



Military Transition Success Stories

The CEO Veteran

Scott Selle, President/CEO, EADS Fairchild Controls
A former Navy Nuclear Officer talks about his transition and his career.

Why I Hire Military Veterans

John F. Leary, President, Adams Rite Aerospace, Inc.
A CEO shares how his \$100M company benefits from top military talent.

Leadership Development: A Key Element in Transforming Your Organization

Mike Katzorke, Bryce Consulting
A top consultant underscores the importance of strong, experienced leadership.

Interviews by Daniel Chang (USNA '93) Executive Senior Partner, Lucas Group.





The CEO Veteran

Scott Selle, President/CEO, EADS Fairchild Controls



Daniel Chang, Executive Senior Partner, Lucas Group: Initially, why did you choose to work with Lucas Group?

SS: My Lucas Group recruiter helped me understand the transition process, which greatly reduced the anxiety I had about starting a new phase in my professional life. He explained what would likely happen in the six months leading up to my separation date, during the transition, and for the first six months after starting my new job. He also helped immensely regarding interview skills; for example, wearing the appropriate interview attire. To this day, I wear a suit for all my interviews. He gave me constructive feedback on marketing myself to companies in the interview, and he sharpened my ability to relate my skills, abilities, and experiences to the job opportunities available to someone with my background.

DC: As a job seeker, how was your experience working with your Recruiter? How did Lucas Group help prepare your transition? What do you remember about your transition process?

SS: My recruiter gave me information and recommendations, but I made the decisions. He gave me a straightforward and honest assessment of my strengths and weaknesses. By the end of the process, I understood the value I was bringing to the table, given my skills and experience, and this enabled me to choose the right company.

DC: Did your Candidate Recruiter listen to what you wanted or simply push you toward what they thought was best?

SS: My personal experience is that you can trust the Lucas Group; they've done their homework and are in business because of their successful track record.

DC: What advice would you give to transitioning officers and NCOs?

SS: My personal experience is that you can trust the Lucas Group; they've done their homework and are in business because of their successful track record.

1. Don't pay too much attention to national employment statistics you see in the news every day. Certainly you should consider the hiring environment in the industry or region you are targeting, but you also should have confidence in yourself and your potential.
2. Using a military transition recruiter is a good idea, in my opinion, because of the strong relationships that Lucas Group recruiters have forged with their corporate counterparts. Lucas Group has taken the time to explain the skill sets that a JMO or NCO is bringing to the table. Manage your expectations appropriately when applying independently to a website or to a job posting. Sometimes the people reviewing resumes don't fully know what they are looking at when it comes to a military veteran's resume. Also, Lucas can get a lot of pre-work done for you - especially if you are deployed or underway.

3. Recognize that your first day at your new job is going to be a lot different than the last day at your old job! You will not necessarily have sixty people working for you right from the start. Be patient, though...you'll get there.

DC: What is the benefit of hiring a former military officer or NCO?

SS: Military officers and NCOs bring a sense of mission, a relentless work ethic, and a rare understanding of teamwork under demanding the most circumstances.

DC: What did you do in the first year or so of your corporate career to differentiate yourself?

SS: Signed onto every problem-solving opportunity I could in order to learn quickly.

DC: How has your military experience helped you in your civilian career?

SS: My experience in the Navy definitely helped me. In the control room of a nuclear submarine, there are a lot of dials and gauges. You need to understand every reading, but you also need to understand how different measurements impact each other. And you can't ignore warning signals, no matter how small they may seem at first. The same holds true in the business world. Instead of dials and gauges, we have a balance sheet and other metrics, but the same principles apply. Working on a submarine also taught me problem solving. Nothing is impossible if you do the homework up front; develop a plan; account for the risks (without relying on luck); and then empower your teams ... if you do these things well, you'll get the right result. You may experience setbacks on the way - I sure did in the Navy, but I learned how to learn from my mistakes so I would not make them twice. Finally, and this is perhaps most important - I learned how to determine what constitutes an emergency and what doesn't. Very few situations really reach the threshold of an emergency requiring snap-response action. You usually have the time to think through your actions first, and this almost always leads to a better outcome.

Scott ended the discussion paraphrasing a favorite quote from former Intel Chairman & CEO Andy Grove that is just as relevant in corporate working environment as it was in the military: "Success breeds complacency. Complacency breeds failure. Only the paranoid survive."





Why I Hire Military Veterans

John F. Leary, President, Adams Rite Aerospace, Inc.



Daniel Chang (Lucas Group): What is the most important asset a company has?

John F. Leary: People are not an asset, they are what makes your assets work for business. Every other advantage you think you may have is useless unless your people act as a unified team. My magic formula is talented people, working as a team, focused on right priorities, and then rewarding and promoting them for performing well as part of the overall team.

DC: Many companies delegate initial screening and selection of potential leaders to Human Resources. As the CEO of a \$100M company, why do you personally attend the Lucas Group Military Hiring Conferences?

JL: Besides the importance of hiring the right person, I can relate with your candidates since I'm a veteran. I understand what they've done and what they can add to my team. I look past the military duties and titles and evaluate the person's attributes.

DC: How do you determine who would be a great fit for the positions you are trying to fill?

JL: I ask questions to help me get a feel for their energy level, passion, dedication, determination, confidence, and ability to overcome challenges. I explain what we do as a company and see how they react. I also get a sense of how they lead people and find out if they have a true understanding of leadership, and if they would be a fit for our team.

DC: I hear so often, "We want to hire people with industry experience." Why do you hire veterans without experience in your industry?

JL: As a young manager, I used to exclude candidates that did not have specific industry experience, but I came to realize that I was missing out on some of the best people because of this bias. I now believe that hiring quality people first vs. hiring only people with industry experience makes an organization stronger in the long run. A candidate's skill set is important, but we can teach them the skills they will need. The attributes of top employees are strikingly similar at many companies, even in different industries. They are passion, dedication, intelligence, humility, confidence, and ownership. The common thread in all of these is that you can't teach someone these traits. They are innate. We have a number of great examples: a Colonel, two Lieutenant Colonels, a Lieutenant Commander, a Captain, and a Staff Sgt.

DC: What is your secret to finding and hiring great military talent?

JL: A lot of it has to do with the interview process. I conduct the initial interview, and then I bring the candidates in for a site tour and to meet with our team. I look for the intangible qualities that make candidates a fit for our organization, and the team confirms it when the candidate is brought on site. We also sell our teamwork and culture, and we convey the chance to learn and contribute.

DC: Once you hire military veterans, what is your specific plan for retaining them?

JL: I am committed to maintaining an environment where all employees respect each other - where they understand the big picture, our purpose, and the importance of shared goals. We also try to make people feel comfortable providing input on any issue and also feel confident enough to share their sense of humor to lighten the work environment up and make us all feel like we're part of a family/community. We have been very successful in combining high expectations with a good place to work.

DC: Why do you use Lucas Group Military?

JL: Since we started working with them in 2006, Lucas Group has come to know who we are as a company, which allows them to select the right candidates for us.

We like the fact that we are provided with a strong lineup of candidates for our positions, giving us an opportunity to select the best of the best.

The candidates we have hired from them have done very well here, and there is no better scorecard than long-term performance.





Leadership Development: A Key Element in Transforming Your Organization

Mike Katzorke, Bryce Consulting



Mike Katzorke is the co-founder of Bryce Consulting. Prior to founding Bryce, he served as Vice President Supply Chain Management with Smiths Aerospace. He was also with Cessna Aircraft Co. as Senior Vice President of Supply Chain Management, which he led to a Medal of Professional Excellence award from Purchasing magazine in 2003. His career also includes Sperry, Motorola, Honeywell, and AlliedSignal. Mike has participated and led in the application of the Malcolm Baldrige, Lean Manufacturing, and Six Sigma tools in integrated improvement processes at three Fortune 100 companies. He designed and initiated the rollout of supply chain management at AlliedSignal as Corporate Director of Materials and at Cessna.

Mike has been directly involved in the hire of hundreds of Junior Military Officers (JMOs) over the course of his lengthy and successful career, including Scott Selle, President of Fairchild Controls.

Daniel Chang (Lucas Group): Which is more important, having the right people or the right processes?

Mike Katzorke: Strong people in poor processes will have greater success than weak people in good processes. But strong people in good processes...sometimes we focus too much on the process and not enough on the people in it.

DC: Why did you hire JMO's for developmental roles at Honeywell, AlliedSignal, Cessna and Smiths Aerospace when you began the Supply-Chain Transformation process?

MK: There were always supply chain leaders in place at various level of maturity in both leadership and supply chain vision. The majority of them could be grown into both strong leaders and world class supply chain professionals. But, supply chain is much easier to learn than leadership, and a new supply chain process leader needs experienced developed leadership talent he/she can tap and put to work early on tough transformational issues. Leadership takes a lot longer and many are not cut out to lead.

DC: Why did you use Lucas Group to source military veterans?

MK: You need to use somebody who knows the resource and has experience screening it for you so you don't just get everyone's friends.

12 to 15% of applicants are admitted to U.S. Service Academies, and 75% of admitted candidates graduate from U.S. Service Academies.

Lucas Group Military Transition Division screens candidates and ultimately selects approximately 8% of the potential candidate pool to actively work with.

65-75% of candidates selected out of Lucas Group Hiring Conferences are selected for follow-up interviews and nearly half of those receive offers. You get the "cream of the cream" of the crop.

Mike has co-authored two books on world-class supply chain management and is a well-known expert in the field.

Leading Effective Supply Chain Transformations: A Guide to Sustainable World-Class Capability and Results by William B. Lee and Michael Katzorke (Hardcover - Feb. 16, 2010)

Straight to the Bottom Line: An Executive's Roadmap to World Class Supply Management by Robert A. Rudzki, Douglas A. Smock, Michael Katzorke, and Shelley Stewart Jr. (Hardcover - Oct. 10, 2005)

