

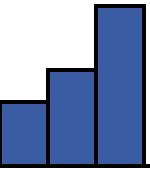


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# Framework for Life-long Government Leaders Entering Industry

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# Government leaders who move into industry have more than one path to consider

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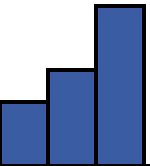
- Size and scale of operation in which they might work largely define stability, prestige, income level, wealth creation potential, lifestyle, and risk
  - Mature (1000-10,000+; CGI, BA&H, CSC, SAIC, Lockheed Martin, etc.)
  - Established (50-500 people; e.g., SRA, CGI, etc.)
  - Entrepreneurial (50-100 people; e.g., Compusearch, Pragmatics, Touchstone, etc.)
  - Personality-led (1-50 person sole proprietorship, partnership, or LLC)
- Scope and scale of responsibility sought determine up-side to income and wealth creation potential as well as risks associated with day-to-day pressure to perform at high levels
  - Direct, line-accountable (e.g., responsible for revenue or Profit & Loss of a business or business area such as a project, program, client, group of clients or projects, or a market)
  - Support roles (e.g., policy expert, subject matter expert, networker who makes key introductions)



# Consider the paths of other long-term government leaders who have recently moved to industry

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- Government SMEs for large, established firms
  - Marty Wagner -- IBM
  - Tom Modly -- PWC
  - Alan Balutis – CISCO
  - John Marshall – CGI
  - Bill Piatt – BA&H, CGI
  - Dan Chenok– SRA
  - John Sindelar - EDS
- Direct Line with P&L Responsibility for small and up-and-coming mid-sized firms
  - Martha Johnson – Touchstone
  - Dan Chenok – Pragmatics
  - Tim Atkin – SRA
  - Renny DiPentima – SRA
- Individual Consultants
  - Phil Kiviat
  - Bob Guerra
  - Kevin Carroll
  - Jim Flyzik



## The first job out is not a “life sentence”

- Government SMEs for large, established firms

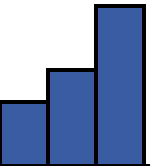
- Marty Wagner -- IBM
- Tom Modly -- PWC
- Alan Balutis – CISCO
- John Marshall – CGI
- Bill Piatt – BA&H, CGI
- Dan Chenok – SRA [2006-7]
- John Sindelar - EDS

- Direct Line with P&L Responsibility for small and up-and-coming mid-sized firms

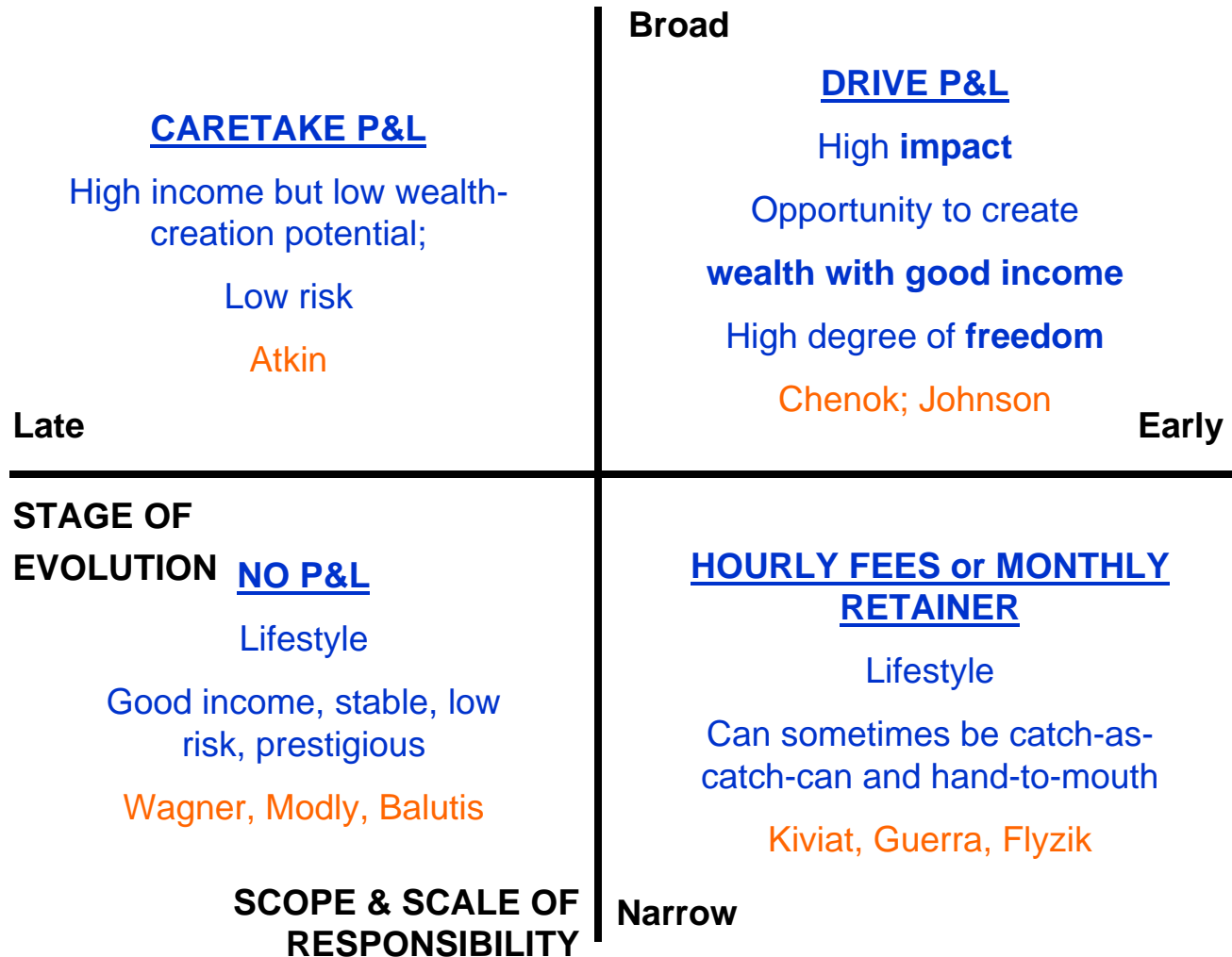
- Martha Johnson – Touchstone
- Dan Chenok – Pragmatics [2008]
- Tim Atkin – SRA
- Renny DiPentima – SRA

- Individual Consultants

- Phil Kiviat
- Bob Guerra
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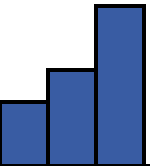
# The paths are very different



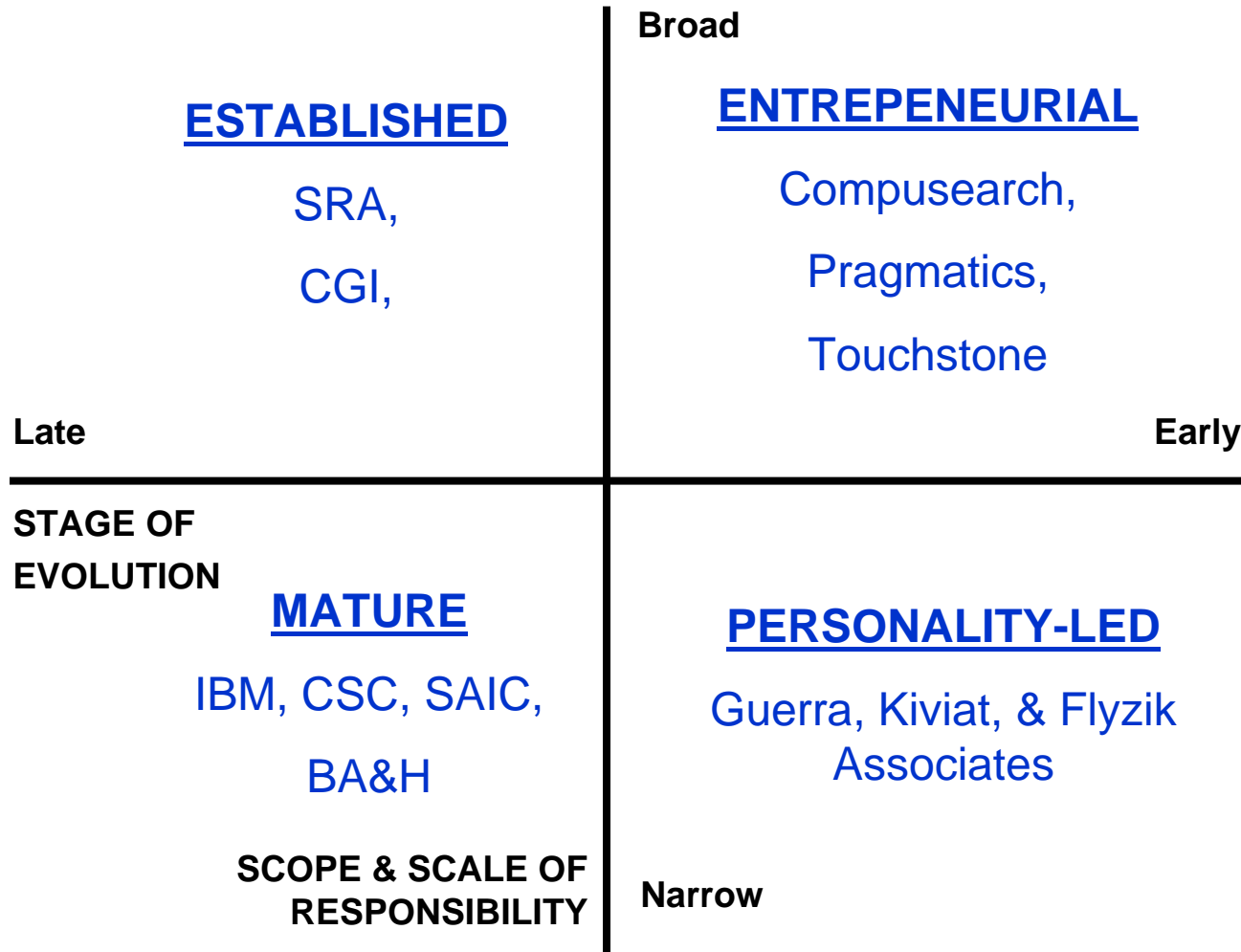
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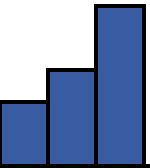
The firms are very different



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## Things to think about

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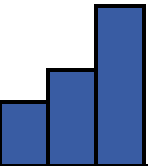
- The impact you want to have on a firm and on the market it serves
- The relative importance of maintaining a certain lifestyle vs. generating income vs. creating wealth
- The relative tolerance and appetite you have for risk vs. reward
- The extent to which you are energized by the people you plan to work with and by their mission
- The extent to which the functional area of focus, and your role in it, play to and build on your strengths
- What you want most next – e.g., a supplement to retirement income and to stay engaged or a platform to continue to grow and upon which to make a difference to the world
- The performance track record of the organization and the people associated with it who you will count on to foster an environment in which you can thrive



# The best follow a systematic approach to finding the right next opportunity

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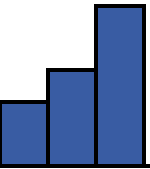
- It is a job to find a job...most do not do it well because they:
  - Search *on the side* while doing other things or while they
  - Wait for the next opportunity to come along on its own.
- There is little time to find a new job while still employed and, when unemployed, a sense of pressure, depression, or desperation may make it hard to perform at peak levels.
- Three steps can turn the average job seeker into their own high-powered search executive in charge of a stress-free campaign that is guaranteed to find a job and to grow as a professional from the experience.



# Step I -- Get clear about what you want to do next

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- Most do not get clear about what they want to do next because:
  - It is hard to do so and because
  - They do not want to rule anything out. Perhaps they hope to be pleasantly surprised by the jobs that others will just happen to offer them if they remain open to all possible next jobs.
- Hoping a prospective employer will study a resume and propose a job is like a chef handing a restaurant patron a list of ingredients and asking what they would like to eat. It is too hard to do and the more experience and skills there are to look at, the worse the problem.
- The odds of getting the job you want increase dramatically when you are clear about what you want. So, the preferred approach is to describe your ideal job in order to force a prospective employer to think about you in the context of something specific. This brings to mind corresponding openings if they exist and, if not, jobs that are near to it are likely to surface
- Job seekers need to get to the point where they can:
  - Describe their ideal job in a single written paragraph or in a few bullets
  - Orally describe their ideal job in 30 seconds or less, and
  - Smoothly work their 30-second message into casual conversation
- Be specific as to what kind of firm you want to work for including what it does, how big it is, how it does what it does, and who it does it for as well as what role you want to have, where you want it to be, and what specific attributes are important to you (e.g., in terms of risk vs. reward, lifestyle vs. income vs. wealth creation, etc.)



## Step II -- List organizations at which you would love to do what it is you next want to do

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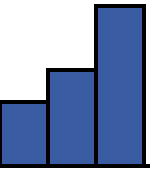
- Determine which of your target specifications are “must have” vs. “nice to have”
- List firms you know that might fit the bill
- In addition to those you already know, research the Web for firms that closely fit your target profile
- Prioritize the list based on which you think you might like working with the most and leave room to add more as you find them



## Step III -- List highly-networked people who might refer you to leaders in the target organizations

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- Highly-networked people almost always have time to help someone make a productive connection
- Arrange to spend an hour with someone you already know who might be a good referrer (e.g., over lunch) and follow this script:
  - Tell them about yourself and what you want to do and tell them directly that you seek their advice and counsel
  - Show them the list of people you have targeted to network with. Let them offer to help connect you to those they know and add to the list others that you may not have thought of
  - Show them the list of organizations you might like to work at. Let them react. By this point they will be well tuned-in to you and to what you are looking for. This is the moment in which their best advice will flow.
    - Listen carefully and draw them out fully
    - Do not refute or otherwise disrupt their flow
    - Record what they say word for word
    - At some point they are likely to lift up from looking at your lists and say something like: "*Do you know who you ought to talk to....*". When they do, ask them to have those persons contact you or, at least, to let them know that they have encouraged you to contact them. *The best possible result is for them to get someone to call you to discuss what you want to talk them about.*



## It is important to govern the process

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- Refine the definition of the ideal job, the list of referrers, and target organizations based on input received as you iterate through the three steps.
- Keep a running, rank-ordered list of the top prospective opportunities. Focus on the top prospects until an offer is received and then either:
  - Accept the offer
  - Use an offer to force others to “come to the table with their offers” or
  - Start the entire process over again!
- Regularly review your progress, process, and artifacts (i.e., the description of what you want to do, list of places to do it, list of people who might network you to the places you want to work, rank-ordered list of possible positions) with someone you trust to provide a point of consistent accountability, challenge your thinking, and give you coaching