



Wisdom Imparted  
by  
Seth Smith



Part 1: Transition Brief  
by  
Seth Smith

# Transition

- ▶ Intro – Why I am here
- ▶ When to start
  - ▶ Now
  - ▶ Get into transition class when you are two years out
- ▶ Basic Questions
  - ▶ Part I
    - ▶ Go to work for a company
    - ▶ Go back to school
    - ▶ Start my own business
  - ▶ Part II
    - ▶ Where do I want to go
    - ▶ What do I want to do
- ▶ Job Hunting
- ▶ Prep Work
- ▶ Things that are different
  - ▶ Taxes
  - ▶ Healthcare
- ▶ Changes in one's self that are required – It is just different out there.

# Purpose

To here

From here



# Getting Started

- ▶ Start now
- ▶ Service Transition Class
  - ▶ Can start 2 years out
  - ▶ Go even if you don't know you are getting out
  - ▶ Took a number of years to learn how to function “on the inside”. Allow yourself time to learn everything available “on the outside”
- ▶ Don't do it in a vacuum

# Basic Questions

## ▶ Part 1

- ▶ Where do I want to go
- ▶ What do I want to do

## ▶ Part 2

- ▶ Go to work for company
- ▶ Go back to school
- ▶ Start a company

# Job Hunting

- ▶ It is more about WHO you know than WHAT; Networking is key
  - ▶ Non creepy networking – Start early
- ▶ Be calm
  - ▶ Offers are not real until they are on the paper
  - ▶ Offers on paper usually don't show up until 30 days out.
- ▶ Getting picked up on a resume board is a bit like lottery
  - ▶ Do have to pay to play; direct correlation of effort to results
  - ▶ It is an odds game
  - ▶ [www.glassdoor.com](http://www.glassdoor.com)
- ▶ Company culture is an order of magnitude more important than the cash of a salary



# Prep Work

- ▶ Resume - KISS

- ▶ Leave something for the interview
- ▶ Good stuff up front
- ▶ 2 pages max
- ▶ It is a story.....use verbal pictures more than words
- ▶ Just like in public speaking...know your audience

- ▶ Interview

- ▶ Go on-line to see a lot of the questions
- ▶ Go to interviews even in you think you will not get the job – experience
- ▶ Relax
- ▶ Have just as many questions for the company as they have for you
- ▶ You truly are your own assignments manager; use that power




# Things that are different

- ▶ Taxes

- ▶ Medical care

# Changes required in yourself

- ▶ The company is not hiring the rank/position you were; they are hiring a person BECAUSE of that experience. Ex – they don't need a CW4 in CIV clothes.
- ▶ Mind-set – “this broom can be operated by E4 and above”
- ▶ MUST re-evaluate tools in tool box
- ▶ CIV can say no and quit. No UCMJ forcing function; no universally accepted set of standards
- ▶ New Metric – Don't lose the company money and not do anything to make sure everybody comes home safe
- ▶ Find some place to connect with others outside of work; get a hobby
- ▶ Highly recommend JOCKO Willink Podcast; <http://jockopodcast.com/>
- ▶ Relax and breath – not every situation requires a hand grenade



Part 2: Mantra  
by  
Seth Smith



- ▶ What does a shark think of a goldfish?
- ▶ He doesn't
- ▶ The one resource you can never get back is time. Only invest in people and things that are worth it.



Part 3: Retirement  
Advice  
by  
Seth Smith

# Questions

▶ #1 Question - What do I want to do when I grow up

▶ #2 Question - Where do I want to do it

# Things I screwed up!

- ▶ Didn't research the organization that I went to so I could understand how things truly worked.
  - ▶ Ex. My first company post retirement had known me for 5 years while in uniform.
  - ▶ They said they wanted change and turned me loose. I was not empowered to make the necessary changes. I didn't do it in a manner that they approved of.
  - ▶ I was a CW4 in CIV clothes.....not a CIV who used to be a CW4. Big difference in approach.
- ▶ Coming from a high-performance environment and going to the CIV world, I slammed into a brick wall. I had a tremendously hard time processing it. People don't move the same.
  - ▶ Ex: I thought I still lived in the "Team Room" environment .... made the assumption everyone else did too. I thought that everybody wanted to row the boat as hard as I did. Not true. The CIV world has a much broader set of motivations. I didn't accept that soon enough.
- ▶ Don't work for people that used to work for you.



# Things I screwed up! Continued

- ▶ I didn't do the math: I deem a guy a dirt bag + said guy has been at the company for 15 years + he was teaching assistant to CEO while they were in college together = He isn't going anywhere. Don't stress about it.....you have to work with the guy .... his dirt-baggery must become a planning factor as you build your plan for success. Ex. My first company post retirement had known me for 5 years while in uniform.
- ▶ I didn't seek first to understand. I saw the "moral high ground" and went scorched earth to get it. Burned too many bridges.Ex: I thought I still lived in the "Team Room" environment .... made the assumption everyone else did too. I thought that everybody wanted to row the boat as hard as I did. Not true. The CIV world has a much broader set of motivations. I didn't accept that soon enough.
- ▶ I let my pain in the ass exceed my value.
- ▶ I didn't understand the company culture that I went to.
- ▶ You have 2 years and 1 month – I didn't use them in that ratio.

# Do these things:

- ▶ Network. Network. Network.
- ▶ Get a hobby .... something that lets you escape from everything.
- ▶ Get a man cave.

# Facts:

- ▶ Job titles don't mean anything. Analyze the responsibilities that go along with them.
  - ▶ As a Director in TrellisWare I oversaw all Customer facing activities for the whole company and had 9 direct reports.
  - ▶ Trevino is a Director of CSISR Engagements - just a BD guy for that account.
- ▶ Very few will care too much about what a person did on Active Duty. In the CIV world it is more about what value can be provided what have you done while in the current organization. If the conversation ever goes to "I was a CW4 so go do XXX, then you have lost the argument. Some snot nosed 27 year old ENG whose deliverables are instrumental to the critical path of a project you are in charge of will be more offended than motivated. Ask me how I know. The new metric that you are measured by is \$\$\$\$ .... not who comes home alive.
- ▶ When you interview an employer .... it is SERE School in real life. Dig on them to get as much intel as possible on how things will work. Unfortunately, you will not find out about all the worts in the company until you have been there for 6 months to a year.
- ▶ Every industry is a different tribe or nation state ... there are even sub-sets of tribes and nation states. Priority #1 is understanding the culture in each.
- ▶ Good culture trumps higher salary every time.



Part 4: New Company

New PM

Seth Smith

# Guidelines for new PM

- ▶ Job 1: Tracking Cost, Schedule, Performance and Quality
- ▶ Job 2: Understand how one impacts the other.
- ▶ Job 3: Nerd PM Joke: Anyone can do Layer 1 to Layer 7; The real war is fought at Layer 8, 9 and 10. Religion, Politics and Money
- ▶ Job 4: Work well with your teammates
- ▶ Job 5: Emulate the JOCKO the poster



# Rules for working in a company

- ▶ Two most important people in the company: Janitor and Secretary. Treat them better than the CEO
- ▶ Know your place: You are the newest lowest ranking person in the building. You are entitled nothing.
- ▶ Interview your Superiors and Peers by asking these questions:
  - ▶ What type of leader are you? Authoritative, Participative, etc
  - ▶ What are your hot button items?
  - ▶ What makes you happy?
  - ▶ Generally, When does your day start? When does it end. (Speaks to setting boundaries.)
  - ▶ What is the best way to communicate with you: Teams, txt, email, phone.
  - ▶ If you mail me, what is the expected amount of time for a reply?
  - ▶ If you txt me, what is the expected amount of time for a reply?
- ▶ Become an expert in the Business systems of the company. Ex – Travel, Learning System, Quote, Project Management tool, pay system, HR Forms



# Rules for working in a company

## Continued

- ▶ Email Rules
  - ▶ If you are angry when replying to an email, have someone read it first.
  - ▶ Never put anything in an email your mother couldn't read
  - ▶ Email is forever; there will always be a copy of something somewhere
  - ▶ Make a folder for every important person
- ▶ Never modify an original document that is not yours to modify; always inform original author
- ▶ Never save ANYTHING of importance on a hard drive; always use company Cloud
- ▶ Your Calendar is your life; document everything there
- ▶ Learn the difference between Rank and Power. Learn who has each
- ▶ Go over the wall, around the wall, under the wall, thru a door in the wall, blow up the wall....just get it done.
- ▶ Never be afraid to ask for help. However, do so in a timely manner so the support infrastructure has enough time to respond.
- ▶ There are no dumb questions., However, there are dumb times to ask certain questions. Know the difference.
- ▶ When it comes to supporting the Customer, there is no end of day.
- ▶ The business you are in is taking care of the Business. Have distractions, but don't bring them to the Business.

# Voice of Experience

- ▶ If you take care of the small things, then the big things will take care of themselves: Mr. Tingen
- ▶ It takes ALL kinds: Mr. Ware
- ▶ Never cook bacon naked: Mr. McClain. (Speaks to safety and predicting outcomes)
- ▶ Never let your pain in the ass exceed your value: Unknown origin
- ▶ If you are gonna be dumb, you better be tough: Unknown origin



# Surviving the world of work

- ▶ “Beyond understanding this elementary point, there are only five simple rules for getting by in the world of work. If you adhere to them, you will be an immense success in life, now and until the day you die. If you do not, you had better hope for a job in the government, join a union, or aspire to fulfill a quota.”
- ▶ Here they are:
  - ▶ Listen carefully to instructions and never expect to be told anything a second time.
  - ▶ Do a complete job, and do it better than your supervisor expects you to do it.
  - ▶ Work diligently to the point of discomfort, and without interruption or complaint.
  - ▶ Complete all tasks in a timely manner, meaning as soon as possible.
  - ▶ If you run out of assigned tasks, look for other jobs to do that help others and the firm. “If you've got time to lean, you've got time to clean” anon
- ▶ Bonus Round:
  - ▶ Don't get involved in office politics.
  - ▶ Don't overstep the bounds of your authority.
  - ▶ Don't envy the pay or working conditions of others.
  - ▶ Don't be a smart-aleck.
- ▶ The main point is to learn to be valuable to others by listening and following through. It's on this simple point where so many fail.”

Bourbon for Breakfast; Living Outside the Statist Quo;  
Jeffrey Tucker ©2010

# People factor



- ▶ Be nice
- ▶ Understand the relationship between Project Charter, Stakeholders, ENG, PM. Know both the professional side and personal side.
- ▶ Praise in public, admonish in private.
- ▶ You were designed with 2 ears and 1 mouth. Use them in that proportion.
- ▶ Never schedule a meeting to start past 1500 on Friday.

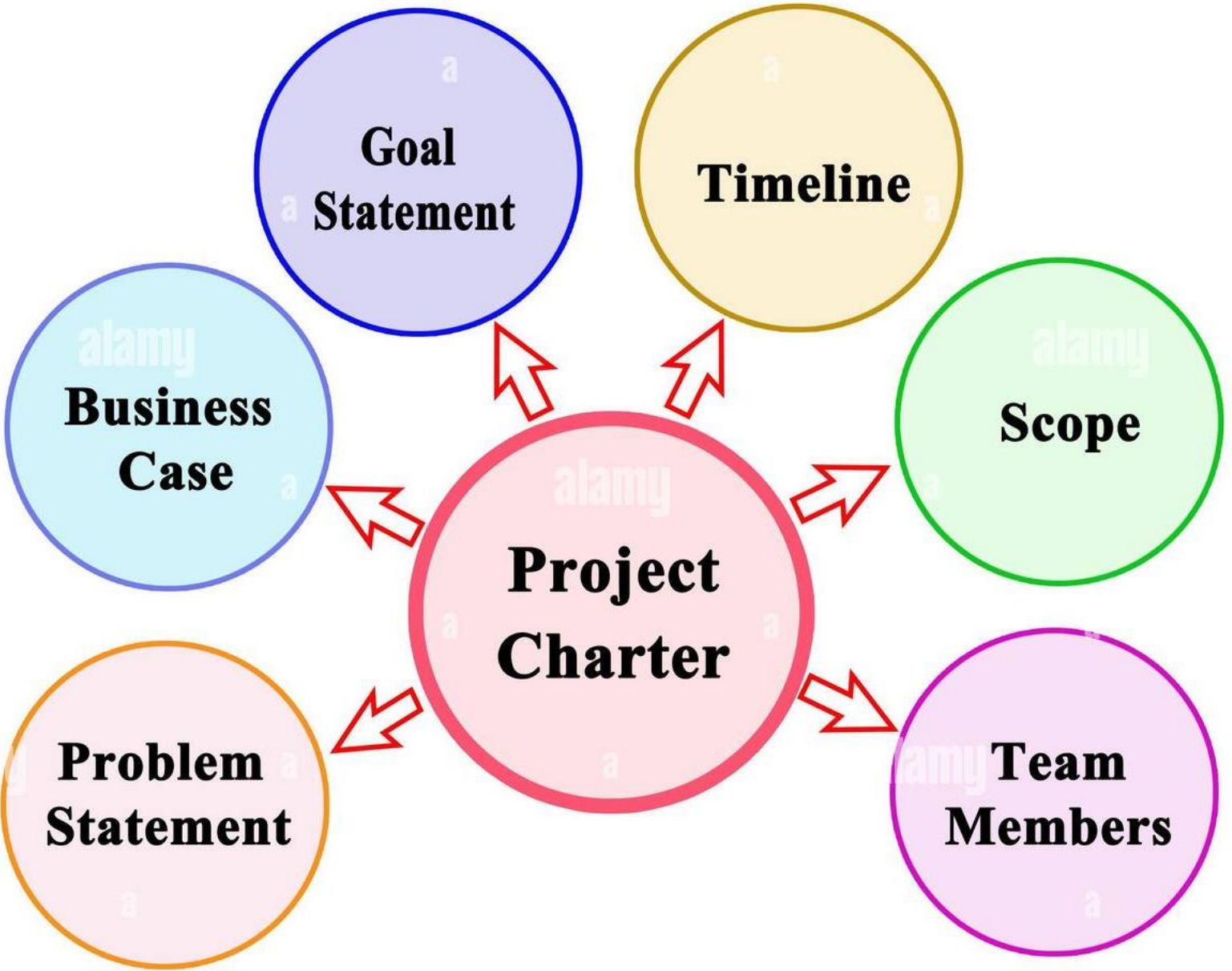
# Basics of Project Management

- ▶ 1. What is a project – A temporary endeavor created to deliver a unique product or service.
- ▶ 2. What is a deliverable – the thing that the project is trying to accomplish
- ▶ 3. What is a program – An enduring function
- ▶ 4. What is a portfolio – a grouping of projects or programs
- ▶ 5. What is a Stakeholder – Has a vested interest in project success; generally, will benefit from the deliverable
- ▶ 6. What is a Resource? – provides a service or product that supports a delivery
- ▶ 7. What is a Sponsor – Authority that commissions the project
- ▶ 8. What is Scope – defines what needs to be done for the project to be considered delivered successfully
- ▶ 9. What is a Project Charter – See below
- ▶ 10. What is a Communications Plan – Methods and frequency that communications happen
- ▶ 11. What is a RACI Chart – Responsible, Accountable, Consulted, Informed; shapes roles for project participants; informs who needs to know what by when; defines who can make decisions
- ▶ 12. What is a milestone – Specific task that needs to be completed by a certain time
- ▶ 13. What are the 4 concerns of a PM – Cost, Schedule, Performance and Quality
- ▶ 14. What is a Project kick off – meeting that happens prior to a Project starting work. It is used to level set responsibilities and scope of work. A successful Project Kick off will result in a signed off Project Charter.

# Basics of Project Management

## Continued

- ▶ 15. What is the difference between a matrixed and a functional organization?
  - ▶ Matrix – Resources are flowed in and out of a project as needed.
  - ▶ Functional – Fixed resources that projects are brought to if they fit within the capabilities of the organization
- ▶ 16. What is an artifact? – Document that the PM is required to maintain
- ▶ 17. What are the two types of Project Management?
  - ▶ a. Agile – based on Scrums and Sprints; continual improvements; continuous feedback cycle
  - ▶ b. Waterfall – Only make changes after project is delivered
- ▶ 18. 6 Fundamentals of Project Management
  - ▶ a. Concept and initiation
  - ▶ b. Planning
  - ▶ c. Execution
  - ▶ d. Monitoring
  - ▶ e. Delivery
  - ▶ f. Project close out
- ▶ 19. Artifacts that a PM must manage
  - ▶ a. Interdependencies – What must have to happen before something else can happen
  - ▶ b. Risk register – Catalogue of potential issues
  - ▶ c. WBS – Work Breakdown Structure – List of tasks that needs to be done separated by milestones
  - ▶ d. Scope – Limits of what the project is trying to accomplish
  - ▶ e. Constraints – Speaks to things that could slow down process Ex – Shipping; raw materials; maturity of particular technology; limited manpower



Project Charter  
– Where projects succeed or are pre-destined for failure!



# What is a Project Charter: Elements & Examples

- ▶ <https://study.com/academy/lesson/what-is-a-project-charter-elements-example.html>
- ▶ **Sizing up a project: (Estimation)**
  1. What problem are they trying to solve? (Deliverable)
  2. How much time is there to get it done? (Schedule)
  3. Who is the project's internal champion? (Sponsor)
  4. What is the Budget? Can they get more? (Cost)
  5. How much good is good enough (Quality)
  6. How well is the project resourced? (Time, People, Dollars, Executive Sponsorship, Tools, Facilities)
  7. Risk tolerance? (How many unknowns will be tolerated)
  8. Level of innovation (The higher the innovation then the higher the risk)
  9. Availability of primary building material (If the product is made from Unicorn Horn, things will be tough)

# Murphy's Rules to being a PM

- ▶ If there are no meeting minutes, it never happened
- ▶ He who controls the meeting minutes controls history
- ▶ Maintain trackability to original requirement
- ▶ No bucks, no Buck Rogers
- ▶ Scope Creep is Death
- ▶ Follow-up is Life
- ▶ Nothing is free;, Everything has a cost and not always is it \$\$\$\$
- ▶ Time is THE most precious resource
- ▶ Never ever say no. Always speak in terms of cost. "Yes, I can do XX, but it will impact XXXX"
- ▶ If it is not scheduled on a calendar, it is not real.
- ▶ If it is digital, it is forever
- ▶ Play chess, not checkers. You have to think 3 steps ahead to anticipate issues. This implies that you know the next 3 phases that must be accomplished.
- ▶ Never say never.
- ▶ Never do anything in your front yard that you have not done in your backyard twice.
- ▶ 2 is 1.....1 is none.
- ▶ Things come fast, cheap or legal but you only get 2
  - ▶ Legal and Cheap will not be Fast
  - ▶ Fast and Legal will not be Cheap
  - ▶ Cheap and Fast will not be Legal






# All the things

- ▶ There are the things that are known.
  - ▶ A basket ball bounces best when fully inflated
  - ▶ 2nd Gen Tacomas are the best
- ▶ There are things that are unknown
  - ▶ Exact number of stars in the universe
  - ▶ Exactly how much rain will fall in Cameron 236 days from now.
- ▶ There are things that you don't know that you don't know yet.
  - ▶ Completely in the dark about a subject but you know that something will come up and there is no good way to be exactly prep'ed for it.
- ▶ A successful PM knows all these things as it relates to their project

Bad news doesn't get better with time.

When the project is 80% complete, remove the Engineer's charge code and just deliver the dang thing.\*\*\*

\*\*\*Engineers will tinker on something beyond the point of profitability or usefulness. At some point you have to actually sell a product.



# Part 5: Job and Resume Tracker By Seth Smith

3-Dec			
Contact	Company	Status	Next Step
Bill Biader	Independent	He sent to bunch of contacts.	no further contact required. Will send thank you note once I have job
Jay Santiago	WWT	15 May - delivered resume	no further contact required
Randy Vaughn	Haivision	1 July - Sent new resume	no further contact required
Jack Bourne	Independent	No contact since July. Not very helpful. I tried to link up up with Ebonese. Nothing heard	no further contact required
Terry Fish	Disney	He emailed me. Said there were jobs in FL. I told him I was out May 2015.	no further contact required
RLM Communications	RLM Comm	1 July - Delivered resume at Career Day	no further contact required
Sue Cassels	Cisco	Sent resume 1 Jul. Still has not viewed it. She hooked me up with Cisco conference	No further contact required
Graz Brother	Gen Dynam	Sent Resume	no further contact required
Gov-na	Independent	Sent resume 8 jul	no further contact required
Garrett Jones	NAVAIR	Need to send resume	no further contact required
Z	SNC	Got feedback on resume. He said was good.	no further contact required
Rob Week	Independent	Received Feedback on resumes.	no further contact required
Kurt Smith	Independent	sent resume 8 jul. Feed back was less Mil terms	no further contact required
Tom Rangle	VIASAT	Contacted on Linked in 7 jul	no further contact required
Sam Webb	Independent	Responded with comments	no further contact required
Eric South	OSIUS	sent resume 9 jul	no further contact required
Branden Williams	Independent	Sent Email/resume. Told him no DC. No feedback since August	no further contact required
Jack Falls		Contact from Bender. No contact since	no further contact required
Dave Short		Contact from Bender. Only a sales guy postion	no further contact required
John Richard		Contact from Bender. Sent email. Told him I was't avail until next May.	no further contact required
Tom Jones	Envistacom	14 Jun - Met with Envisacom	Keep getting hit up by Ebonese. Maybe travel to DC after the new year
Jack Sivadon	Datapath	Sent Resume 9 jul	Received feedback on Linked in. Same - less Mil terms
Jack Rice	Datapath	Sent resume 6 Nov.	He requested that it be sent again. They may have an opening. Growing company. Hired Jamnic
Marvin McMillian	Salient	Sent Resume 7 jul	waiting feedback
Johnny Arms	Salient	Sent resume 25 Nov	It jumpstarted conversation with Salient again. One hiring manager is on standby to talk to me. Will call next week. I am trying to set up lunch with Marvin on 8 December.
Ken Smith	Salient	Based on recommendation from Johnny, I called the FL hiring manager. Went OK. Didn't like that I wasn't going to be a sales guy.	If I have nothing else, I will reach out towards April
DT	4K	Offer if timing is right	Not working for DT
Jim Winger	Cubic	Sent resume - His hiring guy will call/email	Brian said I was going to be contacted with offer. Nothing heard
Mike Abad-Santos	Trustcom	Had good phone call - result from Joe Bender	We will go eat when he comes down to Fayetteville soon
Mike Oleston	Trustcom	Met 3 Dec. They are not ready to hire me yet. Cannot afford me. Mike said that in a year they	