma, which are project delivery methods that align project objectives with an organization's mission and values.

You Call It This, We Call It That

~ Craig A. Jones ~

Servicemembers I speak with usually don't equate military service to civilian management, which includes operations, project, and program management. However, by learning the lingo you can start to formulate how it does equate and you'll be able to show that you do have the KSAs that civilian businesses want.

We may now call it "project planning" where we used to call it "mission planning". We may now call it "stakeholder engagement" where we use to call it "coordinating units". The terminology may be different, but the process of execution was very similar, if not the same; you just need to show that.

Mentors who have already transitioned into these roles or their civilian peers can help you learn the lingo needed for you to be able to translate you past experiences and accomplishments into meaningful value to your next employer. You have what it takes. Make it happen!

Visit www.thevpmma.org to receive professional PM career mentorship, advocacy, and networking opportunities from industry PMs!

Chapter 22: *Making Meetings Better*

In a recent international study of meetings, Doodle, an online scheduling service, found that "the cost of poorly organized meetings in 2019 reached $399 billion in the U.S. and $58 billion in the U.K".[18] Talk about decreasing organizational performance! Wow! Plus, anecdotally, for most people most of the time regarding most of the meetings they attend daily, most of these meetings are a drag!

Embracing the Suck

~ Tony Morrow ~

Am I the only one that expect meetings to be held in SMESC format? After almost a dozen years in uniform, and maybe a little "A" type personality, I find structured meetings that are clear and concise to be the most useful. I've struggled since leaving the Navy with sitting in meetings that seem to draw on and on without any real purpose, outcome, or point. I'll find myself looking at my watch thinking about what I could be getting done, "If only I wasn't here!"

Many of us will or have experienced meetings like this, and we may not be in the leadership roles to change that. Certainly, in the transition to virtual teams, there is a tendency to lose some of the structure that can help make team meetings effective. Unfortunately, not

[18]https://www.inc.com/peter-economy/a-new-study-of-19000000-meetings-reveals-that-meetings-waste-more-time-than-ever-but-there-is-a-solution.html

Embracing the Suck (continued)

~ Tony Morrow ~

everyone has had the diligent training in brevity and concise communication that many military veterans have had.

I took this as an opportunity to check my military ego at the door. Who am I to judge if this style of meeting works for the team? Did it?

I surveyed my teammates offline about how they valued these meetings. After a chat or two, I realized I wasn't alone. I decided this was an opportunity and took it upon myself to offer to chair the next meeting.

Whereas previous meetings didn't have an agenda, I put up a three-point guide for our team meeting. There were a couple of key issues we needed to discuss, and I added some questions from the team. I made sure to set a time limit for it and asked someone else to watch the clock.

I was surprised. Instead of 1+ hour, which was typical for team meetings, we finished in 31 minutes! I was one minute over. During the meeting I kept the conversation focused on our key points, and used the person watching the clock as reminder if we needed to move on.

When the meeting was done, I followed up with my team in offline conversations, and most of everyone had something positive to say. They appreciated the focus, felt engaged and left the meeting feeling we accomplished something.

Embracing the Suck (continued)
~ Tony Morrow ~

Instead of ignoring this problem or grinding it out day after day I embraced how much these meeting sucked, took the bull by the horns, and I made them better.

In our own professional lives, a majority of us would say we waste a lot of time, read "billable hours" here, in meetings because they are ineffective, i.e., they don't accomplish a goal. In the military and the CIVDIV! Therefore, in this chapter, we will look at meetings to see if we can't turn this around.

Meetings are gatherings, whether live or virtual, that empower individuals and teams with information, facilitate informed decision-making, foster group interaction, and inspire creativity and innovation. Additionally, managers can use meetings to communicate policies, explain changes in the workplace, coordinate work, and brainstorm ideas.

A couple fundamental keys to success are planning them and assigning roles, like you would any other project! Meetings are essentially micro-projects; temporary endeavors undertaken to meet some specific goal or produce some specific result. Therefore, effective meetings have a purpose, clearly identified participants that contribute to the purpose, plans, and processes that use facilitators and leaders.

Planning considers location, media, audience, logistics, meeting type, date, time, agenda, and supporting materials. Meeting plans should also have contingency plans. A *facilitator* is an individual who focuses on a meeting's process and is responsible for keeping a meeting running smoothly and driving results to achieve the meeting's intended outcome. Facilitators are experts at asking groups ***leading questions*** to guide them in productive directions to keep or get meetings on track.

A meeting ***leader*** is the individual who focuses on a meeting's content, i.e., its goal, objective(s), topics, tasks, and problems to be addressed at a meeting, which are contained in the agenda. The meeting leader keeps the focus on the agenda that was sent out to all attendees in advance of the meeting, and which is handed out to each member of the meeting. Each agenda contains a clear goal and any associated objective(s) and a time-hack, i.e., allotted minutes, assigned to topics/portions of the meeting. Therefore, assigning the roles of timekeeper and a scribe, someone to take meeting notes, is also very helpful.

Speaking of process, each meeting should have and review its ***ground rules***, a framework for how a group will function or interact that helps to mediate any conflicts that may arise. At the end of each meeting, management can conduct a quick ***process check***, which is a quick verbal assessment or evaluation of the meeting to determine how attendees feel about the effectiveness of the meeting process. A Return On Time Invested, or "ROTI", is an example of a meeting process check, and one I use all the time.[19]

Additionally, each meeting should include only the people necessary to realize the purpose, i.e., produce the decision, plan, or outcome stated in the purpose. Some general participant size guidelines are decision-making meetings should be small, i.e., contain 5 to 7 people, brainstorming meetings to solve problems can accommodate up to 18 people, informational or update meetings are also about 18 people or less, and recognition meetings are all-inclusive so can include an unlimited number of people.

Since the purpose and agenda drive the meeting, meeting planners should clarify the purpose first, then identify the type of meeting. Meeting types can be

---

[19]https://www.stickyminds.com/article/roti-method-gauging-meeting-effectiveness

reporting and information sharing meetings, where status updates on a program or project are shared, with the goal is to align the team by sharing progress on tasks, challenges, findings, and next steps. They're typically short, sharing only the most essential and relevant information necessary to attendees. Slides, videos, and infographics can help make information sharing meetings more memorable for attendees.

Or meetings can be of the *decision-making and problem-solving type* of meeting. ***Problem-solving meetings*** are used to make decisions or to solve current problems affecting the organization. These meetings use creativity, innovation, brainstorming, and group decision-making. Every meeting attendee of problem-solving meetings should participate to solve the problem before the group.

Meetings can also be *training and skill building meetings*. These types of meetings are used to enhance skills and build teams. Finally, ***celebration and recognition meetings***, sometimes called "***social meetings***", combine social and professional interaction to recognize an organization or an individual, which benefits organizational morale, cohesiveness, and motivation.

Running effective meetings also means dealing with meeting dysfunction, which can manifest as silence, inattention, overt pessimism, folded arms, audible sighs, negative comments, heckling, shouting, or even physical attacks against other attendees. To mitigate dysfunctional behavior, facilitators can: acknowledge the dysfunctional behavior either publicly or privately, empathize with the symptom of the dysfunctional behavior but encourage resolution, enlist the group in solving the dysfunction, create clear ground rules for unanimous adoption, and place themselves in the proximity of the offending member.

Beyond the agenda – a "guru's" journey to meaningful and productive meetings

~ Stuart Smith ~

I have spent most of my 40-year career running meetings, work sessions, seminars, conferences and delivering training. Those who know me, know me as a professional facilitator; someone with a skillset, knowledge and experience who makes it easier to get work done more effectively and efficiently. Many do not realize that "facilitation" is both a skillset, and a professional field of practice.

Facilitation skills are used by many professions to include human resources, IT, project management, and quality. As a profession, there are two certifications that indicate both mastery of the skills and a person's professional standing. I've held both the Certified Professional Facilitator (IAF) and the Certified Master Facilitator (INIFAC) designations in the past. Someone once asked me to "swag" an estimate of my work over forty years. The "guestimate" I came up with is that I've facilitated over 5000 meetings, work sessions, seminars, and conferences and I've delivered over 30,000 hours of training programs (that's like 14 dog years!).

Someone also once coined a term for me and my facilitation work, they referred to me "Stu the meeting guru". I was familiar with the term guru, but I still Googled it. Guru is "a Sanskrit term for a teacher, guide, expert, or master of a certain knowledge or field. A guru is also one who helps others discover and understand what the guru has already realized and experienced and shares it with others". So, over the past 40 years, in thousands of

Beyond the agenda – a "guru's" journey to meaningful and productive meetings (continued)

~ Stuart Smith ~

sessions, and during 30,000+ hours of training, I've learned a couple of things I'd like to share with my fellow Veterans as they enter the civilian workforce (CIVwork).

Before I do, I've made some assumptions. Even if you have not led meetings in the military you have at least participated. I'll assume you've already experience with problematic meetings and realize the importance of:

- Deciding if a meeting is needed or if a simple email, text, or brief discussion will work to communicate something to others,
- Having an agenda and clear outcome for the meeting,
- Defining roles such as notetaker, timekeeper and subject matter expert,
- Inviting the right participants to the meeting .

Here are some insights, based on my guru journey that I think are significant and hopefully you can learn from as you transition into CIVwork. I've organized them under some of my favorite quotes. Feel free to learn from my experience and use the quotes:

1. "Meetings – a futile alternative to work",
2. "It's not people who feel good about themselves who do good work, it's people who do good work who feel good about themselves",
3. "If you take care of the process, the task takes care of itself – the reverse is almost never true",
4. "There is great value in letting conflict and chaos

Beyond the agenda – a "guru's" journey to meaningful and productive meetings (continued)

~ Stuart Smith ~

reign until it no longer serves its purpose".

If you don't know the importance of effective meeting management, there are plenty of resources on the web and training classes you can take that will help you master the basics. The insight list above is not a comprehensive list. For that, come climb the guru mountain with me and we will learn more about meetings together. My contact information is in the back of the book.

1."Meetings – a futile alternative to work" (unknown and adapted). I learned the concept of meeting rights from one of my own guru's. Thanks Michael Wilkinson. It has served me well to battle the futility of meetings.

Before the first meeting is ever held in any organization, meeting rights and how participants expectations are to be met should be decided. "Meeting rights" as Michael called them go far beyond agendas and ground rules. Meeting rights are inclusive of considerations such as when meetings are and are not held, how discussions are managed and decisions made, how information is provided, how work products are handled, etc., etc.

Meeting rights should also be co-created, understood, and agreed to by everyone who leads or facilitates or is a participant in a meeting. Meeting facilitators and participants must also be accountable to each other in adhering to the rights of all involved.

Beyond the agenda – a "guru's" journey to meaningful and productive meetings (continued)

~ Stuart Smith ~

Two of my favorite rights are:

1. Don't waste people's time in meetings with work that could be completed another way. It's shameful how much time and human productivity is wasted in meetings and how much frustration a bad meeting can create. So, every time you think – "let's call a meeting". Think again. First think "how else could the work get done?" Or "could the work be organized in way that participants could individually do the work without having to meet?" If a meeting is needed, think through what participants could complete before coming to the meeting that would make the meeting more effective and efficient. This might include brainstorming, grouping, and prioritizing ideas or the use of other decision-making or process improvement tools that are completed before the meeting.

2. Give people enough time to prepare and respect the fact participants are working on other efforts. The more complex the work or challenging the problem to be completed in the meeting, the more time, information, and data participants need to prepare to make effective decisions, choices, and plans. A general rule of thumb that has served me well; if the agenda will take four hours to accomplish, give participants at least four days to prepare. If it's an all-day or multi-day meeting give them at least five days to prepare. Another quote often attributed to Mark Twain I use to guide my thinking about one-hour meetings is "I would have written you a shorter letter if I could have found the time". Said another way, "do not

Beyond the agenda – a "guru's" journey to meaningful and productive meetings (continued)

~ Stuart Smith ~

underestimate the time it takes to have a successful one-hour meeting". Shorter meetings, especially reoccurring meetings, like staff or team meetings, often take as much or more prep and pre-work than longer meetings. Final thought, it often takes much more time outside the meeting for a facilitator to organize, prepare and rehearse than it takes to run the actual meeting – sometimes at 3-5x the time.

2."It's not people who feel good about themselves who do good work, it's people who do good work who feel good about themselves" (Jack Shireman). Jack Shireman, another one of my gurus opened my mind with this gem. Think about how profound that statement is. Think about yourself and how good you felt when you accomplished something of significance – a mission or task, a physical or mental challenge. Well run meetings should feel the same way. You should have a sense of accomplishment for work well done. Also, know that sometimes you need someone not so close to the work or decisions to be made to help facilitate the meeting. Someone who is objective and focuses on the process, participants, and product.

3."If you take care of the process, the task takes care of itself. The reverse is almost never true" (Jack Shireman). Thanks again goes to Jack. I can't tell you how many times I've realized the subtle significance of process thinking. Too many times I've seen facilitators and trainers (and even leaders) so focused on "getting the task done" that

Beyond the agenda – a "guru's" journey to meaningful and productive meetings (continued)

~ Stuart Smith ~

they don't see the long-term impact on themselves or the team. I've seen facilitators complete all the meeting agenda items without actually solving problems and I've seen trainers finish a training class on time while sacrificing actual learning. Conversely, I have been guilty of "over processing" and running out of time to accomplish the task. Of course, task accomplishment is important; but so too is setting up processes that allows team members to reflect, learn, improve, and become self-sufficient.

When I was in the Army it was the tension, focus and dichotomy created by the objective of "accomplishing the mission while taking care of the soldiers". Even though I did not serve in combat, sometimes soldiers were sacrificed (promotions, careers) to accomplish the mission and sometimes the mission failed because a leader did not take care of the soldiers. Once "outside the wire" in CIVwork, the risk is not injury or death, it's balancing task accomplishment with establishing repeatable, predictable processes.

In CIVwork, I've learned to develop meeting processes and become disciplined in execution, so tasks are completed to the standard more often than not. I've also realized that if you are so task focused, you'll miss the value and yield of repeatable processes and you risk becoming known as the person who "gets things done regardless of the cost".

Beyond the agenda – a "guru's" journey to meaningful and productive meetings (continued)

~ Stuart Smith ~

4."There is great value in letting conflict and chaos reign until it no longer serves its purpose" (Stu Smith).
In the military, you have probably seen plenty of conflict and you have probably seen it handled a thousand different ways – avoidance or giving up, confronting, or suppressing, and compromising or accommodating. Conflict in CIVwork is similar and often handled in similar fashion. Regardless of the environment, I believe conflict is a predictable and "natural outcome" of the process of working together and interpersonally relating to others, making difficult choices, or planning for significant change.

The paradox is that if conflict is not allowed, just like if conflict is not addressed, both approaches can lead to exactly the same problems: ineffective communications, low morale, lack of teamwork, people "checking out" at work, a willingness to sacrifice task completion so on and so on. In meetings, unaddressed or unresolved root cause conflict based on personal experience and values, interpersonal relationships, or differing points of views about the task at hand, may show up as symptomatic dysfunctional behavior. You may see symptoms such as arriving late and leaving early, doing other work, or staying on the phone with text and email. These low-level behaviors are disruptive at worst.

Beyond the agenda – a "guru's" journey to meaningful and productive meetings (continued)

~ Stuart Smith ~

The other consideration to make is that it may not be conflict at all that you are seeing. It may be another problem such as lack of skill and experience, lack of expectations or adherence to expectations or lack of professionalism or respect that has not been effectively addressed and corrected. However, when unresolved conflict escalates in meetings, you may see participants withdraw from the conversation, question, or challenge the meeting purpose and goals, challenge the facilitator, or ignore or be dismissive of others' contributions.

In extreme cases, unaddressed or unresolved conflict may escalate into verbally attacking other participants' values, work, or even personal characteristics. However, if constructive conflict such as differing points of views that should be heard and considered, cautions and risks that need to be identified and managed and realities that are not easy to reconcile with the desired ideal is not given the space and time it needs the same problems can occur. Talk about a balancing act!

As a meeting facilitator, you need to know and recognize sources of conflict, the difference between root causes and symptoms, false indicators of conflict, the value of allowing and even encouraging constructive conflict, and the risk of not addressing non-productive conflict to be effective. Conflict management skills are developed over time, with experience and feedback, just like any higher risk actions you took while in the military.

Chapter 23: *Leading*

Leadership is the third function of management. It is where the rubber meets the road; can we inspire, motivate, and influence others to execute the plan as laid out to achieve the goals, objectives, and metrics as defined? Therefore, it is extremely important managers get good at it; at leading! This chapter serves that goal.

Leadership is the process by which a person exerts influence over others to inspire, motivate, and enable them to achieve a shared vision or goal. Therefore, a ***leader*** is a person who exerts a positive influence over others to achieve a shared vision or goal by inspiring to a shared vision by appealing to a group's values, beliefs, and emotions to motivate others to align and achieve the vision. It does not matter at what level the vision or goal sits at in the organization.

Leadership Looks Different in the Corporate World

~ Michael LeJeune ~

In the fall of 2019, Bob Williams opened a popular restaurant franchise in our city. Bob is a retired Navy Veteran with over 20 years of service. Everyone was excited about the franchise and they received over 1,000 applications to work there. Fast-forward just three months after opening and Bob couldn't keep employees. Where did all the excitement go?

The explanation is actually pretty simple. Bob never really left his Navy style of leadership. When you are in the military, you are mission focused. The mission is everything. Thousands and sometimes millions of lives hang in the balance. Your troops are very important to you, but the mission often has to come first.

When you transition into the civilian or private sector, your focus has to change. The mission of your company is still critical, but it's not the only, or even primary focus. You don't have an endless sea of troops (employees). Your employees can quit at any time for any reason. You will be judged by your employees. Their performance is your scorecard.

Your primary job as a civilian leader is to care for your employees. The mission is not possible if your employees aren't taken care of. The mission isn't important if someone is grieving with a loss. The mission of the company will only get the attention it deserves IF the employees are taken care of and inspired.

Leadership Looks Different in the Corporate World (continued)

~ Michael LeJeune ~

The number one skill you need to learn to care effectively for your employees in the corporate world is the ability to listen. Not just hear what people are saying, but actually listen without bias and without judgement. You can learn a lot about your team and their needs just by listening to what they say and how they say it.

There has been much to-do over the manager versus leader argument over the years, and it's fun right, the robust discussion sells books, workshops, keynotes, and generates hundreds of memes on LinkedIn! However, from an organizational perspective, and looking through the lens of Fayol's general theory of management, managers are expected to lead others in executing their plans, which they organized to achieve the desired goals and objectives to expected outcomes, i.e., standards. Therefore, whenever they are interacting with their employees and teams, they are leading.

Likewise, when military leaders lead, they also have to be able to plan missions, exercises, and operations, organize the resources to achieve success, then lead the troops to success, according to expected outcomes. They're managing!

In my mind, this means *leader* is both a role or a title, and this difference is temporal, while you're in it (role) or under it (title). For example, the CEO or other chief execs, often referred to as the "C Suite", are referred to as leaders. They envision the organization's success horizons, and back plan from there. They still manage…if even to a lesser degree than a front-line supervisor does.

Furthermore, front-line mangers, often called "supervisors", get no action plans done alone; the employees that the front-line manager supervises do the work. Therefore, even though they manage more than middle or top managers, they still must lead, i.e., inspire, motivate, and influence their direct-reports, their front-line employees, to achieve their tactical plan, goals, and objectives, which are cascaded down from the departmental or functional plan's vision, goals, and objectives, which are cascaded down from the strategic plan and vision, goals, and objectives.

So, in my mind, and in my humble opinion, the conclusion I reach based on these real-world facts is that the argument “This person is a manger!” or “No, this person is a leader!” is a red herring. The topic is really simply a question of temporal role or title.

For example, a leader can be an “exec”, or “chief”, or “chief exec”. It’s a title. While that exec is an exec. It’s temporal. Additionally, while a front-line supervisor or departmental manager may not wear this ‘leader’ title, they are expected to lead others, their employees, through inspiration, influence, and emotional intelligence to get work done. While doing so, in that moment, they are leaders! Regardless of their titles! Because they are performing the function.

However, each role does have a focus. Leaders, i.e., top managers in this case, create vision, persuade through charisma, passion, and storytelling, identify the right things to pursue. Managers do create rules and procedures, coach, focus on transactions, the right things. But they both perform the same four functions of management, which includes influencing others at times to achieve the planned objectives using the provided resources, i.e., lead.

Although there is a plethora of leadership styles, here I will only discuss those leadership styles most widely encountered in practice and on the CM® exam. First up, we see the leadership style archetypes transactional and transformational leadership. *Transactional leadership* is a leadership style concerned with maintaining the smooth flow of subordinate performance to support day-to-day operations through the use of power and rewards, such as praise, an intangible reward, to motivate others to perform to the best of their ability. *Transformational leaders* transform others in a way that takes them to new levels of performance by setting ambitious goals and offering incentives that provide opportunities for personal and professional growth.

Second up, we explore the many other styles of leadership that have been identified. The *participative* style of leadership focuses on participation by employees, soliciting input, ideas, and observations from all team members to contribute collaboratively to the decision-making process. An example of the participative style of leadership archetype is *the democratic leadership style*, which is used to clarify direction by making decisions based on consensus and mutual trust. Another participative leadership style is *affiliative leadership*, which focuses on the importance of teamwork by building relationships that connect people to one another and providing continuous, positive team feedback. *Laissez-faire leadership* assumes little control and is largely hands-off. Laissez-faire leadership is also called "country club leadership" or "delegative leadership".

Next up we explore the opposite end of the leadership style spectrum, directive leadership styles. With a *commanding leadership style*, which is also known as "*autocratic"* or "*authoritarian leadership"*, the leader assumes a high level of control, dictating decisions with little or no input solicited from followers. A leadership style closely related to the *autocratic leadership style* where leaders are obedient to authority and follow rules rigorously is called ***bureaucratic*** *leadership style*.

Additionally, while the v*isionary leadership* style guides others in a new direction or to embrace a new idea or change, the *pacesetting leadership style* sets high-performance standards for both the leader and the followers. Furthermore, the *charismatic leadership style* is a type of transformational leadership style where a leader influences other with their captivating personality or alluring communication style. ***Servant leaders*** put the needs of the followers first. Since they do the work, they need what the need to get it done, which means someone has to provide this support so they can focus on delivering work.

Finally, a loosely labeled style of leadership is emergent leadership. *Emergent* leaders are not appointed according to their job, title, or expertise, but emerge from the employee ranks over time as a result of a group's interaction or the influence an individual exerts on a group. Regardless of which leadership style a manager leans towards, "situational" is the mantra. The situation at hand, in the moment, in each moment, should dictate which style the manager responds with!

<u>"Presence Implies Interest"</u>

~ John Croft ~

This quote by Travis Homiak are words to live by for any leader, military or civilian! The bottom line is we owe it to our teams to provide the best leadership possible. No matter how busy we find ourselves, we should make it a point to be engaged leaders at all levels of the organization, no matter how mundane the task, meeting, or action. Our presence shows we care and is an opportunity to stay connected with the team, answer the tough questions, and truly be transparent. It reminds us who we serve.

From leadership styles, we move to the types of power a leader can wield. *Legitimate* power is derived from position in the organization's hierarchy, ***reward*** power is the ability to give or withhold tangible and intangible rewards, and *coercive* power is the ability to punish others. And while ***expert power*** is based on the leader's special knowledge, skills, and expertise, ***referent*** power comes from subordinates' and coworkers' respect, admiration, and loyalty for the leader.

On the other side of the leadership power coin, we see ***empowerment***, where managers pass authority and responsibility on to their employees which provides the employees opportunities to make important decisions on their own. For example, if a roofer decides to clean a customer's gutters while servicing their roof to address a customer concern, that roofer's foreperson has empowered them to do so.

Concerning leadership styles and power, research and anecdote suggests that gender and emotional intelligence are factors affecting leadership effectiveness. However, regardless of common gender stereotypes, research suggests that "male and female manager who have leadership positions in organizations behave in similar ways".[20]

We also see that *women may indeed demonstrate a more participative style of leadership than men, include their employees more often, and that men may be more autocratic , coercive, and make decisions more independent of their employees more often.*[21] Suspected reasons put forth in the literature are that

[20]ICPM's Certified Manager: Leading and Controlling, 4th Ed., McGraw-Hill Education, LLC, 2016, p.23.

employees may resist female managers' influence to a greater degree and hold on to gender stereotypes.[21] Regardless, women and men leaders are found to be equally effective as managers.[21] ***Diversity training*** can be beneficial for both groups.

A manager's emotional intelligence is a factor in their leadership success too. Emotional Intelligence, or "EQ", is a tool becoming more widespread throughout organizations' management ranks. *Emotional Intelligence* is defined "as the ability to identify and manage one's own emotions, as well as the emotions of others".[21] Managing one's own emotions and the emotions of others can increase a manager's effectiveness leading others through ***empathy***, understanding and sharing another's point of view and feelings, increasing inspiration, motivation, and influence. In the 1930s, researchers began investigating the traits, i.e., the personal characteristics, that were common to and therefore described great leaders. Therefore, these leadership models describing what the leader is like instead of what they do, do they have maturity, charisma, and great oration skills, are called *Trait* theory models.

[21]https://www.psychologytoday.com/us/basics/emotional-intelligence

However, it quickly became evident that these trait models were insufficient on their own to describe great leaders. Some folks were great at leading but didn't have all of the traits, or some managers had all of the leadership traits but couldn't be described as "great".

So, the research turned famously to studying a leader's behavior, i.e., actions, in the 1940s. This vein of research really took root at The Ohio State University, where they coined the now-ubiquitous, seminal terms "consideration" and "initiating structure", which became simply "initiating". ***Consideration*** includes behaviors indicating that a manager trusts, respects, and cares about their subordinates. They do things like consider their goals and desires, work-balance needs, and job and organization satisfaction. In ***initiating structure***, or ***initiation***, the manager's behavior leans towards ensuring that work gets done and goals get achieved, subordinates perform their jobs acceptably, and the organization is efficient and effective. Blake and Mouton's Managerial Grid is a prime example of consideration and initiation-type behavioral models.

Essentially, traits explained some things about leaders, and behavior explained many, many more. However, business, like life, is rarely black or white. It is mostly gray. Therefore, gaps in the literature led to the research of contingency models, i.e., leadership models that allow for the leader to respond with a style and power appropriate for the situation at hand, in the moment. Contingency leadership models based on this concept of situation-based responses are called ***situational leadership models***.

Engine Room Chats

~ Tony Morrow ~

We’ve all had different kinds of leaders in our work and military careers. The best leaders I’ve ever known are the ones that build a bond with you. They make you feel that they care, are concerned, and invested in your wellbeing. These are the leaders who you WANT to go the extra mile for, are willing to sacrifice for, because you feel that they would do it for you.

One night off the east coast I was sailing to Boston for a TGEX. I was in the middle of doing my rounds before heading to the bridge to take the watch. I entered the MCR (mechanical control room) expecting to get an update from the engineering officer of the watch. A typical update on the status of the engines, what generators we were running, any exercises or engine washes he wanted to run during the watch, or any notable things that happened during the watch. As I walked in, I saw the Captain.

The Captain was sitting in front of the power distribution and status board, Montreal Canadians cup in hand, knee deep in a heated debate about the Toronto Maple Leafs and their chances of winning that year.

– As a side note, we all know the Maple Leafs suck every year, but I digress – I had obviously caught the tail end of this debate, with both sides firmly and friendly entrenched in their positions. I politely interrupted to speak to the EOOW (Engineering Officer of the Watch) and get the sitrep. By the time I was done the debate was over, and the Captain was thoughtfully listening to a personal story the sailor was sharing.

Engine Room Chats (continued)

~ Tony Morrow ~

I left the MCR and headed to the bridge to take my watch. The time was 2345 (i.e., 11:45 pm).

For the rest of the TGEX, the Ops team was entertained with hockey rivalry and competing trivia embedded in the evening and various Ops briefs. It showed intimate knowledge of the crew. It demonstrated that the Captain listened and was in tune with the crew. It was one example, including finding the CO in the MCR at near midnight, of how this Captain, this leader: Motivated, inspired and earned the extra effort from his crew through spending time with them and showing them that he cared.

(See Management By Walking Around, page 119).

Fiedler's contingency model bases the leader's style bases on the situation at hand and is the combination of the synergy between the: 1. Leader-member relations, based on the employee's Least Preferred Coworkers score, 2. Task structure, and 3. Position power. ***Task structure***, like initiating, represents the extent to which the subordinates' work is clear so they understand how to do it.

House's Path-Goal theory contingency leadership model states leaders motivate goal achievement in their employees by 1. Identifying the outcomes employees want, 2. Rewarding employees with those outcomes, and 3. Clarifying paths to those goals, allowing the employee the creative license to decide how to achieve them. The Path-Goal theory also identifies ***four types of motivating leadership behaviors***: 1. Directive, 2. Supportive, 3. Participative, and 4. Achievement-oriented. As you can see, this theory is based on employee expectations, so it is ***closely related to the expectancy theory*** of motivation discussed in our next chapter, 24.

In conclusion, the **Leadership Substitute model** is a model in which a leadership substitute is something that acts on employee motivation like leadership, but that is not leadership. It is highly dependent on the characteristics of the situation and whether employees operate at high performance levels without supervision, and the characteristics of the subordinates. Employees lead themselves.

Ways to develop and explore leadership styles, powers, and skills include networking, expanding one’s talents though accepting growth assignments, volunteering, mentoring, and conducting developmental planning.

Chapter 24: *Motivating Employees to Engage*

Motivation is the level of energy, commitment, and creativity that an employee brings to their job. There are three types of motivation, intrinsic, extrinsic, and social. ***Intrinsic motivation*** is the enthusiasm that comes from performing one's job. Enjoying the challenge of the work or enjoying the ***task's significance***, i.e., the meaningfulness associated with accomplishing the task because it contributes to the mission, are examples of intrinsic motivation. It's the famous radio station every person loves, "WIIFM", or "What's In It For Me?".

Extrinsic motivation is the enthusiasm that comes from the consequences of performing one's job and not the performance itself. *Outcomes* are what an individual obtains from their work, both material and immaterial, like rewards. *Social motivation* is the enthusiasm that comes from behaviors that benefit or help others. Additionally, *engagement* is the emotional commitment an employee has to their organization and goals, or the "What's in it for us?".

Pay is an example of extrinsic motivation. So are other benefits and rewards. Two specific examples are a merit pay plan and an employee stock option plan. A *merit pay plan* is compensation plan that bases pay on performance, and an *employee stock option* is a financial instrument that entitles the bearer to buy shares of an organization's stock at a certain price during a certain period or under certain conditions.

There are many theories of motivation and engagement. Examples are expectancy, needs, equity, justice, learning, and reinforcement theories. The ***expectancy theory*** states people are motivated by their expectation of success as determined by expectancy, instrumentality, and valance. *Expectancy* is a perception about the extent to which effort results in a certain level of performance, ***instrumentality*** is a perception about the extent to which performance results in the attainment of outcomes, and ***valence*** is a perception about how desirable each of the outcomes available from a job or organization is to an employee.

Regarding needs theories, there are several popular ones you will encounter in the literature, in practice, and on the CM® exam. *Needs theories* essentially state that people are motivated to obtain outcomes at work that satisfy their needs or their requirements for survival and well-being. Famous examples of needs theories are Maslow's Hierarchy of Needs, Alderfer's ERG Theory, Herzberg's Motivator-Hygiene Theory, and McClelland's Learned Needs Theory.

Maslow's theory of needs describes a five-level pyramid of needs, physiological needs at the bottom, safety next, belongingness and love above that, esteem on that, and self-actualization needs at the top of the pyramid. The next higher level of unmet needs drive motivation to achieve them. Additionally, *Alderfer's ERG theory of needs* deals with only three categories of needs, existence, relatedness, and growth.

Herzberg's Motivator-Hygiene theory deals with only two categories of needs, motivators and hygiene. Motivators represent intrinsic motivators, like challenging work and autonomy, and hygiene represents extrinsic motivators, like title, corner office, and paycheck. *McClelland's Learned Needs theory* states managers and employees each have different individual degrees of needs for achievement, affiliation, and power.

Equity theory is another category of motivation and engagement theories. *Equity* is the condition that exists when an employee's input/output ratio is perceived by the employee to be fair relative to other employees. ***Equity theory*** therefore assumes that people are motivated by the fairness of their work inputs and outputs relative to the perceived inputs and outputs of other employees, which can be greater than, equal to, or less than, other employees. ***Inequity*** is the condition that exists when an employee's input/output ratio is not perceived to be fair relative to other employees.

This means that regardless of whether the employee feels overpaid or underpaid when compared to others based on their input/output ratio, it will affect them because they suffer either ***overpayment*** or ***underpayment inequity***. These conditions of inequity, whether perceived or real, can affect employee performance and productivity through absenteeism, apathy, and distrust. The related *Goal-Setting theory* is a theory of motivation based on the assumption that people are motivated by contributing inputs that achieve organizational goals.

Speaking of employees' observations of others as benchmarks, we encounter justice theories, they are motivated or unmotivated based on treatment. ***Distributive justice*** is a person's perception of the fairness of the distribution of outcomes in an organization. *Procedural justice* deals with a person's perception of the fairness of the procedures that are used to determine how to distribute outcomes in an organization. *Interpersonal justice* is a person's perception of the fairness of the interpersonal treatment he or she receives from whoever distributes outcomes to him or her. And finally, *informational justice* is a person's perception of the extent to which his or her manager provides explanations for the decisions and the procedures used to arrive at them.

The *Learning theory* of motivation assumes that people are motivated by the outcomes they receive for performing desired behaviors and attaining desired goals. *Learning* is defined as the change in an employee's knowledge, skills, abilities, or behavior that results from instruction, experiences, or practice. A specific type of learning theory is called Operant Conditioning theory.

Operant Conditioning theory states that people learn to perform behaviors that lead to desired consequences and learn not to perform behaviors that lead to undesired consequences. ***Positive reinforcement*** is giving people outcomes they desire when they perform organizationally functional behaviors, and ***negative reinforcement*** is eliminating or removing undesired outcomes when people perform organizationally functional behaviors. For example, bonus checks, promotions, or raises are positive reinforcers, while taking someone off a performance improvement plan or remedial team because their performance has improved to standard are examples of negative reinforcers. ***Organizational Behavior Modification ("OB-MOD")*** is the systematic application of operant conditioning techniques to promote the performance of organizationally functional behaviors and discourage the performance of dysfunctional behaviors.

Extinction means management curtails the performance of dysfunctional behaviors by eliminating whatever is reinforcing them, and ***punishment*** means administering an undesired or negative consequence when dysfunctional behavior occurs.

Social Learning theory is a theory that considers how learning and motivation are influenced by peoples' thoughts and beliefs and their observations of other peoples' behavior. ***Vicarious learning*** occurs when a person is motivated and positively reinforced to perform a behavior by watching another person model the behavior. ***Self-reinforcement*** is any desired or attractive outcome or reward that a person gives to himself or herself for good performance. ***Self-efficacy*** is a person's belief about his or her ability to perform a behavior successfully.

Service vs. Selfish

~ Tony Morrow ~

We all have different reasons for serving our country. The thing we all share is service. We put the interests of others ahead of ourselves. Maybe that's your platoon, your crew, or the person in the cab or ditch next to you? Regardless of the context or scale, your service shows the intrinsic motivation to do your duty.

Once we are out of uniform, that sense of service and duty follows us into civilian life. It starts to come in contact with the extrinsic motivations that drive many of the organizations and people we encounter. This usually ends up being money, or some kind of transactional exchange of value between employees and employers.

It represents a different lens through which we see and value the world. For those of us who carry a sense of service, and it's not exclusive to the military, we want to make things better or otherwise do our best to have a positive impact. That makes us vulnerable.

After I left the Navy, I had a number of false starts. I wasted months of my time and energy with organizations and businesses that did not share my values or ethics. The first was a job offer with a company in the engineering, procurement, and construction industry. I signed a contract to start a project with them to expand their business. I spent over 8 months negotiating, planning, and waiting to be paid to start work. Unfortunately, the work never started and my over 8 months were wasted in time, energy, and lost opportunity because the company was a sham. It was my first exposure to anything like that, and a shock.

Service vs. Selfish (continued)

~ Tony Morrow ~

My second false start was working with a company that focused on Veterans, that has a great track record (a lesson I learned from the first false start), whose mission I believed in and I felt was doing good work. I engaged in a project proposal with them, to help them meet their mission in North America. I did a significant amount of preliminary planning and scope development, while in constant communication with company officials. When the time came to begin paying for further work, excuses and delays kept coming up. Agreements to sign contracts and move forward with paid project work turned into a series of requests for more proposals and ideas. It became clear that they were looking to get as much free work out of me as I was willing to give. It took 5 months for me to realize this and understand that I had to be far more protective of my time and energy.

There are many businesses and individuals who will seek to manipulate and leverage your sense of duty and purpose for their financial gain. They know you want to do good. They may assume you have a pension. They may try and pay you the bare minimum for your service, or as in my examples, not at all.

I was certainly naïve. I was definitely ignorant. Maybe I was too optimistic. It could just be bad luck. Regardless, I want to make sure you don’t get taken advantage of in the same way. There are many wonderful people and organizations that will pay you back 10x for the generosity of your time, effort, and support.

Chapter 25: *Managing Organizational Change Effectively*

The only constant in business is change. Changes in markets, in customer demands, in the economy, in regulations, in politics, in competition, in technology, in risk, in the workforce, and on and on. Therefore, managers must adapt their organizations to change well to maintain their efficiency, effectiveness, profitability, productivity, and competitive advantage.

Organizational change is the alteration, modification, or adaptation of an organization's structure, systems, or processes in response to an internal or external force. The three primary types of change are development, transitional, and transformational. Additionally, *organizational alignment* is the degree to which the components of a company are arranged to optimally support the intent, objective, and goals of the organization (i.e., the business strategy).

The stages of organizational change are resistance, discovery, and commitment. The ***resistance stage*** of change is marked by uncertainty and doubt, where employees may experience fear of the unknown, anxiety over losing friends and co-workers in old teams, departments, or divisions, skepticism, anxiety, resentment, anger, denial, confusion, lack of motivation, low productivity, and absenteeism because they fear the unknown. Managers can counter resistance behaviors by creating a culture of trust with employees, clarifying the purpose and benefits of the change, engaging in transparent, two-way communications, involving employees in the change process, modeling appropriate change behaviors, and celebrating interim success toward change.

The *discovery stage* marks the transition from doubt to discovery, where employees become more accepting of the change as uncertainty resolves and curiosity, creativity, and energy increase. Managers encourage positive behaviors during the discovery stage by maintaining open communications, encouraging employee engagement in the change, recognizing positive change behaviors, and reinforcing management's commitment to the change.

Commitment is the final stage of change and is marked by full understanding and commitment to the change, and behaviors during this stage are focused on supporting the change, working as a team, and restoring productivity to achieve the newly desired state. Managers can encourage the positive behaviors during the commitment stage by reinforcing changed behaviors, and recognizing employee and team efforts to achieve the change.

Managers' roles in change management projects can be scout, voice, advocate, coach, and authoritarian. *Scouts* report change forces to top management and lead smaller departmental change efforts. *Voices* are responsible for sharing relevant information will all concerned parties to increase transparency and consistency. *Advocates* are champions of change, assuming responsibility for getting employees on-board with the change. Finally, *coaches* and *advocates* guide and motivate individual employees through their personal transitions to create the collective change and use their power and influence to effect change, respectively. Several popular models are used to manage change in the CIVDIV.

Kurt Lewin's change model is probably one of the most popular. It is a simple and practical model of change management that views change in three stages: ***unfreezing*** (the perception that a change is needed), changing (the transition to a new level of behavior), and **refreezing** (establishing the new behavior as the norm). Another popular model is the *force field analysis model*, which is a framework for looking at the forces of change that help and hinder the transition to a desired future state.

Additionally, the *McKinsey model* is based on the theory that for an organization to perform well and succeed, seven interdependent elements need to be present, aligned, and mutually reinforcing. Finally, in the *Kotter model*, we see an 8-step model that stresses the urgency of a transformational change and focuses on preparing for and accepting change, rather than the actual change itself.

Here I present the conventional, prevailing notions of a vanilla change process. A *planned change process* is a logical sequence of steps that sets out a plan to implement a change and maximize its success. Therefore, a *change plan* is a detailed guide for how a change will be implemented that addresses the who, what, when, where, and how of the change and appoints a *change agent*, which is defined as an individual appointed to lead the change and inspire employees. This agent is often a manager but may be an independently chosen leader from inside or outside the organization.

Furthermore, *managing change* is the approach taken to transition employees, teams, and entire organizations to a new, desirable state in a way that minimizes employee resistance and trauma and organizational costs while maximizing organizational effectiveness. It should be noted that a successful change management outcome is simply the result of the success of the employees' collective transformations from the here and now, to the there and then. Lead your employees successfully through their individual transitions so that collectively you realize the desired change successfully.[22]

Doing so takes *creativity*, i.e., the thinking process used to ability to see or do something in a new, original, or useful way, and *innovation*, which is the value added to a product, service, or idea desirable to business, government, or society. On both managements' and the employees' parts. Seizing upon creativity and innovation can solve problems and create opportunities. Finally, organizations that encourage creativity and innovation by

[22]To book me as your Keynote speaker on successfully navigating organizational change projects, please contact me at eric@vets2pm.com for rate sheet.

acquiring knowledge and modifying employee behavior to use that knowledge are called *learning organizations*.

Chapter 26: *Managing Organizational Conflict and Politics*

Ask the average employee or manager whether they participate in office politics or not, and most will say "No!", or "I try to steer well clear of them!", or "Only when and if I have to!". The reality is that office politics and organizational conflict are inherent in managing organizations. And they are both necessary to some degree. That's right, they can stimulate innovation, creativity, competition, brainstorming, and contingency planning. But, like any other management skills, they need to be managed effectively, and not abused or misused.

Organizational conflict is the discord that arises when the interests or values of individuals or groups are incompatible and block one another's attempts to achieve their goals. It can take many forms, and can even be healthy at manageable levels, driving creativity and innovation.

One form of organizational conflicts is ***interpersonal conflict***, which occurs between individuals that have differences in their goals or values. Two more forms of organizational conflict are ***intragroup conflict***, which occurs between members of the same group, project team, or department that centers around personality, relationships, processes, and task assignments, and ***intergroup conflict***, which arises when members of different groups, project teams, and departments that centers around processes, costs, or resources. ***Interorganizational conflict*** is another form of organizational conflict; it's conflict between organizations that often occurs in response to a high level of competition.

Some common sources of conflict revolve around competing goals and time horizons, authority, interdependencies, evaluation and rewards systems, resources scarcity, status inconsistencies, diversity, and working styles.

Some strategies managers use to manage organizational conflict are accommodating, avoiding, collaborating, making concessions, compromising, and confronting. Additionally, management can use the alternate conflict management strategies of negotiation, superordinate goals, mediation, arbitration, and litigation.

Accommodating is a strategy for conflict resolution where one party either places their interests second and allows the other party to further their interest, or one party gives into the demands of the other party. This strategy requires high cooperation but low assertiveness on the part of the accommodating party. *Avoiding* is a strategy of conflict resolution where the parties ignore the problem and do nothing to resolve a disagreement, and ***collaborating*** is a strategy for conflict resolution where the parties to the conflict openly express their concerns and work to find a mutually beneficial solution without making concessions, i.e., produce a "win-win" outcome for both parties. This is done by focusing on behaviors and problems, not the parties.

Concessions are things that are conceded or given up, such as authority, privilege, the right to, interest in, or ownership of a good, service, or agreement. ***Compromising*** is a strategy for conflict resolution involving a process of give-and-take where the parties make concessions that enable them to accomplish their goals. This strategy creates a solution created through a "give and take" process. And finally, ***confronting***, which is often called "competing" or “forcing”, is a strategy for conflict resolution where one party places its desires above the other to maximize its own gain, i.e., get what they want.

An alternative form of conflict resolution where the parties in a dispute attempt to work out a solution, formally or informally, through give-and-take without involving a third party is called *negotiation*. There is *distributive negotiation*, which is adversarial because the parties in conflict compete with the intent to win or lose all, and *integrative negotiation*, which is a cooperative form of negotiation in which the parties in conflict work together to achieve a resolution that is a “win-win” for all.

There are also ***superordinate goals***, defined as goals the parties to a conflict agree to regardless of the sources of their conflict, such as increasing organizational effectiveness or gaining a competitive advantage, and *mediation*, which is an alternative form of negotiation and is supervised by a neutral third party. ***The mediator does not make any resolution decisions***, but simply facilitates the resolution process.

Another type of mediation approach for resolving disputes between co-workers that involve deep-seated interpersonal and multicultural conflict is called *party-directed mediation.* Additionally, ***arbitration*** is a formal and organized form of alternative conflict resolution held outside of the court system by an impartial third party ("arbitrator"). The arbitrator's decision is final and binding on the parties to the conflict. And *litigation* is a form of alternative conflict resolution which involves one party engaging legal counsel (attorney or barrister) and filing a formal complaint against another party to sue in court.

Organizational Politics are the informal, off-the-record activities that managers engage in to increase their power and influence or to sell ideas to achieve goals and overcome resistance. Additionally, ***political strategies*** are the specific tactics that managers use to engage in organizational politics to gain power. Some examples of political strategies used are 1. Controlling uncertainty, 2. ***Being irreplaceable***, 3. ***Being in a central position***, 4. Generating resources, and 5. Building alliances. Being irreplaceable means you develop the KSAs necessary to make you the premiere expert and being in a central position means you hold sway from an influential position.

Strategies for exercising power after it is gained are 1. Relying on objective information, 2. **Bringing in an outside expert**, 3. **Controlling the agenda**, and 4. Making everyone a winner. Controlling the agenda concerns influencing the alternatives considered. Or not considered. Which increases the probability the selected solution is aligned with the manager's desired outcomes.

Chapter 27: *How to Manage Time and Stress*

Unless you retire retire from the military, i.e., you don't work one single day in the CIVDIV, the reality is that you will work for another organization post-service, whether it's somebody else's or your own. Therefore, you will still have the demands of work on your life, and these time and work demands can prove stressful for many people if not managed effectively. This chapter addresses that to give you a head start.

Job stress is the body's harmful response to job demands that are inconsistent with an employee's capabilities or out of an employee's control. Stress can be both positive and negative though. For example, ***eustress*** is the positive stress that presents an opportunity for personal growth and satisfaction and pushes employees to higher levels of performance. Conversely, negative stress that diminishes employee performance and can have debilitating effects is called *distress*.

There are several sources of job stress. Examples include stress arising from ***uncertainty***, *work overload*, which is the extent to which an employee feels that the demands of their job are overwhelming and a source of pressure, lack of control, balancing the demands of work and life, ***time management***, job security, *role conflict*, which is the condition of having competing or ambiguous job demands placed on an employee, and physical hazards.

The impact of job stress can manifest itself in one or more forms: 1. ***Behavioral outcomes***, such as employee absenteeism or turnover, angry outbursts, exhaustion, substance abuse, and ill-temper, 2. ***Cognitive outcomes***, like confusion, apathy, forgetfulness, indecisiveness, and negativity, or 3. ***Health-related outcomes***, such as insomnia, grinding of one’s teeth, hypertension, heart disease, obesity, hypertension, nervousness, depression, chronic fatigue, and headaches.

We’re All Going To Die

~ Josh Franks ~

Well… that’s a warm title. Just a reminder that life is not just about work. Those that know me would be rolling their eyes about now, but I work every day on life balance! When it comes to stress, Dale Carnegie wrote a book (in 1948) called “How to Stop Worrying and Start Living”.

He said almost everything you worry about during your entire lifetime…will never come to pass. It will never happen. Think about that! I refer this book to business professionals more than any other book for dealing with stress…(other than Doc’s book to veteran business professionals of course!).

Dale’s book is a quick and easy read!

Time management is the process of effectively allocating time between specific activities to increase productivity and reduce stress. Some helpful individual stress and time management strategies are:

1. Identify what you can and cannot control and focus on those items you can control,

2. Differentiate which items under your control are ***urgent and important*** and focus on those items, delegate important but not urgent and urgent but not important items, and ignore those items that are not important and not urgent,

3. Keep an *activity log*, which is a written record of how an individual spends their time at work,

4. Use a *"To do" list*, which is a written list of tasks prepared daily to support the completion of long- and short-range plans,

5. Use a software-based personal project management tool that organizes and prioritizes tasks associated with short, medium, and long-range objectives called an *action plan*,

6. Get good at ***delegating*** clear items, expectations, and deadlines. The ***exception principal*** may help; managers concentrate on the exceptions, i.e., outcomes that deviate significantly from expectations, and delegate routine or activities within the norm,

7. Leave **unscheduled time** on your daily calendar every day to allow for unplanned or unexpected events to pop up,

8. Determine your **'best' work times**/windows, such as early morning person or afternoon person, and work hard during those times.

Additional stress and time management interventions can occur at the ***organizational***, management, and employee levels. Organizational interventions include ***focus groups*** (diverse task-level groups of employees identifying root causes and contributors of stress for reduction), exit interviews, ***employee assistance programs*** (voluntary, confidential work-based counseling programs), stress management prevention and intervention courses, ***wellness programs*** (voluntary programs that educate and incentivize employees to lead healthier lives through behavior modification and medical screenings, counseling, and fitness programs), and organizational policies and procedures such as paid time off and modified office hours.

Management interventions include modeling self-confidence, providing as much clarity and certainty as possible, treating employees fairly, keeping one's promises, showing gratitude and support, engaging and motivating employees, and maximizing employee-job-environment fit.

Employee interventions include changing employee perceptions of stressors, building supportive relationships, exercising, and getting good nutrition, practicing biofeedback, learning to say "no", and getting at least 7 hours of sleep per night.[23]

[23] ICPM's Certified Manager: Leading and Controlling, 4th Ed., McGraw-Hill Education, LLC, 2016, p. 133.

Chapter 28: *The Two Types of Control: Organizational and Operational*

Controlling is the fourth management function and is the process whereby managers monitor performance against the organization's strategic plan and make any adjustments necessary to the plan, the organization, or its operations. In controlling, managers monitor and evaluate whether the organization's strategy and structure are working as intended or require adjustment for improvement. Control impacts organizational efficiency, effectiveness, consistency, decision making, and employee behavior by helping managers obtain *superior efficiency, quality, responsiveness to customers, and innovation, which are the four building blocks of competitive advantage*. There are two major types of control, organizational and operational.

Organizational control is the process of monitoring, influencing, and regulating organizational divisions, functions, and employees at strategic and tactical levels to accomplish an organization's goals. Effective organizational control can help increase responsiveness to customers, and it can help raise the level of innovation in an organization when managers create an organizational setting where employees feel empowered to be creative and have control over their work activities.

Control Systems help managers control the organization and they include formal target-setting, monitoring, evaluation, and feedback systems that provide managers with information about how well the organization's strategy and structure are working. Effective control systems are flexible, accurate, and timely. *Flexibility* allows managers to respond as necessary to unexpected events, *accuracy* provides them reliable information about organizational performance, and *timeliness* ensures they receive timely information with which to make decisions

Control systems are formal target-setting, monitoring, evaluation, and feedback systems that provide managers with information about how well the organization's strategy and structure are working. While ***feedforward control*** is control that allows managers to anticipate problems before they arise, i.e., prevent problems before they occur, ***concurrent control*** gives managers immediate feedback on how efficiently inputs, i.e., raw materials are being transformed into outputs, like finished goods, so managers can correct problems as they arise. ***Feedback control*** is control that gives managers information about customer's reactions to goods and services so corrective action can be taken if necessary. Number of customer returns per product is an example of feedback control.

The organizational control process consists of four steps. The ***first step*** of the control process is to establish the standards of performance, goals, and performance targets (i.e., "metrics") to measure and evaluate performance against. The second step in the control process is *measure actual performance*, which, in step three, ***evaluation***, we compare to our planned performance standards to identify performance gaps, if any, so we can move to step four. Finally, in step four, *act*, we take any corrective actions necessary bring performance closer to plan.

Output controls are measurable performance results at the corporate, divisional, functional, and individual employee levels of an organization. There are several types of output controls. For example, we have *financial control*, which is a primary means civilians use to measure organizational efficiency and effectiveness as reported in their financial reports. There are three key financial reports, often referred to as "financial statements", the Income Statement, the Balance Sheet, and the Cash Flow Summary.

Essentially, the income sheet depicts all sales, called "revenue", on the very top line of the report, i.e., the "top line". So "top line" means revenue. In the middle we subtract out all of the expenses we incurred during the period to sell all the stuff we sold during the period. This operation leaves us with either a positive amount of income or a negative amount of income left over. We call these left-over amounts "Net Income" or "Net Profit" and "Net Loss". Therefore, you will often hear managers talk about "P&L responsibility".

"P&L responsibility" means that they have fiduciary responsibility for their area. Essentially, fiduciary responsibility is the concept that managers are "agents" of the organization, representing it and its best interests, which is the efficient, effective use of scarce resources to achieve organizational goals, objectives, and make a profit. Additionally, and commonly, because of this focus on profit and loss, i.e., the score on how well we played the business game, you'll hear the income statement called the "Profit and Loss statement", or the

“P-and-L”, or “P&L”.

Know too that a profitable company does necessarily mean a solvent one, i.e., one that has cash to operate. Profits are the result of mathematical operations applied to the financial statements; they don’t represent the amount of cash the business has in the bank. For example, we have sold $2 million in products, less $1 million in expenses, totaling $1 million in profit. However, all of these sales are credit, meaning that although the $1 million profit is on our books, it is not in our bank account as cash. Financial managers focus on cash.

Impacting the P&L Day One!

~ Craig Washburn ~

Capital, i.e., “money”, is the fuel that all businesses need to operate and grow. Capital funds all aspects of a company’s ability to deliver the products or services they bring to market. From employees’ salaries, wages, and total compensation packages to materials to marketing to machinery purchases and maintenance, and everything in between, capital is essential to meet the ongoing needs of any company. Furthermore, a company’s ability to make efficient use of that capital can be the difference between a successful year and one they would prefer to forget (or worse, the one that drives them out of business). As you just learned, all of that is captured on the profit and loss statement, i.e., the “P&L”. As an employee of that company, your ability, or inability, to make a positive impact on the P&L will directly relate to your ascent up the corporate ladder.

The great news is that as a Veteran, you can have a positive impact on your new company’s P&L the moment you are hired IF you do a little preparation and you help educate the employer during the interview process. Here’s how.

You’re going to introduce them to an obscure, seven-plus decade old Department of Labor program called the “Veteran Tax Credit”. The current iteration of the program rewards companies with up to $9,600.00 in tax credits for every qualified Veteran they hire. And with no annual caps! That is dollar-for-dollar against what they owe the IRS every year that they can add back to their P&L. Because of you! You started bringing value before the ink was dry on your hiring letter! However, most

Impacting the P&L Day One! (continued)
~ Craig Washburn ~

companies are unaware of this program so they needlessly pay tens to hundreds of thousands in needless taxes to the IRS every year that they shouldn't!

And that's where you come in! First, you need to educate yourself, Second, you need to then secure your pre-certification letter for the tax credit while you are job-searching. There are a couple of different methods to accomplish these tasks. One takes a lot of work and time, the other doesn't. You can contact your state workforce agency and bring them the required documentation, or you can simply visit the digital platform I have built at Veteran Tax Credits, ("VTC"), to streamline the process for you and your employer. Simply create an account at www.veterantaxcredits.com and we will file with the government on your behalf. The VTC service is provided to transitioning servicemembers and veterans, regardless of how long you have been out of service, at no cost to you! Either method will get you pre-certified. The advantage of using VTC is they will do all of the heavy lifting for you and provide you with a letter you can use during your interview process that helps explain the program to prospective employers.

Third, and probably just as critical, remind your new employer during the interview about the tax credit they get when you get the job. Your new company takes your letter, and your recommendation to save money, and visits www.veterantaxcredits.com and receives a reduction in their tax burden, keeping crucial dollars on their P&L instead of in Uncle Sam's coffers. They literally strengthen their P&L with every single veteran they hire! You

Impacting the P&L Day One! (continued)
~ Craig Washburn ~

demonstrate "fiduciary responsibility" right out of the gate, using that word, explaining that you are helping them strengthen their P&L and optimize their "talent management choices" by hiring you, which increases the organization's assets, and performance, which is fiduciary responsibility!

So, it is up to you to make sure they get the credit! The end result being, they hired a great asset in you, they got money back in their P&L they can attribute to you, and they get excited about hiring more veterans in the future. It truly is a win for all parties. If they don't currently have a resource to help them with the paperwork, remind them that VTC Veteran Tax Credits can help. Just suggest they visit https://veterantaxcredits.com to get started. Also, be sure to give your new employers the coupon code VETS2PM which will give them a discount on employer services. Wow! More fiduciary responsibility! Crushing this CIVDIV thing! Good luck on your new career leading your new company into tomorrow!

Returning to financial control, performance can be evaluated by reviewing the financial statements and applying ratios to them to determine answers like "How well did we use our assets to generate sales?", or "How well did we do at managing our inventories this period?", and "Can we cover our debt obligations in the next period?". The first category of ratios is profit ratios.

Profit Ratios measure how efficiently organizational managers are using organizational resources to generate profits. Return on Investment ("ROI") and Profit Margin are two common profit ratios used. The *ROI* ratio measures the overall percentage of profits earned for every dollar invested in assets and is computed by dividing net income by total assets. It is also sometimes called a "return on assets". *Profit Margin* is a profitability ratio that measures the overall percentage of profits earned by an organization from sales and is computed by dividing net income by sales. The profit margin is also sometimes called the "operating margin".

Liquidity Ratios measure how well managers protect organizational resources to meet short-term obligations. The Current and Quick ratios are two fundamental examples of liquidity ratios. The *Current* ratio measures whether an organization has the resources available to meet its short-term debt. It is calculated by dividing ***current assets*** by current liabilities. The ***Quick*** **ratio** measures whether an organization can pay its short-term debts without liquidating its inventory, the least liquid current asset. It is important to meet debt obligations as lenders raise interest rates significantly on default payors. The Quick ratio is calculated by dividing current assets less inventory by current liabilities.

Leverage Ratios measure how well managers protect organizational resources to meet short-term obligations. The Debt-to-Assets and Times-Covered ratios represent the family of leverage ratios. The Debt-to-Assets ratio measures the percentage of an organization that is financed by debt and by equity. It is calculated by dividing total liabilities by total assets. Additionally, the Times-Covered ratio measures the safety margin an organization has with respect to the interest it owes on debt. It is calculated by dividing earnings, or “income”, before interest and taxes by total interest charges.

Activity ratios measure how well the organization’s managers are creating value from their assets. The Inventory Turnover and Receivables Turnover ratios represent two fundamental examples of activity ratios. The ***Inventory Turnover*** ratio measures how efficiently managers are turning over inventory to minimize the cost of carrying excess inventory, a potentially large cost savings area. It is calculated by dividing the cost of goods sold (or net sales) by inventory.

The *Receivables Turnover* ratio, sometimes referred to as the "Days Sales Outstanding" ratio, measures how quickly an organization collects its accounts receivable, or "AR", which is its outstanding credit sale.

As we have seen, financial analysis can tell a pretty accurate story of how management is doing, but you will notice the story's perspective is from past decisions and actions. Therefore, to address the future, we look to organizational goals. A specific type of organizational goal is a ***stretch goal***, which is a goal that challenges a manger's ability but is not impossible to attain.

One essential way to plan and organize to meet future organizational and stretch goals is by creating ***budgets***, which are plans that identify management's expectations and then allocate resources through the firm to meet the budget's goals and objectives. Several types of budgets are available to management. For example, a ***cost-or-expense budget*** provides divisional managers with fixed-resource budgets so they can project the amount of goods and services they will be able to provide with those fixed amounts of resources. Meanwhile, a ***revenue budget*** determines the maximum amount of revenues possible from the sale of goods and services. Finally, a ***profit budget*** evaluates managers' performance based on the difference between divisional revenues and the divisional costs necessary to produce those revenues.

While control can be helpful, and is even a fundamental managerial function, it can present some challenges managers should be aware of. For example, managers may experience challenges with behavior control. ***Behavior controls*** are actions that shape employee behavior and motivate employees to work within an organization's structure. One common type of behavior control, ***direct supervision***, is the active monitoring and observation of subordinate behavior by a manager. Balancing direct supervision with autonomy can prevent micromanaging and foster motivation, empowerment, and engagement. ***Autonomy*** represents the degree to which a job description, and manager, allows a worker to schedule tasks on their own and decide how to carry them out independently of their managers. A salesperson deciding to provide a discount to take care of a preferred customer is more autonomous than a shipping clerk that is encouraged only to follow the SOP.

On the heavy direct-supervision side of the spectrum we have ***bureaucratic control***, which is comprehensive system of control comprised of rules and standard operating procedures (“SOPs”) that shape and regulate the behavior of divisions, functions, and employees. *Rules* are short, written, or verbal descriptions of required actions or behaviors within an organization.

Additionally, ***Standard Operating Procedures (“SOPs”)*** are formal, written instructions that outline a detailed set of steps to complete a task. Observations of employees producing outputs is an example screening control, found within bureaucratic control.

On the other end of the spectrum, we have the opposite of bureaucratic control, *clan control*. ***Clan Control*** is defined as the set of shared values, expectations, traditions, and norms that guide employee attitudes and behaviors to increase organizational performance. These replace rules and SOPs.

In the middle of the spectrum, we see the collaborative Management by Objectives (“MBO”). ***Management by Objectives*** is a formal system of managing subordinates based on their ability to achieve specific organizational goals, performance standards, or budget figures. Managers and employees collaboratively flow specific organizational goals and objectives down into their local, tactical environment in terms of their own goals and objectives, which they meet on periodically to determine progress towards meeting those tactical goals and objectives.

Switching now to ***operational control***, we define it as the monitoring, influencing, and regulating of business-level activities, as opposed to the higher-level strategic control and the lower-level tactical control. ***Operations control*** supports organizational efficiency and effectiveness through controlling costs, quality, and inventory.

Cost control is the practice of monitoring and evaluating operating expenses in an effort to reduce costs and increase profits. There are two main classes of operating cost, variable and fixed. ***Variable costs*** are those operating costs that fluctuate in relation to the level of production or service provided. Examples would be direct labor, materials, or production overhead like training or overtime. ***Fixed costs*** are those operating costs that remain constant regardless of the level of production or service provided. An example would be production overhead such as rent, insurance, or depreciation.

Controlling quality is essential to cost control. ***Quality*** is defined as the ability of a product or service to consistently meet or exceed specifications or standards. Therefore, ***quality assurance*** refers to a systematic process of building quality into the organization's products and services. There are costs associated with implementing and sustaining quality, such as monitoring, prevention, failure internally and externally, and liability costs.

Additionally, there are seven dimensions of quality for both products and services. The seven dimensions of quality associated with products are: 1. Performance, 2. Aesthetics, 3. Special features, 4. Conformance, 5. Reliability, 6. Durability, and 7. Service. *Product quality* is the quality of the inputs and outputs of a system. The seven dimensions of quality associated with services are: 1. Convenience, 2. Reliability, 3. Responsiveness, 4. Time, 5. Courtesy, 6. Tangibles, and

7. Continuity.

Some common metrics used to measure quality are First Pass Yield, Number of Defects Per Unit, Acceptance Sampling, and Customer Response Time. ***First Pass Yield*** is the percentage of products that are manufactured to specifications on the first pass, which avoids scrap or rework. Input/output controls can be used to assess product quality. Number of defects per unit is an inspection-derived metric that exemplifies ***post-action*** output controls, and ***acceptance sampling*** as a product quality control tool is used to predict product quality or the quality of a batch of raw materials by inspecting a random sample size for defects are examples. Finally, ***customer response time*** is a measure of the amount of time elapsed responding to a customer concern.

There are several examples of popular quality management philosophies. TQM, QATS, SS, and ISO are some examples. Awards are distributed to companies that hone these philosophies to a razor's edge in their operations and cost control endeavors.

Total Quality Management (“TQM”) is a quality management philosophy that involves all employees of an organization in a continuous effort to improve the quality of the organization’s products and services to achieve customer satisfaction. ***Quality at the Source (“QATS”)*** is a quality philosophy that makes each employee accountable for the quality of their work.

ISO 9000 is a set of international standards for quality management and quality assurance developed to help companies effectively document the elements of an efficient quality system. It’s seven principles are 1. Customer focus, 2. Leadership, 3. Engagement of people, 4. Process approach, 5. Improvement, 6. Evidence-based decision making, and 7. Relationship management.

Some other popular quality management philosophies are Kaizen, Lean Production, and Six Sigma. *Kaizen* is a Japanese management philosophy for continuous quality improvement where all employees are responsible for identify gaps and inefficiencies in existing processes and implementing continuous, incremental improvements. *Lean production* is the relentless pursuit to eliminate waste from production and services, while ensuring quality. Finally, *Six Sigma* is a data-driven approach to eliminating defects (and costs) in the business processes used in the production process. *Process quality* is the quality of a product or service "in production".

The most recognizable annual awards for quality are the Malcolm Baldridge National Quality Award, the European Foundation for Quality Management ("EFQM Excellence Award"), and the Deming Prize.

Some common tools to describe and evaluate quality are control charts, flowcharts, check sheets, histograms, scatter diagrams, and stratification. A ***control chart*** is a graph that shows process changes over time and displays process variances in output quality from what is expected. Control charts are often called "***process control charts***" because that is the source of the variance, the process functioning over time. Additionally, a *flowchart* is a step-by-step visual representation of a process sequence that is used to identify a problem or decision points in a process. Furthermore, a *TQM check sheet* is a document used for collecting data in real-time at the location where the data is generated.

Histograms are a type of bar graph that shows a distribution of variables and the significance of the occurrence of specific data. A specific type of histogram is called a *Pareto analysis*, and it focuses attention on the most important problem areas rather than all problems, both large and small. It does this by placing the largest volume item on the left of the chart and depicts all other items in descending volume amount towards the right of the "Pareto chart". At a glance, it depicts which item categories account for 80% of the problems, defects, etc. *Scatter diagrams* are graphs that show if a relationship exists between a pair of numerical data (variables). Each variable is plotted on an axis, and, if they are correlated, the points will fall along a line. *Stratification* is a technique used in combination with other data analysis tools to separate the data so that patterns can be seen.

Thus far in our walk-through of operational control, we have looked at cost and quality control. Now we'll look at another large cost area ripe for control, inventory. Inventory includes raw materials, work-in-process, and finished goods that are part of an organization's assets and are or will be offered for sale. Inventory can be advantageous when it serves as a buffer to offer flexibility between the different rates of operations flow, because it enables organizations to purchase, produce, and ship in economic lot sizes, produce on a continuous basis, despite fluctuations in demand, and prevent problems when forecasts are off or when slowdowns or stoppages occur.

Additionally, though, inventory can comprise a large carrying cost, so managers must balance the cost of holding inventory against the risk of running short of raw materials, goods in process, and finished goods. ***Carrying costs*** consist of items such as insurance, storage, spoilage, obsolescence, and having lost opportunity costs by having money tied up in inventory.

There are many ways managers can control inventory size and carrying costs, one of which is called ***Just-in-time ("JIT") Inventory.*** JIT is an inventory control system that attempts to eliminate waste by scheduling inventory to arrive and depart just as it is needed or on-demand. This JIT philosophy extends beyond inventories to include optimizing equipment, parts, space, staff, and anything else that adds value to a product or service. The positives of JIT are reductions in inventory levels (and holding costs), greater management responsiveness to changing demand, increased quality improvement as defects are discovered earlier, and reductions in space requirements as product is produced in small batches. Some negatives to JIT are possible cost and disruption to production caused when an inventory item does not arrive on time, or when needed.

Bar-code technology is based on optical, machine-readable representations of data that allows inventory to be recognized for automatic identification and data capture. Bar-code technology has relatively low costs and serve to reduce inventory errors. Bar-code systems provide up-to-date information on inventories, which accelerates decisions with accurate information, which is useful in aiding logistics and supply chain management.

ABC classification is an inventory categorization system that optimizes inventory control by drawing management's attention to the most critical items according to annual consumption volume. It is the simplest and most widely used Systems, for managing inventories. ***Safety stock*** is the level of extra stock (i.e., inventory) that is maintained by an organization as insurance against stockouts (items out of stock) caused by unexpected changes in supply and demand. Safety stock is required to ensure a consistent level of service.

Economic Order Quantity ("EOQ") represents the optimum order quantity that an organization should hold in inventory to minimize the costs associated with ordering, shipping, and holding a product. EOQ is the point where

ordering costs equal carrying costs or where the total of ordering and carrying costs are at a minimum. *Ordering costs* include items like preparing the order, shipping raw and finished goods, and set-up costs, and *carrying costs* include storage, insurance, taxes, obsolescence, and opportunity costs.

Material Requirement Planning ("MRP") is also a computer-based master production planning, scheduling, and inventory control system used to manage inventories with inventory status files so that the right amount of inventory is delivered to the right place at the right time. MRP has three objectives: ensuring materials are available for production, maintaining the lowest possible inventory levels, and maintaining planning, purchasing, processing, and delivery schedules. It is the opposite of JIT because it's based on sales forecast, i.e., a push demand system.

Finally, ***Enterprise Resource Planning (ERP)*** is a computer-based integration of core business process that can include purchasing, production, planning, inventory management, shipping and delivery, and marketing and sales. ERP systems integrate organizational systems and facilitate error-free transactions and production processes which enhance an organization’s efficiency.

Chapter 29: *Accounting's Role in Management*

At the most fundamental level, business is ultimately a collection of a myriad of numerous financial transactions, i.e., the organization provides products and services to customers and it receives revenue for doing so. *Accounting* is the recording, classifying, measuring, and interpreting of all of an organization's financial transactions and events to provide management with information for decision-making about how well they're doing and what they should consider doing in the future to get better, based on that past performance and the resources at hand.

Bookkeeping is the routine, daily categorization and recording of said financial transactions. This fundamental accounting activity records an organization's transactions for later classification, measurement, interpretation, and presentation on financial reports for management decision-making.

Bookkeepers can use either a single or double-entry system of bookkeeping; as long as it's always consistent intra-period, and from period to period.

Single-entry bookkeeping uses a single accounting entry to record a financial transaction to either an income or an expense account. ***Double-entry bookkeeping*** uses at least two accounting entries to record a financial transaction to an asset, liability, equity, revenue, or expense account. This financial information is ultimately presented in the organization's financial reports and financial statements, which are prepared in accordance with *the Generally Accepted Accounting Principles ("GAAP")*. ***GAAP*** are the rules, standards, and practices used by the U.S. accounting industry to prepare and standardize financial reports and statements.

There are several types of accountants. Whereas *public accountants* are independent professionals who provide fee-based accounting services to unrelated organizations, *private accountants* are accounting professionals hired by an organization or government agency to prepare and analyze financial statements internally for the organization. Regardless of which type of accountant one chooses to be, integrity is critical to either type's success! *Integrity* is the professional conduct that exemplifies strong moral principles, such as honesty, candidacy, transparency, accuracy, and truthfulness. In business in general, and finance and accounting especially, integrity is an absolute bedrock.

Furthermore, there is variety in the types of accounting disciplines accountants can work in, public, private, and government**.** ***Managerial accounting***, which is often referred to as *"cost accounting"* is a type of accounting that provides financial information to managers inside an organization to assist them with decision-making. Managers create and use budgets to compare accounting information against to evaluate past, present, and future performance. A ***financial budget*** is an internal financial plan used to forecast income and expenses over a set period of time.

Another type of accounting is *tax accounting*, which focuses on accounting for tax purposes, rather than on the preparation or analysis of financial statements. *Nonprofit accounting* is another type of accounting. It involves organizations that do not exist to make a profit but to address the needs of society, i.e., "non-profits", or "NPOs". Financial accounting and auditing are two more types of accounting disciplines. *Financial accounting* provides financial information to individuals inside an organization and to stakeholders outside the organization. The external financial information is usually in the form of audited financial reports, packaged into an organization's "Annual Report".

Annual Reports are typically a yearly summary of the financial health, progress, and future projections of an organization. It contains the financial statements along with an auditor's opinion on the report's accuracy, as well as management's explanation of what the financial information means to external stakeholders. ***Auditing*** therefore is the type of accounting that involves reviewing and evaluating the financial information that is used to prepare an organization's financial statements.

There is a formal accounting process all organizations follow to collect, analyze, and report their accounting information. It is predicated on the accounting equation, which is the backbone of the balance sheet, which supports the ribs that are the other financial statements. So that is where we'll start.

As you have seen, fundamental to any organization is its resources, and more specifically, how well management uses them to generate value. An organization's ***balance sheet*** depicts a snapshot at any point in time of an organization's resource pools in terms of assets, liabilities, and owner's or stockholders' equity. Typically, *owner's equity* indicates a sole proprietorship, and *stockholders' equity* indicates the balance sheet depicts a corporation's assets, liabilities, and equity.[24] It looks like this: ***assets = liabilities + owner's equity***, and it's called the accounting equation.

The assets, depicted on the left side of the equal sign, must equal the combination of liabilities and owner's equity on the right side of the equal sign. This is called "balance", both sides are equal. And it is requisite! Otherwise, you can't call it a balance sheet! *Assets* are resources or items of value owned or controlled by an organization, and *liabilities* are the debts an organization owes to others. *Owner's equity* is the sum of all money invested and earned in a business that does not have to be repaid.

Now on to the accounting process. It has five steps, and you will see the importance of the balance sheet. In step one, we analyze all source documents that

[24]https://www.accountingcoach.com/balance-sheet/explanation/3

represent the organization’s financial transactions. Examples of the types of documents bookkeepers and accountants review are checks, credit card receipts, sales slips, and purchase orders.

In step two, a bookkeeper enters each transaction into its appropriate account in a journal, i.e., a software program today! The *journal,* whether digital or hard copy, is a general record book or computer program for recording all account balances. A simple is example is that we purchase office supplies on credit, posting the amount purchased to an expense account labeled “Office Supplies” and that same amount we also post to a second account (double-entry bookkeeping), a liability account labeled “Accounts Payable”, or simply “AP”.[25] It means that we bought the supplies on credit and that we still owe that bill until we pay it.

During step three of the five-step accounting cycle, the financial information contained in the journal is posted in the ledger. A *ledger* is a specialized record book or computer program for recording totals to a single account. This typically occurs at the end of each

---

[25] ICPM’s Certified Manager: Leading and Controlling, 4th Ed., McGraw-Hill Education, LLC, 2016, p. 190.

month. Today, with the proliferation of accounting software, this, along with the other steps, is automated through these computer programs. Managers can use this actual information to compare to their respective budgets to assess performance.

In step four, accountants periodically prepare ***trial balances***, which are periodic checks to ensure the accounting equation is in balance. This step involves summing the balances of each of the account types, revenues, and expenses from the income statement, and assets, liabilities, and owner's equity from the balance sheet, contained in the ledger.

In step five, we use the trial balance to prepare the organization's three fundamental financial statements: the income statement, the balance sheet, and the statement of cash flows. For publicly traded companies, these are often prepared by CPAs, i.e., certified public accountants, who also provide an accompanying unbiased opinion as to the accuracy of the information contained in them and the performance picture it paints. When the financial statements are completed, it signals the end of that accounting period, which is typically one year long. Since the accounting cycle is now over, we “close the books” on that past period and start the new period at step one again.

For most organizations, the three most fundamental financial statements are the income statement, the balance sheet, and the statement of cash flows. *Financial statements* are the reports that summarize the financial transactions that have occurred within an organization over a period of time to indicate an organization’s financial health and stability. Most folks refer first to the income statement.

The ***income statement*** is the financial report that shows an organizations’ profitability or ‘bottom line’ over a period of time, whether month, quarter, or year. Depicted at the top of the income statement are all revenues, often referred to as “sales”, or “the top line”. ***Revenues*** are the monies received or promised from the sale of our products and services, the fundraising, donations, and grants we conducted and received, and ‘other business activities’ such as leasing receipts, commissions, royalties, and investment returns, interest, and dividends. In discussions around revenue, you will often hear Cost of Goods Sold (“COGS”), “Gross Profit”, and “break-even analysis” discussed too.

COGS are the direct costs expended to buy or produce a product or service. ***Direct costs*** are those costs used directly in production, like labor and materials. The difference remaining after subtracting COGS from revenues is called "*gross profit" (or loss),* and it's sometimes called "gross income" or "gross loss". ***Breakeven analysis*** is the unit volume at which gross sales equal total expenditures.

Depicted in the middle of the income statement are all of the expenses we incurred selling all of the stuff we sold to generate the revenues. Specifically, we subtract "operating expenses" from gross profit to arrive at the organization's "operating income". *Operating expenses* are the cost incurred in the daily operations of an organization.

Examples of these costs include selling costs, general and administrative, i.e., "G&A" or "overhead" costs, research and development costs, i.e., "R&D" costs, and interest expenses. These *overhead costs* are called "overhead", and are the general costs of doing business, like office space and phones. ***Operating income*** is the difference remaining after subtracting operational expenses from gross profit. Sometimes called "operating profit", or "earnings before interest and taxes", i.e., "EBIT".

The total profit or loss after all costs, expenses, and taxes have been deducted from revenue, or more specifically, operating income, is called *net income*. If the income amount is positive, we call it a "profit", and if it's negative, we call it a "loss". This is why the income statement is commonly referred to as the "Profit & Loss statement", or the "P&L". Additionally, because the profit is depicted on the income statement's bottom line, the last line on the statement, we colloquially refer to it commonly as the organization's "bottom line".

From the income statement, we move to the balance sheet, which is the financial report that shows a snapshot of an organization's cumulative financial condition as of a specific date. Remember the accounting equation that states assets = liabilities + owner's equity. That's exactly how accountants organize the items on the balance sheet, assets at the top, liabilities in the middle, and owner's equity at the bottom. Add, then subtract, then assess for balance.

Assets are depicted from most liquid to least liquid. *Liquidity* is the speed with which an asset can be turned into cash. So, cash is considered the most liquid asset as it takes no conversion, it's already the base unit of assets. Therefore, it's a ***current asset***, which is an asset class that can be converted to cash within one year or less. Other examples of current assets are inventory and accounts receivables, which is revenue due you from someone/an organization because you've already provided the product or delivered the services. *Fixed assets*, or ***long-term assets***, are relatively permanent assets that do not convert to cash easily or quickly in one year or less, like land, buildings, or equipment. Therefore, accountants "depreciate" the long-term assets.

Depreciation is an accounting procedure that expenses the cost of a tangible asset over its useful life, i.e., accounts for wear and tear, rather than in just the year of its acquisition or purchase. Depreciation has tax and accounting implications. The purchase cost of an asset less any accumulated depreciation is called its *book value*. Finally, *intangible assets* are long-term assets with no physical form, like trademarks, copyrights, brand names or logos, and good will.

Following assets on the balance sheet, we see liabilities. There are two types: short-term and long-term. Shor-term liabilities, i.e., those financial obligations with repayment terms of a year or less, are called ***current liabilities***, and financial obligations with repayments terms longer than one year are called *long-term liabilities*.

Owner's equity is the last category of items depicted on the balance sheet. *Owners' equity* is the sum of all money invested and earned in a business that does not have to be repaid. If it's stockholders' equity, we might see some additional items, such as stockholders' equity, which are common, preferred, and treasury stocks, along with retained earnings.

Finally, after exploring the income statement and balance sheet, we arrive at the statement of cash flows. The ***Statement of Cash Flows*** is a financial report that shows changes in an organization's cash from the beginning of an accounting period to the end of that same accounting period. There are three primary flows of cash through an organization, cash from operating activities, cash from investing activities, and cash from financing activities. After the financial reports have been prepared, managers can analyze them and make decisions about past and current performance related to future projected performance and determine corrective actions.

Analyzing an organization's financial reports is called financial statements analysis and involves calculating ratios to answer questions about how well past decisions were made based on produced, recorded outcomes. As touched on earlier, there are four main categories of financial ratios we can derive from analyzing an organization's financial statements: profitability, activity, liquidity, and leverage. This *ratio analysis* are calculations that measure specific aspects of an organization's financial performance and serve as indicators of the organization's financial health.

Profitability ratios, like profit margin, return on investment ("ROI"), and return on equity ("ROE") measure how efficiently management uses organizational resources like assets, sales, and owner's equity, to generate profits. *Profit margin* measures the overall percentage of profits earned by an organization from sales. *Margin* is the amount of profit generated from the sale of a product or service. Profit margin is also called the "operating margin" and is the result of Net Income

After Taxes/Sales = % Profit Margin. This percentage represents the percent of each dollar that is profit. The higher the better, as it means good cost controls and higher returns on revenue generated.

Additionally, *ROI* % = Net Income After Taxes/Total Assets. It represents the profit percent of each dollar invested in assets. Low ROI indicates management is not using its assets very productively. Finally, *ROE*, also called "return on net worth", measures profitability in terms of a percentage of shareholder's equity. Good ROE, calculated as Net Income After Taxes/Stockholder Equity, is approximately 17%, and excellent ROE is equal to or greater than 20%.[26] *Internal Rate of Return* is a calculation of the profitability of a long-term investment.

Activity ratios measure how well management is creating value from organizational assets. Think "turnover"! There are three key turnover ratios in this ratio family. First up is *Receivables Turnover*, which measures how quickly an organization collects its accounts receivables, i.e., outstanding credit sales, and is

[26] ICPM's Certified Manager: Leading and Controlling, 4th Ed., McGraw-Hill Education, LLC, 2016, p. 203.

calculated by Sales/Accounts Receivables. The quicker the "AR" is collected, the better, i.e., the smaller number of days taken to collect owed monies.

Second in line is the ***Inventory Turnover*** ratio, COGS (or net sales)/Inventory. It measures how effectively management minimizes inventory carrying costs by turning the inventory over more quickly. In general, turning inventory over every 2 or 3 months is good, and the higher the better for smaller margin organizations, like discount stores, or higher inventory carrying costs, like automobile dealerships.[27] Finally, third, is the *Total Asset Turnover* ratio, defined as the ratio that measures how well management uses its assets to generate sales; Sales/Total Assets. The larger the X, i.e., the number of times, the better.

Liquidity ratios is a category of ratios that measure how well an organization's resources like assets, sales, and owner's equity can meet short-term debts. Current, Quick, and Cash are three essential ratios in this class of ratios. The ***Current ratio*** measures whether an organization has the resources available to meet

[27] https://www.skubana.com/blog/good-inventory-turnover-ratio

its short-term debts and is calculated by Current Assets/Current Liabilities. Higher is better. For example, 3.03 X means $3.03 on hand to cover every $1.00 in current liabilities.

The ***Quick ratio***, (Current Assets – Inventory)/Current Liabilities is very similar to the Current ratio. It measures whether an organization can cover its short-term debts without liquidating its inventory, the least liquid current asset. Again, the higher the X factor, the better. Finally, we have the *Cash ratio*, expressed as (Cash + Marketable Securities)/Current Liabilities, which removes both A/R and inventory! As such, it measures whether an organization can pay its short-term debts with only cash and marketable securities. A cash ratio of 1.0 means an organization can cover its short-term debts with cash.[28]

Leverage ratios, often called "debt ratios", measure the degree to which managers use debt, i.e., borrow money, or ***equity***, i.e., sell stock to finance operations. Firms that used more debt than equity to

[28] ICPM's Certified Manager: Leading and Controlling, 4th Ed., McGraw-Hill Education, LLC, 2016, p. 206.

finance their operations are considered “highly leveraged”, which is risky because sales could fall and not cover debt obligations, i.e., liabilities.

Two common leverage ratios discussed are the Debt-to-Asset ratio and the Times Covered ratio. The *Debt-to-Asset* ratio measures the percentage of an organization that is financed by debt and by equity. It is calculated by dividing total liabilities by total assets. The *Times Covered* ratio measures the safety margin an organization has with respect to the interest it owes on debt. It is calculated by dividing earnings (income) before interest and taxes by total interest charges.

Chapter 30: *Financial Management's Role*

As we have seen, accounting records and financial reports depict past financial transactions. This function produces financial reports, which internal management and external stakeholders can analyze using ratios and opinions, both accountants' and managements'. Financial management looks forward, budgeting for resources to turn into value in the future, decisions that will be captured and analyzed in some future accounting period's reports.

Because *finance* is the science of managing money, *financial management* is the effective management of money to accomplish organizational objectives. The policies and procedures put in plans and in place to manage an organization's financial plan and achieve its financial objectives are called *financial controls*.

To determine the organization's future goals and objectives, managers create and use budgets. A ***budget*** is an internal financial plan to forecast income and expenses over a set period of time. Using budgets to plan for the organizations' future is called *financial planning.*

The king on top of the budget hill is the master budget. The ***master budget*** is a detailed financial plan for the entire organization that ties together the budgets for individual divisions, departments, and projects to address an organization's goals. Some of the other types of budgets management uses to conduct financial planning are the capital budget and the cash budget.

A ***capital budget*** is a financial plan for the purchase and depreciation of an organization's major assets that include property, plant, and equipment, often referred to as "PP&E". Spending money to acquire major tangible, i.e., PPE, or major intangible, such as intellectual property or "IP", long-term assets is called ***capital expenditures***. ***Intangible assets*** are investments in patents, trademarks, and copyrights, and ***tangible assets*** are investments in land, buildings, plants, equipment, and vehicles. A ***cash budget*** is a financial plan of the cash inflows of an organization over a period of time to help managers anticipate organizational borrowing needs, operating costs, and a debt repayment plan.

The periods of time covered in budgetary forecasts can either be short, intermediate, or long-term, but regardless of time horizon, forecasts should be as accurate as possible to create budgets that are as realistic and accurate as possible.

Forecasting is the process of making predictions about the future based on the past data and current trends. A forecast that predicts revenues and expenses for a period of one year or less is called a *short-term forecast*, forecasts covering one to five years are ***intermediate-term forecasts***, and forecasts that predict revenues and expenses for a period of five or more years and as long as up to 10 years are called *long-term forecasts*.

Financing the daily operations of the organization so it can subsist and achieve its short and long-term goals and objectives is another key function of financial managers, in addition to budgeting. There are several sources of financing available for consideration. Examples are daily operations, inventory control, several forms of credit, banks, debt, and equity.

An example of financing from daily operations is managing an organization's "AR" well, i.e., its *accounts receivable*, which are monies owed to an organization for products or services its customers purchased on credit.

Another example is inventory management.

Inventory is the raw materials, work-in-process, and finished goods that are part of an organization's assets and are or will be offered for sale. There are two common methods of controlling and accounting for inventory, and they affect the organization's accounting records differently.

First, we have the First-in, First-out Method inventory accounting method. This method is often just called "FIFO", the acronym. ***FIFO*** uses the first inventory purchased first (hypothetically at a lower cost) to produce its products, which results in a lower cost of goods sold and higher net income. This is because, generally, prices rise over time due to inflation. Second, we have the other common inventory accounting method is "LIFO", for the Last-in, First-out Method. With *LIFO*, management uses the last inventory purchased first to produce its products, which results in a higher cost of goods sold and a lower net income.

Credit is also a major source of financing. There are several types of credit available that management can use to finance operations. One type are sales that allow goods and services to be received by a purchaser right away and payment to be made by a specified time in the future. This is called ***credit sales***, and usually comes with "terms". *Terms* mean the details about how and when payment is due to the producer. For example, you will sometimes hear "2% 15, net 30" discussed regarding credit terms. This message's sender is talking about extending a 2% discount to purchasers that pay the bill within 15 days, and all others that don't will pay the full bill within 30 days. The discount is an incentive to the purchaser's management to save money by paying early, a deal the producer's management is willing to take to get their "AR" or their "receivables" faster, which means they bring in money faster.

Another type of credit available for financing operations is called trade credit. ***Trade Credit*** is credit extended by suppliers for the purchase of their products and services. Of course, like individuals, at any point management can also use credit cards.

Finally, management can also finance operations and growth through "taking on more debt", which means putting more liability onto their balance sheets, or "selling some of the company", i.e., selling equity, in the form of stock shares. These two types of financing are considered "non-operating" funds, or "long-term financing".

Debt Financing means management borrows money from outside the organization (from a bank, investment firm, or commercial lender) that must be repaid. This can take the form of lines of credit, loans, and bonds.

Lines of Credit are arrangements where an organization is preapproved to receive a fixed amount of funds upon request, but funding is not guaranteed if the bank does not have the money available to lend. If management enters a ***revolving credit agreement*** with the bank though, the bank does guarantee the availability of funds, for a fee. ***Secured Loans*** are another type of financing; one backed by collateral, which is something valuable like property, equipment, or inventory. Conversely, *unsecured loans* are loans that are not backed by any collateral. Finally, *Long-term loan agreements* require a promissory note to be signed by the borrower promising to repay the loan principle with interest in monthly installments.

Banks are not the only source of loans though. A prime example is called "commercial paper". When you hear this, ***commercial paper*** means an unsecured promissory note of $100,000 or more that matures in 270 days or less. It's quick access to a big chunk of change that needs paid back quickly. This is an example of a short-term liability on the balance sheet right, because its repayment terms are less than 1 year in length.

Organizations can also finance long-term using bonds. A ***bond*** is a debt certificate issued by federal, state, local, and foreign governments, utilities, and corporations—both non- and for-profit. Therefore, a contract that specifies the terms of the agreement between bond holders and bond issuers is called a ***bond indenture***. Bonds are essentially loans that management will repay in full plus additional interest by a certain date. If the bond is backed only by the issuer's reputation, the bond is an ***unsecured bond***.

Equity financing is money raised from within the organization from operations or through the sale of ownership. Low risk securities with durations that range from one day to one year and that can easily be bought

and sold on the open market are called *marketable securities*. *Retained Earnings* are the profits a company keeps and reinvests internally in the organization. Investing marketable securities involves one objective and two fundamental concepts you'll hear often:
the time value of money and risk/return or risk/reward trade-off.

Regarding the objective, financial managers want to keep the optimal amount of cash on hand to support operations, but they also want to purchase the optimal amount of marketable securities to maximize returns on that cash. The ***Time Value of Money*** principle of finance that states money is worth more today than in the future due to its potential to earn interest. The ***Risk/Reward (***or ***Return) Trade-off*** is a business principle that states that the greater the risk to the lender, the higher the interest rate to the borrower. Therefore, commercial finance companies and venture capitalist tend to take more risks than commercial banks, but they'll charge higher interest/return rates to compensate them for doing so.

Chapter 31: *Sales, the Organizational Bedrock!*

As a serial founder of multiple successful startup organizations, both for-profit and non-profit, I cannot stress enough the importance of an air-tight sales process, development plan, and force. Sales are any organization's lifeblood! As Mark Cuban is fond of saying, "Sales cure all!". This means that early in any startup especially, but in any company up to about 20 employees and $50 million in revenue, each and every single employee has to be able to sell your goods and services effectively, regardless of whether you call the dollars you receive in return "profits" or "donations". And regardless of what formal position they hold.

In fact, this topic is so critical to any organization, that my good friend, serial founder himself, and sales guy extraordinaire Alex Archawski and I decided we needed to add a section on sales. However, please note that sales is not a topic covered on the CM® exam. It's here because it's vital to businesses.

That's because in practice, you won't work long for a business that can't sell its goods and services effectively, whether it's your own or someone else's. So, buckle up, this chapter is high-octane and profoundly fortune-changing for your organization! Alex, President of Sales Evolution and Founder of the Philadelphia-based Veteran Shark Tank, here's the mic brother!

“Nothing happens until someone sells something”

~ Alex Archawski ~

Sales is the most misunderstood area of any business. There is always a conflict between what is marketing and sales, and frequently people spend too much time in marketing while not doing enough sales activities. It is important when forming a business to distinguish each department and understand how they both work together but are separate functions. *Sales* includes the activities involved in selling the goods or services, while *marketing* is the process or technique in promoting the goods or services for sale.

The livelihood of every organization is making a ‘sale’. The sales function is the cornerstone of your business! It represents the front line for new business development and revenue production. It is an undeniable fact that the sales function can easily make or break your company in such a competitive marketplace. Since the sales process is fragile, relying on human execution, the potential for failure is great. Even if your company seems prosperous, it is possible there are gaping holes between perceived success and the reality of missed opportunities.

Before you start selling as an entrepreneur, your objective is to create a sales infrastructure and sales strategy designed for scalable, repeatable, and predictable sales. You need to set SMART (Specific | Measurable | Achievable | Realistic | Timely) sales goals. The best way to achieve this is to develop an understanding of and executing the four key components of a sales strategy.

Selling with the VOB Shark

~ Alex Archawski ~

1. SALES STRATEGY

The need to have 1. clear priorities, 2. clear guidelines, 3. clear goals, and 4. clear outcomes is imperative. The same is said of how military leaders always plan for battle. However, do not let perfection be the enemy of progress. Remember the words of General George S. Patton, “A good plan, violently executed now, is better than a perfect plan next week”.

Key components of an effective sales strategy:

- What is your value proposition(s)? How are you different from your competitors?
- Define your markets and segments,
- What companies will you target?
- Title and personas of decision makers you are targeting,
- Aligning Marketing with Sales,
- Creating a Channel partner strategy (if needed),
- Forming a prospecting strategy.

2. SALES METHODOLOGY

A sales methodology is a framework that outlines how your sellers approach each phase of the sales process. It is important to find a system that delivers scalable, measurable, and repeatable growth. Key components of an effective sales methodology are:

- Selecting and customizing the right CRM solution,
- Create and implement a Sales Process,
- Prospecting process and tools to utilize,
- Defining how to qualify opportunities,
- Presentation material needed for Sales,
- Questions to ask for each sales stage / Handling objections.

Selling with the VOB Shark (continued)

~ Alex Archawski ~

3. SALES METRICS

Without data points in sales, it can be a challenge to understand individual, team, or company-wide performance. You need to measure progress towards goals and adjust as needed. Some key components of effective sales metrics are:

- Sales KPIs (“Key Performance Indicators”),
- Activity sales metrics,
- Sales productivity metrics,
- Salesperson performance improvement plan (PIP).

4. SALES ORGANIZATION

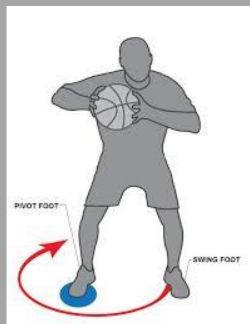
As the leader, you are responsible for creating the culture of what sales excellence is within your organization. Some key components to make a great sales organization are:

- Recruiting the right salespeople,
- Sales onboarding,
- Training and motivating your sales personnel,
- Tools and Resources available,
- Career development roadmap.

You will quickly see that there may obstacles while trying to execute your sales success plan. As the leader of the organization, it is imperative you quickly improvise adapt and overcome to any sales challenge you are facing. In the business world it is frequently called PIVOTING. You may need to change your goods or services, the market you are targeting, the people on your sales team, etc.

Selling with the VOB Shark (continued)

~ Alex Archawski ~



PIVOTING in sales is like when a basketball player is being well defended by the opposing team. What do you do? It is important to use your PIVOT foot so you can create more space with the defender in order to shoot the ball or pass the ball to another teammate. In a similar manner, you will need to make a smart and decisive PIVOT in sales as well.

FORMING AND EXECUTING A SALES STRUCTURE
Now you are ready to execute sales. There are three critical areas that need to be surgically aligned to have a successful SALES STRUCTURE.

Selling with the VOB Shark (continued)

~ Alex Archawski ~

You vs The Buyer – Control The Sales Process

Are you ready? It is time to compete for business. At this point you should be fully trained, understand a sales process, and have all the tools necessary to be successful. As a sales professional it is time to perform, LIGHTS, CAMERA, and ACTION! As you engage with a prospect, it is critical to control and manage the entire sales environment. Sadly, salespeople often relinquish control to the buyer. They see themselves as first and foremost subject to the whim of the buyer; we call it “buyer’s school”. Being taken to Buyer’s School means that the buyer is losing confidence in you. It is also a sign that you’re losing, if not lost! When the buyer seizes the control, they are consciously or subconsciously communicating: “I’m losing faith that this person’s ability to deliver me the outcome I am seeking to achieve through their product or service”.

And the result is typically disastrous. Either the deal blows up, goes dark, goes on forever, or when you finally do end up taking the deal, it’s at a deep discount. Had you kept a steady hand on the “sales-helm”, you always win; typically win-win. But there’s a natural tendency for the buyer to try to control the buying process IF the seller fails to communicate their intention to do it first. Who Controls the Sales Process? Take Control Or Go To Buyer’s School. Where you always L.O.S.E.!

L eave Out Vital Information	L
O ut for Free Education	O
S tring You Along	S
E vade/Evaporate	E
R epeat!	R

Selling with the VOB Shark (continued)

~ Alex Archawski ~

EXTRA: THE SECRET TO SALES SUCCESS……

Is a consistent flow of high qualify referrals! Create a process to generate several good quality referrals a week, week in and week out, so that your sales funnel and deal pipeline remain constant and rich. What would the effect be on your personal sales production be if you received one, two, three or more high quality referrals a week or a month, as opposed to your having to hustle for opportunities making cold calls?

Your referrals could come mostly from your existing customers in addition to your relationships and network that you have formed. There is an art to this, and make sure you understand not to have WII-FM (What's In It – For Me) syndrome. The spotlight should always be on how you can help others. Are you providing extra value (aside from your services)? You have to earn your referrals!

In the end, think of selling like baseball. If you fail to get a hit 70% of the time during your professional baseball career, you are still considered a potential Hall of Famer. Similar to baseball at bats, there is a high volume of "NOs" in sales, don't ever be discouraged. Getting a

Selling with the VOB Shark (continued)

"NO" is sometimes as good as a "YES". They gave you an answer so you can move on.

Luck = Preparation + Opportunity

~ Josh Franks ~

Having trained more than 10,000 companies and entrepreneurs on how to sell, sales is not for everyone. But every company has to do it. The greatest quote on sales is attributed to the Roman philosopher Seneca. He said, "Luck is what happens when preparation meets opportunity". You've probably heard it before but take a moment to think about what it means.

If you work hard, work smart, and you're both tactically and strategically focused, that preparation will pay huge dividends when opportunity strikes.

Sales is not about the products or services you sell! It's about the value that your solutions provide to your clients. This is easier said than done. Never forget it. If you remember that you're selling value instead of products or services, you'll catapult over the competition with stronger differentiation and a more powerful market position.

“Solution Selling”

~ Doc Wright ~

While Alex and Josh have covered the tactical thoroughly, I wanted to leave you with a meta concept in selling, a mindset really. In fact, it’s the one that changed my selling fortunes.

At many points in my careers since leaving uniform, I have had sales positions, either direct, door-to-door, in and out-bound, retail, and indirect as a consultant. Some gigs were really good, and I made a lot of money, and some were really lousy and every Sunday night I was a nervous wreck! They were a complete drag!

However, now having started a couple multi-million-dollar companies, helping other VOBs grow their companies in terms of revenue and profit, and growing a nonprofit that technically doesn’t “sell” stuff because it’s a nonprofit…(right!), the one concept that changed the game for me is “ clear conviction”.

This is manifest as follows, *know your customer’s pleasures and pains with regards to how your product or service helps them get more of the former and avoid the latter as much as possible,* and *believe it to your very soul.* This is the most fundamental driver of human behavior there is, we seek pleasure and avoid pain, and pain avoidance is a much stronger driver than fulfillment and satisfaction.

Let’s take a Vets2PM as an example of this type of selling, which my good buddy Stephen “Rip” Ripley, BD guru, calls “solution selling”. Here is what I know about every single military veteran: we all had an experience transforming us from civilian to Solider, Sailor, Airman, or Marine, we served our country, standing some type of

“Solution Selling” (continued)

~ Doc Wright ~

watch along the way, the vast majority of us participated in or led missions, exercises, and operations, even if just planning, organizing, resourcing, leading, and controlling our piece of the mission, exercise, or operation, we all transitioned again from Soldier, Sailor, Airman, or Marine into a “veteran” for employment in the CIVDIV, and regardless of how well or poorly this second transition went, it was to some degree scary for all of us because we intuitively knew we didn’t know the customs, norms, rules, and language of the CIVDIV.

The two results of these things that I know I know, because I have deep empathy through living it, is that first, there is a lot of pressure on securing a gig once out of uniform because we have to make a paycheck. And since we’ve mattered and fit in, that’s really important too. And if we struggle with this, it’s deeply problematic. Second, these veterans with military leadership, i.e., management, experience, are vastly qualified to perform as project, program, and general managers in the CIVDIV, as evidenced by all of this book’s vignettes!

The final resulting outcome of all of this knowledge, which is information applied, i.e., information into application, is that by translating their military experience into the dialect understood by civilians, i.e., *management*, and validating it with in-demand professional credentials such as the PMP, ACP, PSM, and CM, their service-to-CIVDIV transition, at least from the paying gig perspective, is easier, and more successful. I know because I’ve helped tens of thousands of veterans achieve meaningful, lucrative post-service careers.

"Solution Selling" (continued)

~ Doc Wright ~

So, for the illustration of "solution selling" now…

1. I know intimately how my organizations' goods and service solve…

2. a complex problem almost every military veteran will have, is having, or has had…

3. and can explain it in a conversation just like this, involving the facts describing the problem and the solution, and most importantly, describing how the customer will feel by using our products and services.

I believe in my products and services and the outcomes they produce. To my core. It's authentic, these "features and benefits", and my conviction in my belief in their power to profoundly change the lives of military veterans.

I don't "sell" anything to anyone; I meet them, have a conversation, answer their questions, and make suggestions for their consideration. And often times, that is "prepare for this" or "that in this or that manner", which is not one of our career pipelines.

Why? Because it's about the solution-fit for each particular customer's needs, i.e., solving their problem. They know you're in it for them! That goes miles!

So, don't be anxious over "selling", just create a "clear conviction" within yourself regarding your goods and services and their power to help your customers; then you're just providing solutions you know they could use!

Appendix A: *Cognate Crosswalk*

Cognate Number	Military Word	Civilian Word	Shared Definition
1	Action Officer	Analyst	A tasker's POC
2	AOR	Area of Responsibility	Region
3	Command	Governance	Hierachy of Authority
4	Commander	CEO	The Chief Executive
5	Company	Department, Division, or Section	An Operations'-level unit
6	Company Grade Officer	Operations Manager	An mid-manager
7	CONUS	Continental U.S.	The USA
8	Counseling Session	Coaching Session	One-to-one emmployee performace review
9	Field-Grade Officer	Middle or junior top manager	Junior VP or Senior Functional, Divisional, or Departmental Head
10	First Sergeant	Personnel Manager	Manages front-line supervisors
11	FOB	Base outside of your region / U.S.	Abroad
12	Headquarters	Corporate Office	Organization's main building location
13	Medal	Award	Rewards and recogniition
14	Military Personnel Office	Human Resources	HR
15	Mission	Project, Task, Goal	Project
16	MOS/MOC/AFSC/Shred	Job	Career field
17	NCO	Supervisor	Front-line leader of troops/employees
18	NCOIC	Middle manager	Manages supervisors and other managers
19	OCONUS	Outsde the U.S.	Abroad / Overseas
21	OPORD	PM Plan	Project Plan
22	PCS	Relocation	Move to another job site
23	Reconnaissance	Data Collection and Analysis	Business intelligence and analysis
24	Regulations	Policies or Guidelines	Rules and SOPs to standardize employee behavior
25	Service Members	Employees or Personnel	Employees
26	Squad Leader	Team Leader	Front-line supervisor of troops/employees, sometimes called "Lead"
27	Squad or Platoon	Team	Basic-unit, may take myriad of forms
28	Supply Sergeant	Logistics Manager	Acquisitions professional
29	TAD/TDY	Business Trip	Business travel
30	Warrant Officer	Subject Matter Expert	Team, Project, and Program expert
31	XO	Deputy Director	President or Chief Operating/Finance Officer
32	Flight	Team	Smallest element in an organization, usually your close working counterparts
33	LIMFAC	Bottleneck, Weakneses	Limiting factors, the reason for optimal performance
34	QRF or QRT	Specialized Project Team	Team dedicated to quick reactions in the environment
35	POC	Project Manager or Coordinator	The person in charge of a temporary endavor intended to produce a product, service, or result

About the Institute of Certified Professional Managers (“ICPM”): *Certified Manager certificate*

The Institute of Certified Professional Managers was founded in 1974 to provide a formal program of management training to first-line supervisors and to enhance recognition of management as a profession. The result was the creation of the Certified Manager® (“CM®”) certification, a general management certification that assesses the competency of managers in any field and in any organization.

Today, ICPM is the largest general management certifying body in the United States. ICPM certificants and employers benefit from the high level of knowledge, confidence, and professionalism that CM®s possess. ICPM is a non-profit educational institute and a Business Center of the James Madison University College of Business, in Harrisonburg, Virginia.

ICPM's Certified Manager® ("CM®") is a general management certification for mid- and upper-level managers. The CM® exams assess whether applicants meet the established level of minimum competence to perform effectively as a manager via three 100-item certification exams. CM® covers all 10 elements of the ICPM Competency Model and their associated sub-competencies. Candidates who pass all three CM® exams earn the CM® credential.

The CM®'s competencies are defining characteristics or capabilities that distinguish an individual from their peers. Characteristics include behaviors, attitudes, and thought processes, while capabilities include knowledge (facts and truths), skills (proficiency), and abilities (aptitude to perform mental or physical processes). Competencies are both observable and measurable. They contribute to enhanced organizational performance and success.

ICPM conducted a job task analysis study in 2011 to identify the knowledge, skills, and abilities ("KSAs") managers need to be competent, regardless of the level at which they serve and the industry in with their organization competes. The study involved identifying management competencies from a diverse group of subject matter experts and rating the value of those competencies by surveying thousands of managers worldwide. The result was a Competency Model divided into ten primary areas. As such, ICPM's CM® credential is internationally recognized because of its breadth and depth in business, and its experience review and exam components to achieve the credential.

The core management competencies covered are:

1. The Profession of Management
    1.1. Managerial Roles & Tasks
    1.2. Managerial Knowledge, Skills & Abilities

2. The Global Business Environment
    2.1. Global Business forces
    2.2. Assessing competitive position
    2.3. Gaining competitive advantage

    2.4. Business law
    2.5. Sustainable business practices

3. Ethical Decision-Making
    3.1. Gathering & Assimilating Input
    3.2. Decision-Making Processes, Techniques & Models
    3.3. Ethical standards & behaviors

4. Communication & Information Technology
    4.1. The Communication Process
    4.2. Communication Skills & Tools
    4.3. Qualities of Data & Information
    4.4. Management Information Systems

5. Planning
    5.1. Long & Short-Term Planning
    5.2. Planning & Executing a Strategy
    5.3. Project Management
    5.4. Planning Effective Meetings

6. Organizing
    6.1. Organizational structures
    6.2. Setting Organizational Goals
    6.3. Building Organizational Value

    6.4. Teams & Work Groups

7. Talent & Human Resource Management
    7.1. Recruitment & Selection
    7.2. Training & Evaluation
    7.3. Providing Performance Feedback
    7.4. Managing a Diverse Workforce
    7.5. Coaching, Networking & Mentoring

8. Leading

    8.1. Leadership Skills & Roles

    8.2. Directing & Motivating Others

    8.3. Leading the Change Process

    8.4. Conflict Management

9. Controlling

    9.1. Control Systems & Processes

    9.2. Addressing Employee Misconduct

    9.3. Quality Assurance

10. Accounting & Financial Management

    10.1. The accounting cycle

    10.2. Key financial statements

    10.3. Budgeting & financial controls

    10.4. Financial performance measures

About Andrew "Drew" S. Koch, Eds, CM®:
Executive Director ICPM

Growing up, my heroes were always America's fighting men and women and those who led them, both in wartime and in peacetime. I grew up honoring men in my family who served with distinction. My mother's uncle was a 19-year-old Quadmount .50 caliber "meat chopper" gunner in the Battle of the Bulge. Like most of the brave men of his generation, he never talked much about his experiences. He mostly just showed off the Mauser he brought home as a souvenir. Unfortunately, I was just a kid when he died, and never got a chance to ask him all of my questions. But what I did know makes me proud to be his nephew.

Additionally, my uncle on my dad's side served in Army intelligence during Vietnam, and my uncle on my mom's side served in the Navy in that same conflict. My cousin guarded the Iraq-Kurdistan border during the Gulf War, and nuclear missile silos in Montana, then in the reserves afterward. So, there's a strong military tradition in my family. I suppose it's only natural that my career goal was to serve, but unfortunately, I failed the physical requirements. However, I never lost my admiration for and gratitude toward America's peacekeepers and war fighters. In fact, over the years it has only grown, as has my commitment to helping those who have served in any way I possibly can.

In my twenty-two years of working for ICPM, it's been my distinct honor to help thousands of America's best to advance their careers by translating their hard-won leadership and management skills into a credential the civilian sector recognizes, the CM®. Over the years countless soldiers, sailors, airmen, and marines have told us what a huge difference the CM® has made in their lives. That makes me proud beyond belief.

My hope is this book will help hundreds and thousands more of our men and women to be more successful both in and out of uniform, and I am profoundly grateful for the opportunity to help in some small way to make that happen.

About Adam Braatz: *Founder Braatz Enterprises, LLC*

Adam Braatz is a United States Air Force veteran, author, speaker, and entrepreneur. He is passionate about empowering veterans to cultivate powerhouse professional networks.

www.adambraatz.com

linkedin.com/in/abraatz

About Alex Archawski: *President of Sales Evolution and Founder Veteran Shark Tank*

Alex Archawski is a military veteran, social entrepreneur, and President/Co-Owner of Sales Evolution (www.salesevolution.com). His mission it to help organizations achieve outstanding sales success. Services include: Sales Recruiting, Sales Assessment (360), Sales Leadership Training, Sales Training and Outsourced VP of Sales.

Through his experience of transitioning twice out of the service, Alex founded a nonprofit, Greater Philadelphia Veterans Network (GPVN) whose mission is making Greater Philadelphia The Best Place For Veterans. Building an ecosystem of successful veteran employees, leaders, and veteran owned businesses. GPVN provides empowerment tools for local Veterans seeking employment, leadership skills and Entrepreneurship success. The organization also provides support services to companies seeking to hire local Veterans.

In addition, in 2012 he created a national Veteran Shark Tank to help those Veterans who are in the process of establishing their new companies: www.veteransharktank.com.

Alex serves on multiple boards throughout the Philadelphia region and resides with his wife and two sons in Ardmore, PA.

About Brian Niswander: *Military-Transition.Org*

Brian Niswander is the Founder of www.military-transition.org, an organization that uses data analytics and visualizations to assist military members with their transition into the civilian workforce. He started Military-Transition.org after identifying a need for data driven solutions which enable decision making throughout the transition and reintegration process.

Brian was an Air Force intelligence officer and he now provides 'transition intelligence' to educate and empower military families. His work has been featured in numerous publications, TV, radio, blogs, and podcast interviews. Brian received his BS from the US Air Force Academy and his MBA from the University of Notre Dame. He can be reached at brian@military-transition.org or on LinkedIn at https://www.linkedin.com/in/bniswander/

About Craig A. Jones: *Serial Founder and Product Developer*

Sergeant Craig A. Jones, USMC (Retired) PMP, PMI-ACP, was retired from the United States Marine Corps in 2010 following his service during Operation Iraqi Freedom which resulted in extensive combat wounds; not allowing him to return to his assigned duty. Along with the award of the Purple Heart, he also earned the Navy and Marine Corps Achievement Medal with a combat distinguishing device, among his many unit and individual awards.

He began his civilian career in the public safety sector where he led operations, programs, and projects in support of emergency first responders. Craig is a Program/Project and Product Management Professional. Presently, he is a Development Product Owner that leads key strategic IT development initiatives for USAA, along with leading their veteran's employee resource group, VETNet, for the Phoenix Region. Additionally, Craig is a published author, the Vice-President of the Board of Directors & a mentor for a national non-profit Veteran Project Manager Mentor Alliance (VPMMA), and also serves as a volunteer Manager, Military Outreach-Mentors/Instructors for the Project Management Institute's (PMI) Phoenix Chapter.

Craig holds a Master of Science degree in Personal Financial Planning and a Bachelor of Applied Science degree in Operations Management. He is certified as a Project Management Professional (PMP), an Agile Certified Practitioner (PMI-ACP), a SAFe Product Owner/Product Manager (POPM), and in Change Management (CMF).

Craig is a native of Ohio and moved to Arizona with his family as a child, making it his home. Together, with his wife, he is raising two children in the City of Phoenix. Craig’s famous motto is “Together We Can!”.

About Craig Washburn: *Founder Veteran Tax Credits*

Craig Washburn is the founder and CEO of VTC Veteran Tax Credits. Craig's passion to help his fellow servicemembers began shortly after high school. On Jan 03, 1991, just a month before the start of the first Gulf War, Craig joined the United States Navy. He served two years attached to Helicopter Anti-Submarine Squadron Light Four Zero then two years deployed on the USS Saratoga (CV-60). After four years of active duty, Petty Officer Second Class Washburn returned to the civilian world and completed his Bachelor of Science in Information Technology from the University of Central Florida.

Since then, Craig has held several leadership roles in the financial and insurance industries before opening his first company in 2007. This is when Craig found another passion, helping businesses. In this role, Craig helped businesses regain control of their Human Resources budget through tailored strategic solutions. In 2016, Craig saw an opportunity to create a solution to help both Veterans and businesses better leverage a decades old Department of Labor Program, that rewards businesses for hiring Veterans. It was the perfect opportunity to marry both passions and give back to the communities that have given him so much.

After two and a half years of research and development, Craig built the veteranstaxcredits.com platform and founded VTC Veteran Tax Credits. The mission of the program is to make it easier for Veterans transition into their next careers and easier for companies to generate additional revenue that can be allocated toward future Veteran hiring initiatives.

Please visit www.veterantaxcredits.com and use promo code VETS2PM for your corporate discount corporate America!

About Dana White: *Founder JDot Media and podcast One Real Story*

Dana L. White is a successful entrepreneur, Veteran of the Air Force, author, visionary, motivator, and philanthropist. In the Air Force, Dana is a SF Combat Arms Instructor in the Pararescuemen, for a Combat Search and Rescue Unit. He comes from a military family and as a 10-year Veteran, discipline and dedication is in Dana's DNA. Not only does he embody the adage of "where there is a will, there is a way", but Dana is also passionate about giving back to the community, especially by supporting education.

His creativity and perseverance have enabled him to overcome obstacles, challenges, and setbacks. As a result, he also helps others by sharing his creativity, stories of triumph, and the lessons that he has learned through his OneRealStory.com book and podcast series. The focus is to provide entrepreneurs with practical advice through the voices of successful entrepreneurs.

Dana’s experiences of having to transition from military to civilian presented many challenges and advantages, despite having over 15 years of experience working in various engineering fields such as Mechanical Engineering, Land Development, and Accident Reconstruction as a white collared employee.

The military reintroduced another language that he was more accustomed to being around with a mother that was a military veteran. Managing a career in the Air Force and a business presented many challenges in the form of communication with other business owners, when he created JDOT Media, a full-service marketing agency.

Despite’s the trials, there’s been many triumphs that presented great opportunities once he reacclimated to the civilian world. JDOT Media has won many awards and featured in local news articles. Dana’s drive for excellence has helped him work in partnership as the Co-founder to create an opportunity to help businesses with the production studio called the Voyce Hub, the place where you go to share your voice with the world. His experienced team of professionals provide opportunities for business professionals to come to one location to create content in the form of podcasts, video, or photography to distribute across the web.

For more info:

JDOTMedia.com

OneRealStory.com

About Eric "Doc" Wright, PhD, PMP, ACP, CM: *Vets2PM and VPMMA*

My own transition from U.S. Navy-to-project manager-to-corporate America took twelve long, dark, agonizing years. In fact, at one point, it almost killed me! Thank God that in that moment, I proved too cowardly and too Christian to pull that trigger.

However, I did ultimately find my way to Successville after discovering the Vet Stone concept and using it to learn to speak the language of CIVDIV fluently, which is *management*, through its dialect of *project management*. Once fluent in *management*, my success in the 25+ years since working in for-profits, non-profits, and government agencies has been steadily rising, from GI Bill college student to salesman to project manager to federal civil servant accountant and project officer to university professor to founder of Vets2PM, LLC (www.vets2pm.com) and its PDU University (www.pduuniversity.com) for civilians, and Co-Founder of the 501(c)3 Veteran Project Manager Mentor Alliance (www.thevpmma.org).

This book is the culmination of that journey! I wrote it to share this knowledge of how to get fluent in *management* and prove it for both the veteran and for corporate America. My request of everyone in our civilian labor force is simple:

1. Veterans, read this book, earn your CM®, and then pass it to a buddy, get them a copy, get your company to get copies for all new veteran hires, or send to www.vets2pm.com/speakcivilian to get their own copy,

2. Corporate America, provide a copy of this book to every new veteran hire you make. They acclimate faster, which means more productivity more quickly, and they stay longer, which means, your retention goes up!

3. For less than a $50 spot per veteran, which is much cheaper than replacing them every 18 months or so! It strengthens your P&L and enhances your workforce, which creates a competitive advantage for your organization. Inquire about bulk orders so you can supply every new veteran hire with a copy at administrator@vets2pm.com.

I am at:

1. eric@vets2pm.com for keynote speaking inquiries and business conversations about how we help professionals, government agencies, and teaming partners meet their training and staffing needs.
2. www.vets2pm.com for blogs and videos to educate and entertain, i.e., edutain, our veteran and corporate America audiences and inspire them to credential.
3. www.linkedin.com/docwright for connections.
4. And our fun, informative Vets2PM YouTube channel.

About Jennifer Vollbrecht: *Founder J Vollbrecht Consulting*

Jennifer is a former combat aviator and current entrepreneur. She served as a CH-46E Helicopter Crew Chief in the United States Marine Corps from 2004-2009. Currently, Jennifer serves as the primary consultant and CEO at J Vollbrecht Consulting.

J Vollbrecht Consulting has successfully delivered over $100M in project management services to DOE's National Labs. The team's 15+ years' experience in the energy field allows them to quickly step in on large-scale, time-sensitive projects to reduce ramp-up time by 3 to 6 months. This allows our clients to quickly execute complex projects with excellence while also reducing team overwhelm. Our vast knowledge of the National Laboratories Network allows our team to provide unique insights and experience to any lab project. Our project managers use this insight to help our clients successfully meet deadlines with quality and safety.

Jennifer believes that the leadership required to move an organization, or a project forward is a position of respect that is always earned and never given. Therefore, her team at J Vollbrecht Consulting continually goes above and beyond the call of duty, working with veterans, participating in communities of practice in the project management field, and holding affiliations with several national laboratories and universities to offer continued partnership in the project management field.

When Jennifer isn't delivering projects, she works with local and national veteran-related service organizations. Jennifer serves as Vice President of FIX'D, which is an organization that works with veterans who are in the justice system or who need immediate access to behavioral health resources.

Jennifer lives in Central California with her husband and 2 children. She enjoys her leisure time with outdoor family activities, such as hiking, stand-up paddle boarding, and camping. She enjoys reading, writing short stories, and drinking herbal tea.

About John Croft: *COO Black Rifle Coffee Company*

John Croft is a retired Marine Master Gunnery Sergeant and the Director of Operations for Black Rifle Coffee Company. His blood and breath are his teammates and providing them with the best leadership possible.

About Joshua P. Frank: *RSM Federal*

Joshua P. Frank, the managing partner at RSM Federal, is an award-winning business coach, professional speaker, and #1 bestselling author, making Mr. Frank a leading authority on government sales and business acceleration.

With 30 years in the government market, he speaks nationally on federal acquisition and business strategy. He specializes in the development and implementation of tactics and strategies required to differentiate, position for, and win government contracts.

His training sessions, highly educational and thought-provoking, are consistently rated the top sessions at national conferences and events. Managing Partner at RSM Federal, Mr. Frank is author of Amazon's #1 bestseller "An Insider's Guide To Winning Government Contracts – Real World

Strategies, Lessons, and Recommendations”.

With more than $2.8 B in government contracts awarded to clients and Federal Access Members, Mr. Frank was awarded Veteran Business of the Year by SBA and Industry Small Business Advocate of the Year by SAME. He serves on the Board of Directors for the St. Louis Veterans Advocacy Foundation, and also serves on the Small Business Committee for the Society of American Military Engineers. A former military intelligence officer, he has a Master in Management Information Systems (MIS) and a Master’s in Business Administration (MBA). Connect with Josh on LinkedIn https://www.linkedin.com/in/joshuapfrank and visit https://www.rsmfederal.com
to learn more.

About Michael LeJeune: *Co-founder RSM Federal and Founder GovCon podcast*

Michael LeJeune is a bestselling author and master coach with RSM Federal. Michael hosts the wildly popular GovCon podcast **Game Changers for Government Contractors**, manages the **Federal Access Knowledge-Base** and training platform, and specializes in helping GovCon business owners brand themselves as Subject Matter Experts in their niche.

Michael and his business partner Joshua Frank have helped their GovCon clients win over $2.8 B in government contracts and more than 30+ billion in IDCs. Over 1,000 Government contractors trust the Federal Access Knowledge-Base as their primary source of GovCon education, training, coaching, and practical strategies for winning government contracts.

Register your free Federal-Access account today by visiting: https://federal-access.com/join/

About Neal T. Wright: *Professional Engineer, Innovator, and Fellow*

Lt. Col. Neal T. Wright, P.E., PMP, F. SAME, F. ASCE, F. NSPE, US Army (Retired) is one of three National Vice Presidents of the Society of American Military Engineers ("SAME") for the period of 2019-2021. In this role, he works with the SAME National Leadership Team and the Board of Direction to oversee the strategic efforts of the Society, to include implementing SAME's 2025 Strategic Plan.

A Life Member of SAME, Neal has served in leadership roles at every level of the society. He has been a post officer, Post President and a Fellows advisor in multiple posts, co-chairman of two regional conferences, program chairman of another regional conference and served as a Regional Vice President. Neal has also been an Elected Member of the SAME Board of Direction, served as a National Committee Chairman for Credentialing, and as an appointed member of three national-level work groups.

Neal has also been a national and state leader in the National Society of Professional Engineers ("NSPE"), working to bring respective engineering society leaders together to better accomplish the objectives of each organization. Neal has been an elected NSPE Director at Large and also the Virginia representative to the NSPE House of Delegates. He has been both President and Vice President of the Virginia Society of Professional Engineers ("VSPE") and a long-term member of the VSPE Board of Directors.

Professionally, Neal is currently Vice President and Business Development Director for STV, a leading Engineering and Architecture firm based in New York City. There he leads initiatives for delivering STV's architecture and engineering services to the U.S. Department of Defense and other federal agencies.

Prior to coming to STV in 2019, Neal was an Associate at Whitman Requardt and Associates, and has previously held Vice President positions at three other ENR Top-50 engineering firms. Neal was also Chief Engineer of the Virginia Port Authority in Norfolk, Virginia.

He served over 22 years as an Engineer branch officer in the U.S. Army, retiring as a Lieutenant Colonel and completing his military career as the Deputy District Engineer for the Baltimore District, U.S. Army Corps of Engineers.

Neal is a veteran of more than 40 years in the civil and environmental engineering field. He holds a Bachelor of Science degree [with Distinction] from Worcester Polytechnic Institute, and a Master of Science from North Carolina State University. Neal is a Professional Engineer licensed in Maryland and Virginia, and a certified Project Management Professional. He is also a Fellow in three engineering societies: the Society of American Military Engineers, the American Society of Civil Engineers ("ASCE"), and the National Society of Professional Engineers. A member of the Army Engineer Association and the Project Management Institute, Neal is also the published author of an ASCE manual of practice and multiple professional magazine articles. He regularly speaks to graduating engineering students about career planning and leadership development.

About Nick Roberge: *Founder Begunners, LLC and Roof Maxx*

Nick Roberge, PMP, is a retired Marine Corps Aircraft Maintenance Officer, an active ambassador of the competitive shooting sports, and owner/operator of two small businesses (Begunners, LLC, and Roof Maxx of Fredericksburg). Nick has spread his knowledge of marksmanship training to thousands of students and has used his background in maintenance to also work in the roof restoration field. He can be reached via LinkedIn and on Facebook at: https://www.facebook.com/D2370452563

About Paul F. Mara: *Founder DSDC and NVBDC Liaison*

Paul F. Mara is the Founder and CEO of Diverse Supplier Development Corporation, where he coaches VOB to corporate supplier diversity success as an Advicoach. Paul also is the Corporate and SD/VOB Outreach Consultant for the National Veteran Business Development Council.

Diverse Supplier Development Corporation ("DSDC") is a one stop shop for all service disabled/veteran owned businesses and other Diverse Business Enterprises ("SD/VOB-DBEs") to leverage and maximize opportunities with corporate America.

The National Veteran Business Development Council ("NVBDC") is the nation's leading nonprofit 3rd party authority for certification of service disabled and veteran owned businesses (SD/VOBs) of all sizes and the corporations wanting to engage them.

AdviCoach is a nationally recognized coaching and advisory firm, empowering SD/VOB-DBEs owners to reach their personal and entrepreneurial goals successfully and efficiently. AdviCoach works with firms to eliminate obstacles and gaps that stand in the way of having a successful business. Additionally, to teach SD/VOB to seize opportunities with confidence, grow their business to reach their dreams for the life they want and the financial security to support it.

Our Mission: Educate & Empower Diverse Businesses to Succeed in the Private Sector Supplier Diversity Space with corporate America! Our Goal: Bringing Diverse Owned Businesses together with Corporations for procurement opportunities!

WHY I DO WHAT I DO: I am passionate about the success of diverse and veteran owned businesses especially when vast majority will not survive long term. It does not have to be that way!

WHAT I DO: I assist all diverse and veteran owned

businesses achieve transformational insights into
running a successful business and leveraging and maximizing their opportunities in the private sector supplier diversity space.

WHY IT WORKS: By changing the way the business owner; Feels, Acts, Sees and Thinks (FAST) about themselves and their business and then educating and empowering them to succeed in the private sector supplier diversity world.

WHAT MAKES ME DIFFERENT: I am a serial small business startup entrepreneur with more than 35+ years of experience starting, operating, funding, and selling more than 15 different small businesses ventures.

Additionally, I am part of a nationwide business coaching network of experienced and
dedicated business professionals with an unmatched extensive tool set to handle all aspects of operating a successful business.

Lastly, I have spent the last five and a half years immersed in becoming a subject matter expert and trusted resource partner for diverse and veteran owned businesses as well as private corporations for bringing both parties together for supplier diversity procurement opportunities.

HOW I WORK WITH MY CLIENTS: It all starts with a conversation about the owner, and what they truly want from their business in terms of their Income, Lifestyle, Wealth, & Equity goals. We are their Business GPS! We determine where they want to go (their destination), where they currently are (their current location) and how best to get to their destination.

About PDU University

Ne perdas mandatum!

Vets2PM's PDU University was born from both a vision and a need. The vision is to provide extremely low-priced professional development training in a convenient digital on-demand form scale. This means everyone now has reasonable access to maintain or earn certifications from the comfort of any digital device, in any location anytime, regardless of the presence of pandemics. We spend a lot of time helping thousands of professionals earn credentials that they spend a lot of time, money, and effort earning, so we "Don't want them to lose their credential(s)" or, in Latin, "Ne perdas mandatum!" I.e., "Don't lose your credential". Rather than have people wander the internet for professional development units, we built the low-cost, low-friction, low-commitment Professional Development University! Please check it out at **www.pduuniversity.com**

About Scott R. Tucker: *Serial Founder and Author US Vets Wealth and Veteran Wealth Secrets podcast*

Scott R. Tucker is an author of Veteran Wealth Secrets and the founder of US VetWealth,
a lifestyle and financial consulting brand that helps service members go from paychecks and government benefits to autonomy and financial control. He likes to say, "I Help The 1% Who Serve Our Country Become The 1% Who Influence It!".

A West Point graduate, serial world traveler, military financial expert, and entrepreneur, Scott brings valuable experience and insight to those who have sacrificed so much in service to our country. He's the Rosie Network's #1 Fan and a passionate supporter of the Veterans Cannabis Project.

About Stuart Smith: *Founder of Facilitation Werks!*

Stuart spent “six years, eight months and eight days” on active duty as an Infantry soldier with the 9th Infantry Division (MTZ) at Fort Lewis, WA. Although he made rank quickly, earned his undergraduate degree while on active duty, and was recognized as the 1998 9th ID, I-Corp and FORSCOM Soldier of the Year, Stu says he makes “a better veteran than a soldier”.

Sought after by his fellow veterans, he is tireless in his efforts to help them successfully transition and either find employment or start and operate their own small businesses.

He has been recognized by SHRM Atlanta and Rotary International for his Veteran advocacy work and is a 2018 Inductee in the Brevard County, Florida Public Service Hall of Fame. He has led the Military Affairs Council of the Cocoa Beach Regional Chamber of Commerce and is a founding board member of the Florida Association of Veteran Owned Businesses – Space Coast Chapter and is the 2021-22 Chair. He is a member of the Disabled American Veterans, American Legion, and life member of the Brevard County Veterans Memorial Center.

For the past fifteen years he has provided facilitation services to support business and process improvement, strategic and operations planning and change management to for-profit companies, government agencies, and non-profits to help them accelerate results. His company is FacilitationWerks! @facilitationwerks.com

About Tony Gray: *GBDAssociation.org*

Tony Gray is the volunteer National Director of the Global Business Development Association ("GBDA"), a non-profit organization that enhances the business development capabilities of B2B and B2G companies.

Tony graduated from the U.S. Naval Academy and served as a Surface Warfare Officer in combat systems and engineering roles with tours in Joint Staff legislative affairs and the Defense Threat Reduction Agency. Tony is a Project Management Professional ("PMP") and received his MBA from Virginia Tech with nearly thirty years of business development and project management experience. He can be reached at tony.gray@GBDAssociation.org or on LinkedIn at www.linkedin.com/in/tony-gray-mba-pmp

About Tony Morrow: *Founder Getting to Hired and ATMorrow*

After serving almost 12 years in the Royal Canadian Navy as a Naval Warfare Officer, Tony retired and started the hit YouTube video series, "Getting2Hired". This was a video series focused on documenting Tony's military transition and providing coaching, mentoring, and resources for other veterans transitioning out of the military and into civilian life. Tony continues to be an advocate for military veterans, providing leadership and service for those who have served.

Additionally, ATMorrow Consulting and Media, Inc. is the video production and consulting company that grew out of Getting2Hired. It currently provides production and consulting services for livestreaming, educational and commercial video production. Visit: WWW.ATMORROW.COM for more information.

If you are a military member or veteran, please don't hesitate to reach out and connect on LinkedIn (www.linkedin.com/in/atmorrow/) or through www.atmorrow.com

About Tony Teravainen, MSEL: *President and Co-founder Support the Enlisted Project*

Retired submarine sailor Tony Teravainen is a vocal advocate for the public support of our military community. Mr. Teravainen assumed his position as President and CEO in February 2014 after serving as a board chairman, director, and volunteer since 2009.

In this role, Tony oversees the positioning of STEP as a successful, trusted, and viable partner to Southern California's military population. Under his guidance, STEP has assisted more than 5,100+ military and veteran families in financial crisis to move to self-sufficiency through financial counseling and $2.2 million in issued grants – with a 90% effectiveness rate!

Being the son of a career Air Force father, Tony knows firsthand the hardships that young military families endure. Additionally, a medical condition abruptly ended his career as a U.S. Navy submariner, thrusting him into a difficult transition into civilian life. Tony is driven to serve our young military families as in them he sees himself, his parents, and his veteran brother.

Mr. Teravainen left his consulting position at Booz Allen Hamilton to become STEP's full-time CEO, where for five years he consulted on strategy and process improvement. Prior to that, he spent seven years running his portfolio of small businesses, twelve years in manufacturing leadership at Sony Electronics, Inc., and eight years in the operations, repair, and project management areas of the U.S. Navy's Submarine Nuclear Power Program.

In addition to his representing Disabled Veterans as a Commissioner on San Diego's Citizens Equal Opportunity Commission, he also serves as Chairman of San Diego County's Military & Veteran Advisory Council. He also currently sits on the San Diego Regional Chamber of Commerce Defense, Veteran and Military Committee, and held past leadership positions with San Diego Military Family Collaborative, Veterans Community Connection, San

Diego Veterans Coalition, and the San Diego Coast Guard City Committee.

Mr. Teravainen holds undergraduate degrees in business management and nuclear engineering, a master's degree in Executive Leadership from The University of San Diego and is currently pursuing a Ph.D. in Public Policy from Liberty University. Tony has received multiple awards and recognition for his efforts to serve his community, including 2018 Top Veteran Nonprofit CEO and 2020 Top 50 CEO's in San Diego. He holds professional licenses in Six Sigma, Project Management, and Change Management, holds one U.S. patent, and is a TEDx speaker and frequent panelist discussing military and veteran policies and issues.

Married to Jaclyn with two daughters and a son, Tony resides in the Highland Valley area of San Diego County where he enjoys ranching his livestock and tending to his orchards.

About Trish Murphy: *Founder Marketing Smarty-pants*

Trish Murphy is a military veteran, CEO, Veteran Owned Business advocate, and super mom! Her business, Marketing Smarty-pants, helps small businesses have great marketing with a focus on social media, branding, websites, and strategy. The best place to connect with Trish is on Linked In at trishmurphysmartypants

About Vets2PM

Vets2PM alumni manage project portfolios and operations of $6.5+ B annually for over 620 agencies, non-profits, and Fortune 500 companies! And with thousands trained and over 800 PMP-certificate holders, Vets2PM is one of the nation's largest and fastest-growing PMP and multi-domain certification and placement companies in the country! We specialize in supplying veteran talent and training to private and government organizations as a Department of Veterans Affairs and National Veterans Business Development Council-certified Service-Disabled Veteran Owned Business!

However, we go far and beyond simply providing credential training. We help veterans streamline the transition from military to meaningful, lucrative post-service intra or entrepreneur careers by providing them (1) training and credentialing, (2) project manager staffing and placement, (3) Project Management as a Service (PMaaS), i.e., project performance management and auditing, and (4) small business coaching. In fact, our holistic training program is recognized and authorized by the Department of Defense ("DoD") as a Skillbridge internship program.

In addition to DoD program approval, we are a "premiere" Authorized Training Partner of the Project Management Institute, the Departments of Army COOL CA and Air Force COOL, and the Institute of Certified Professional Managers. Additionally, we received the Department of Labor's *HIRE Vets Gold Award* winner in the Small Business category for 2019 and 2020! We walk the talk, and venerable organizations trust us to do so.

Visit www.vets2pm.com today to get started down the path to your meaningful, lucrative post-service intra or entrepreneur career, or to hire amazing veteran interns and professional, or to receive small business coaching.

About VPMMA

VPMMA
Veteran Project Manager Mentor Alliance™

According to the Department of Defense's Defense Manpower Data Center, over half of all veterans are rank Enlisted 7 ("E-7") and above, which means they have significant amounts of project and general management experience, which means they can achieve meaningful, lucrative post-service project and management careers. However, in addition to training, credentialing, and translating their military experience into the civilian labor force's tongue, *management*, they need professional context, i.e., help adapting to the civilian workforce and practicing their newfound language skills.

The 501(c)3 Veteran Project Manager Mentor Alliance helps them do so by providing them with project manager career mentoring, advocacy, and networking opportunities through successful industry project managers. Visit www.thevpmma.org today to donate your time, treasure, or talent to help our veteran PMs achieve meaningful, lucrative post-service project management careers.