A Study of Common Denominators of Management: Transferable Attributes of Management

from the Military to the Civilian Environment

By

Vasilios Chatzigiannis

A DISSERTATION

Submitted to

The University of Liverpool

in partial fulfillment of the requirements
for the degree of

MASTER OF BUSINESS ADMINISTRATION

2009

A Dissertation
entitled

A Study of Common Denominators of Management: Transferable Attributes of Management

from the Military to the Civilian Environment

By

Vasilios Chatzigiannis

We hereby certify that this Dissertation submitted by Vasilios Chatzigiannis conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the Dissertation requirements for the degree of Master of Business Administration.

Approved:

Dissertation Advisor   Date

Dr. Stephen L. Williams   August 15, 2009

The University of Liverpool
2009

CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions or writings of another.

Signed

Vasilios Chatzigiannis

ABSTRACT

A Study of Common Denominators of Management: Transferable Attributes of Management
from the Military to the Civilian Environment

by

Vasilios Chatzigiannis

Management research has long been the focus of researchers and academics who strive to identify and suggest qualities that enable the former along with management practitioners and public and private institutions to achieve maximum stakeholder return. The writer aimed to suggest common attributes of management that can be practiced and developed between the military and civilian environments.

In pursuing this research, the author chose to conduct an in-depth analysis of a variety of competencies that are developed in the two environments and how they can be applied to the aforesaid frameworks. To achieve the latter, the researcher chose to employ the qualitative research method as it is linked mainly with the investigations of human relations and corporate and public management structures.

By utilizing qualitative research techniques, the writer capitalized upon prior debates surrounding the focus of the study and current research data. A range of relationships were examined in connection with the management discipline such as academic background of the executives, previous experiences of the latter, their influence in new managerial positions, military history, the relationship between leadership and management and weaknesses and strengths of the military and civilian organizations.

5

The complexities that were revealed were analyzed and weaknesses regarding research were identified and accounted for. Further research opportunities were flagged for supplementary investigation by combining additional frameworks of the management art and by employing comprehensive triangulation research methods.

Table of Contents

CHAPTER 1

Aims of the Dissertation

The author aimed to investigate select variables and components of management that may be applied across both military and civilian environments. The researcher investigated common attributes and their transferability between the aforesaid environments and hence, focused the research in exploring the transferable skills necessary for a military leader to become successful in the corporate world (Chatzigiannis, 2008 cited in University of Liverpool/Laureate Online Education, 2008).

The writer suggested applicable concepts of management that were found in both military and civilian structures and attempted to identify common components that enabled military managers to successfully migrate and apply their knowledge in civilian business and public activities. This specific study benefits professionals transitioning to and from the military environment as it identified important elements of management that may be utilized by executives and will enhance the management practice as it highlighted valuable concepts of the latter and the interconnectivity of the military and civilian settings. The researcher explored various aspects of management such as discipline, aspects of power, clear vision and guidance, commitment and the ability to manage efficiently from the front and suggested the relationships of each to both the military and civilian environments.

Rationale and Research Questions

The respective topic and research was applicable within management science, as leadership and effective management knowledge are vital components of successful managers and can subsequently lead to success in an organization. The researcher also investigated how military managers successfully transfer their skills and simultaneously market themselves effectively in the business world.

As aforesaid, the scope of the dissertation was to investigate the applicability and transferability of management attributes between the military and the civilian environments in order to facilitate the successful transition of military personnel into private corporations. The latter is crucial as military academies around the world become increasingly multidimensional in teaching disciplines that expand beyond the scope of the art of war, such as human asset management, business management, marketing and other social studies. The aforesaid was supported by investigating the curriculum of the United States (U.S.) Military Academy of West Point, the U.S. Naval Academy and the Hellenic Naval Academy. As some military officers perceive their military careers as a step toward future civilian careers, officers are identifying with the business world in greater numbers.

Research questions that were investigated through the study included:

What are the common qualities of management that can be identified in both the military and civilian environments?

Are different qualities and/or skills needed in order to manage in the civilian sector than in the military sector?

Is the civilian sector well organized and does it employ the correct knowledge and methodology in order for organizations to be more successful?

The above-mentioned research questions assisted the author and will complement the efforts of the potential reader in identifying and comprehending the necessary managerial attributes that executives should employ when transitioning into different career environments. In addition, the research questions guided how various management strategies found in civilian or military frameworks complemented and are derived from each other. Drawing assumptions from the aforementioned research questions, it was essential for the author to reveal through

research that indeed management theories and frameworks originated from military structures and migrated to the civilian world through the transitioning of military officers to the latter.

Reference to Management Literature

The aforesaid military officers successfully managed to capitalize on their education and experience and subsequently, complemented their managerial attitude in the civilian working environment. The latter led researchers to expand upon the theories of management which encompass the leadership and management frameworks that the various former military managers applied to their new environment under their new business identities.

During the analysis of previous and ongoing works of other researchers, the researcher of this study strived to underline the interconnected concepts in the field of management. This study showed "how the proposed research fits into what is already known (its relationship to existing theory and research) and how it makes a contribution" (Maxwell, 1996:106) to the reader's understanding of the topic and the "theoretical framework that informs" this investigation (Maxwell, 1996:106).

Various publications such as *Business Is Not War, But Leadership Is Leadership* by Cohen (1998), *Leadership Competencies: Time to Change the Tune?* by Bolden and Gosling (2006) and *Leadership: Perspectives in Theory and Research* by Jago (1982) dealt with management, leadership and the competencies attributed to each. In addition to the respective publications, a variety of scientific journals, internet articles and books were employed in order to underpin the theoretical framework that supports universal attributes of management between the civilian and the military world.

Methods and Results

Throughout the study a qualitative model of research was pursued. In management, the latter model is used to research the ways in which business entities, groups and individuals perform

and interrelate. Business transformation is an everyday life phenomenon; hence the qualitative approach was a more appropriate investigative method. The latter model encompassed interviews along with desk research, which was employed as the researcher reviewed appropriate literature and journals from accredited sources.

The author used a combination of "process evaluation" (Patton, 1987:23) and "ground theory" (White, 2007:111) in evaluating the findings of the study as the former is "developmental, descriptive, continuous, flexible, and inductive" (Patton, 1987:23) and the latter is "popular in certain areas of human resource management and in investigations which looks at the cultural concepts of an organization" (White, 2007:111).

Results identified in this study described a strong connection between the managing structures of the civilian and military working frameworks. Moreover, an acknowledgement of the suggested relationship of the findings with the transition of personnel between the aforementioned environments was delineated and utilized to affirm prior written research and current suggestions for management and its executives as they undergo adjustments regarding their career focus and duty structure.

Amongst the conclusions of the research process, the investigator was able to identify a pool of qualities that transitioning practitioners mastered during their tenure in the military profession that were used in their new civilian organizational structures. The latter group of characteristics included successful management of human resources, well-rounded strategic competencies, strong communication skills, ability to perform under rigorous conditions, ability to lead various constituencies and valuable and effective decision making.

Although the above-mentioned information pictured favorable conditions for the respective managers, the investigator also suggested that transitioned personnel must be further educated in their new job descriptions and work settings as different duty requirements, values and norms might apply. Furthermore, the interviewees stated that often times corporate and public

settings may lack a clear chain of command, communication strategies regarding business vision, strategy and performance feedback and a clear understanding between leadership, management and administration.

Synopsis and Conclusion

In the following chapters, the writer was able to capture the aforementioned findings in conjunction with a comprehensive analysis of the means and mediums employed as well as the limitations that were revealed during the research process. In order to endorse the findings and recommendations of the study, evidence that the research questions were answered in combination with a comparison of the findings and conclusions of the study to the literature review were presented.

Through the literature review substantiation of the theory that underpinned the study, the mechanisms behind the development of the research questions and the link between the latter and the hypothesis/sub-questions were achieved. The research design and methodology depicted and validated the relationship between the chosen method and the literature and between the research questions and sub-questions. The respective chapter also detailed and analyzed the population who was investigated along with the sample size of the latter. Methodological weaknesses were identified and a strategy for dealing with the latter was presented.

Management and the Ancient Era

The author aimed to identify the various common denominators of management that were applied in both the military and civilian environments. Military management, which can be traced back to ancient Greece and the Roman Empire, set the foundation of effective management skills such as discipline, chain of command and adaptive decision-making. Through logical assessment of facts and efficient operational management that allowed

continuous change and reengineering, ancient Greeks and Romans achieved significant accomplishments that enabled them to establish empires, which can be compared to today's business conglomerates.

The above-said was supported by Talbot's (2003:333) statement regarding the Spartan army when he noted, "that this formal organization displays for the first time a structured and formal hierarchy of command and communication". The latter reflected the flexibility of the Spartan army as it was able to break down into smaller more efficient units allowing improved span of control for its officers, which in turn permitted the Spartan army to be more agile and adjust dynamically to events that subsequently led to the former becoming a dominant figure in ancient Greece (Talbot, 2003:333).

Talbot (2003:337) underlined the fact that organizational structure and management, before the Industrial Age, arose because the largest organizational forms known to society were armies. During the formation of large business units such as the U.S. railways, the U.S. Postal Service and other private industrial enterprises, the only known transferable model was that of military management. This model applied in the civilian environment allowed researchers to develop the current civilian management models (Talbot, 2003:337).

The following chapter provided a comprehensive analysis of the existing literature that detailed the underpinning theories, which made evident that military management provided the foundation for today's civilian management. The latter provided today's framework for military managers to transition into public or private corporations while simultaneously utilizing the common denominators of the two environments.

CHAPTER 2

Literature Review

Historically, management was developed from military leaders, who in ancient times were predominantly the nations' dominant personalities, enabling and managing vast numbers of troops in their expeditions. As aforesaid in the preceding chapter, strategic management was applied by the Spartans in the ancient Greek era, Napoleon during his tenure as Emperor of France, the great Chinese General Sun Tzu and later by various social and government entities including the United States military forces and military academies (Talbot, 2003:332-337).

Military managers employed management skills such as discipline, ability to lead from the front, decision making under austere conditions and administrative management in order to effectively apply strategies in the battlefield that provided their armies with a competitive advantage and complemented their strategic superiority. The aforementioned skills were applied in their civilian duties, as most of the above-said leaders were also political rulers or head of states. The above-mentioned thoughts were also supported in Sun Tzu's (n.d.) book *The Art of War*, written over two thousand years ago, as it identified a range of philosophies that a variety of leaders aspired and adopted in their managerial duties.

Sun Tzu's 13 Books Described

Lee et al. (1998:97-98) noted, "The idea of relating management philosophies and organization behaviours to the strategies of Sun Tzu by looking into the principles advocated by him and the situation of top management seems to be unrealistic. However, the differences between ancient and modern times and also between military and business operations are considered. His wise counsel on waging war in ancient China sheds some light on strategic management in today's corporations. The objective is to emulate the model set by Sun Tzu, presenting the essence in organizing for strategy".

The aforesaid was and still remains the core component of the strategic intent of many organizations and managers as they strive to identify common denominators in management between military and civilian environments and hence, gain superiority in their respective field. Krause (1996 cited in Lee et al., 1998:98) presented "a summary of Sun Tzu's principles for business success. Namely, these major business principles are learn to fight, show the way, do it right, know the facts, expect the worst, seize the day, burn the bridges, do it better, pull together, and keep them guessing. These ten principles become and form the foundation for future competitive success". The latter principles were derived from Sun Tzu's (n.d.) thirteen books as they were correlated with business strategies which were applied in contemporary business management (Illustration 1). When refined and aligned with society's needs and business standards, the latter principles delivered a dynamic correlation of common attributes of management that the business environment can utilize in order to maintain its competitive position.

Illustration 1

Sun Tzu's 13 books	Competitive strategies
(1) Planning	Planning of strategies, estimation and leadership
(2) Competitive actions	Resources and competitive actions
(3) Competitive strategy	Competitive strategy and wisdom
(4) Positioning	Positioning and targeting, strengths and weaknesses estimation
(5) Opportunity and timing	Opportunity, timing and management structure
(6) Control	Control of market situations and climate
(7) Managing direct conflict	Management of conflict and avoid confrontation
(8) Flexibility	Flexibility and adaptability
(9) Manoeuvring	Observing and manoeuvring

(10) Types of competitive situations and types of failure	Competitive situations and causes of failure
(11) Competitive conditions and offensive strategy	Competitive conditions and offensive strategy, alliance and vision
(12) Destroying reputation	Destroying and decision
(13) Gathering intelligence	Intelligence and information

Source: Lee et al. (1998:99)

Management History

Various military managers such as former U.S. army officers, McClellan and Whistler, both West Point graduates, transferred the machine-like docile man that was in turn refined form civilian managers to match the developing and demanding business world (Talbot, 2003:338). Subsequent to the aforesaid, the latter leading military managers set the foundation for further development of management, as it needed to reflect further flexible lateral and vertical societal frameworks and to efficiently manage human and capital structures.

The strategic advantage of civilian business and public structures that adopted the military management model and consequently, reformed it to match the dynamic needs of their developing societies was underpinned in Joseph Schumpeter's creative destruction (1950 cited in Koch, 2007:28-29). Schumpeter (1950 cited in Koch, 2007:28-29) noted, "The…process of industrial mutation…incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating a new one. This process of creative destruction is the essential fact of capitalism. It is not [price and output] competition which counts, but competition from the new commodity, the new technology, the new source of supply, the new type of organization".

The latter supported the creation of new management theories, which nested their foundation in capitalism and were subsequently derived from previous experiences and structures that led to the transformation of military management under a civilian framework and the further

development of the latter. The aforementioned theories were also supported by their adoption in various military academies such as West Point, which in their curriculum provide a range of business courses aimed to enrich the managerial arsenal of a military officer in order for the successful transition into the civilian business world if need be.

Nevertheless, avoiding sanctifying military management and critically analyzing and detailing its weaknesses depicted a matrix of attributes that should be given great consideration when investigating for commonalities that could be applied in society. Various military structures such as military juntas and direct application of the principles of the aforementioned management in civil structures, without prior research and development to reflect the current needs of the society, proved to be obsolete, autocratic and inefficient and led to structures that were ineffective, rigid and unproductive.

In support of the aforesaid, Bolman and Deal (1997:101) described the experiences of David Swanson, a Korean War veteran who landed a civilian job with Procter & Gamble (P&G). Mr. Swanson was "discouraged to find that P&G managed its production plants much as the U.S. Army managed combat units, with a strong emphasis on rank, command, and top-down control. The results were debilitating: militant unions, deep-seated mistrust, perennial labor-management antagonism" (Bolman and Deal, 1997:101). The latter underpinned the notion that often times military management and its direct application to civilian structures produced conflicting results, as managers and management strategies encountered severe opposition when trying to manage personnel with an autocratic and rigid approach. This phenomenon is still evident in today's political arena around the world. Transition of such managers or management theories from the respective frameworks into business structure runs the risk of producing a negative effect and outlook in the various synergies that a firm maintains with its stakeholders.

Evolution of Military Management

Historically, modern organizations have been organized in hierarchical structures that have been derived from their application in military organizations from ancient time to the present. Military management as applied in "ultra-high performance units" (Eggensperger, 2004:54) such as Special Forces (SF) or Navy SEALS, also known as Special Operations units, tends to produce great results in the performance of the latter teams and its members (Eggensperger, 2004:54). Several civilian organizations adopted similar management styles since "both military and business organizations typically:

> have specific measurements and goals;
>
> have motivated leaders;
>
> have established structures and communications processes; and
>
> are under pressure to produce results." (Eggensperger, 2004:53).

Eggensperger's (2004) work supported the fact that commonalities existed and remain evident between the military and civilian frameworks of operation. Both frameworks approached the area of operations from the perspective of achieving results under stress by utilizing their members' valuable training and a variety of attributes such as the ability to act under strain, effective leadership, efficient management, task focus and dedication to high achievement (Eggensperger, 2004:53).

Military leaders such as King Leonidas of Sparta, Greek historian and General Xenophon, Emperor Napoleon, General and later President of the United States of America Dwight Eisenhower and General and then U.S. Secretary of State Colin Powell who each transitioned to, or simultaneously worked with, civilian environments, utilized the aforementioned attributes and strategies in concert with their accomplishments in higher education and their abilities to adapt to various situations. Each leader capitalized on a range of common

denominators of military and civilian management that formed the theoretical and practical frameworks under which military managers were able to transition successfully to the civilian environment.

Experience in the modern business world must be complemented by formal education, hence, a Special Forces "combat veteran, about 31 years old, conversant in a foreign language, with 12 to 14 years of Army service. He also has 13 to 14 years of formal education (about 40 percent have either an associate's or bachelor's degree), and a standard Army intelligence test score of around 127 (100 points is the Army mean; 110 is needed to enter West Point)" (Kolenda et al., 2001 cited in Eggensperger, 2004:54). This reference further underlined the importance of education in the military world since all officers, and most of the non-commissioned officers (NCO) and enlisted personnel, who transition to and from the United States military forces hold an undergraduate or graduate degree from an accredited military or civilian university.

Management and Leadership

Management and leadership are terms that are often used interchangeably and simultaneously in an effort to support the strategies that will promote an organization's vision. Although a variety of executives utilize the aforementioned terms synonymously, the respective disciplines encompass two different fields of research in business. "Leaders should understand the difference between leadership and management so they don't get caught up doing what they're not there to do" (Honoré, 2009 cited in Robison, 2009:2).

While the validity of the latter was taken for granted in the respective study, it was important to investigate the commonalities of the two fields and how they can affect the transition of a military professional into a civilian manager. The aforesaid, suggested beneficial attributes of both management and leadership that could be used in order to identify further universal attributes between the civilian and the military business frameworks.

Historically, executives who developed into visionary leaders transitioned from managerial roles into positions of influence. Military leadership and management are essential global disciplines in both military and civilian business as they enable characteristics, which after fine tuning and localization in order to be in line with national preferences, can deliver a common managerial framework that allows for the transferability of attributes between the military and the civilian environments.

Leadership works in concert with management, as the former provides vision, motivation and communication strategies and the latter, a defined strategy to accomplish the objectives that promote and achieve the organization's strategic superiority, enabling the company to maintain its competitive advantage. In support of the aforesaid, it was worth noting that "the hierarchy starts with the leadership, which provides vision, wisdom, and motivation. Then there's management. That's turning time, task, and purpose into action. Leadership is working with goals and vision; management is working with objectives. But management is not the same thing as administration; people who do administration work off of checklists. Management works in collaboration with leadership and administration to ensure all the functions of the organization -- from personnel to logistics to finance to human resources -- are tied together to execute that vision and the goals" (Honoré, 2009 cited in Robison, 2009:2). The above-mentioned statements described a business structure that was observed in various civilian organizational schemes and business literature.

Management's Dualistic Approach

A variety of books such as *Becoming a Manager* (Hill, 2003), *Managing Organizational Change* (Palmer and Dunford and Akin, 2006) and *Leadership: Enhancing the Lessons of Experience* (Hughes and Ginnett and Curphy, 2006) referred to the connection of leadership and management and the interconnection between the military and civilian environments. Each respective book underlined how various military structures and officers were influenced

by the current business environment as well as their management philosophies and disciplines.

A common theme that ran through each of the aforementioned books was an idea noted in Sun Tzu's (n.d. cited in Griffith, 2005) work *The Art of War*, which described military tactics that when followed, enabled a military leader to maximize the chances of victory in battle. *The Art of War* (Sun Tzu, n.d.) was translated into various languages in an effort to correlate the military and civilian environments, along with their respective managerial methods and operational procedures, and apply the particular tactics after any necessary adjustments into the business world. This showed the importance of military management in the development of various managerial schemes that were and still remain employed in today's business world. It also delineated the need for further research and development of the above-mentioned concepts as additional managerial strategies were and continue to develop in the respective environments, underpinning the correlation that several managers utilized and presently employ in order to deploy their capabilities in both management structures.

Underpinning the Theories Supporting Military Management

Cohen (1998) analyzed the interconnectivity of leadership within military and business history and noted the Greek General Xenophon, who according to Drucker, wrote the first book on military management and leadership more than two thousand years ago (n.d. cited in Cohen, 1998:1). Cohen underlined the fact that attaining a top management position within a military environment was highly regarded and respected, as the latter must manage to successfully cope with all environmental variables while simultaneously preserving the lives of subordinates to the highest extent (Cohen, 1998:2).

During his research, Cohen (1998) surveyed over two hundred active and/or former military managers along with business executives, that may or may not have had military experience, and identified eight global principles of leadership which included: maintain absolute

integrity, know your stuff, declare your expectations, show uncommon commitment, expect positive results, take care of your people, put duty before self and get out in front as factors applicable to both the corporate and military environments of management (Cohen, 1998:4, 7-11). Cohen's (1998) work was directly applicable to the research of management, as it investigated the parallel environments of management in the military and corporate worlds. Cohen (1998) supported the theory of global competencies, which this study sought to investigate for its validity and weaknesses.

The research of Bolden and Gosling (2006) involved various management competencies and analyzed how the individualistic attributes of leadership restricted organizations from looking at inclusive relationships between leaders and followers that possessed a strong moral base. "Like a musical refrain, competencies offer a repetitive 'hook' that offers a sense of structure and consistency but also acts as an injunction that obliges us to refrain from further thematic development. Thus, the refrain encourages us to return to the same familiar melody rather than pursuing other avenues of thought and expression that might, from the point of melodic coherence, be considered a distraction. In the case of leadership competencies, we argue, this repeated refrain reinforces a focus on the individual 'leader' while restricting consideration of 'leadership' as a distributed relational process" (Bolden and Gosling, 2006:148).

The above-said authors concluded the existence of a considerable gap between theoretical frameworks and working competencies as prescribed by working managers. In contrast to Cohen's (1998) work, the latter work underlined that global leadership attribute frameworks maintained discrepancies and that the need for a more humanistic approach to leadership was necessary as leaders must not exist in a vacuum in order to be efficient managers who add value to their companies. Both working frameworks underlined the need for a manager's ethical approach to their followers, which is supported by "legitimate, expert, referent, reward and coercive" power (Hughes and Ginnett and Curphy, 2006:113-119).

Bolden and Gosling's (2006) research provided a framework for this study, as the researcher investigated how various attributes were transferred between the military and civilian environments and how, by the infusion of morality and inclusiveness, the framework of leadership competencies was used to successfully develop managers during and after their transition between the two environments. Although the investigator strived to identify transferable attributes of management between the military and civilian worlds, it was essential to identify all common properties that were utilized in order for a manager to successfully establish a solid career in both management and leadership positions.

In his work, Jago (1982) investigated the various conceptual frameworks of leadership as he tried to define the differentiating characteristics between a leader and a non-leader. He identified a definition of leadership and researched universal versus contingent theories and traits versus behaviors, as "perspectives differ in the way the leadership construct is conceptualized" (Jago, 1982:316). Jago's (1982) work was utilized in this study, as the writer sought to examine various frameworks where management attributes were present and complemented by leadership characteristics and in what form these frameworks existed in civilian and military worlds. Jago's (1982) study, along with the aforesaid studies, was critically reviewed as the researcher sought to identify common denominators of management theories and suggest their applicability within the above-said environments.

Research Questions and Sub-questions

Efficient management is vital in an organization that strives to accomplish a set vision. When managing a civilian or a military organization, it is essential for a strategy to be formulated that allows the company to accomplish objectives and milestones. Objectives and milestones are the comparative instruments that management utilizes in order to measure performance and track its path towards the realization of the organization's vision.

Strategic intent expresses the dynamic tuning of a firm's strategy that methodically shifts the organization's competitive market presence in order to maintain a competitive advantage. "In the civilian world, the word strategy often means "big things that might happen." In the military world, it means "the purpose of what we're doing, the task to be accomplished, when it will be done, and how and by whom." The purpose is what counts, followed by the tasks and who will do them, how they're going to get done, and when. That's grand strategy that has been documented over hundreds of years of military operation" (Honoré, 2009 cited in Robison, 2009:2).

Amongst other factors, management also bases its success in strategy. It was essential to investigate how the history of military management and strategy translated to the civilian world in order to identify applicable tactics that are employed in both the civilian and military environments. "War and competition have their rules and regulations, strategies should therefore have rules and regulations to follow and work under them as well" (Lee et al., 1998:110). This idea was further underpinned in Lee et al. (1998), as they offered inputs of Sun Tzu's (n.d.) writings in *The Art of War* where he emphasized "the critical role of people in determining the success of military warfare and the same would apply to business" (Lee et al., 1998:110).

Complementation of Management with Human Capital

By effectively combining strategy and human capital, an organization is able to efficiently manage its operations and return great value to society. Human capital and how various attributes of the latter can be transferred and commonly utilized between various working environments were the essential ingredients for further analysis of the management science.

Often times, ambiguity tries to integrate itself within the accomplishment of goals. Although ambiguity is part of contemporary society, military organizations managed to hedge against the latter by structuring personnel tasks and goals while at the same time capitalizing on their

human and capital assets. Although the aforesaid can shift the organization towards rigid and insurmountable layers of control, it can also have beneficial effects when complemented with two-way communication between the various layers of the hierarchy, leading to a dynamic adjustment of procedures and task structure.

Through the investigation of the aforementioned literature, a two-way influence between the military environment and the civilian world was identified. Throughout their transition to civilian jobs, military managers applied a variety of management techniques while simultaneously employing a more disciplined framework of duties and objectives. This generated a perception that those from military backgrounds were well rounded and capable of complementing their new employment with strong work ethics, devotion to their duties and loyalty to their employers and colleagues.

As management science developed, the communication between the two environments was empowered to reflect the current needs of the society. The latter occurred through a variety of methods such as the integration of business discipline courses in the curriculum of military academies and the infusion of the officer core with officers from the Reserve Officers' Training Corps (ROTC). ROTC is a program that allows students in civilian universities to complete their military training and upon graduation become commissioned as United States military officers.

The above-mentioned influences in the civilian and military frameworks are translated into various managerial attributes that both the civilian and the military environments share. Subsequently, they form the basis for which the bilateral influence of the latter working structures allows for common grounds in the management practice. Common managerial structures allow for the transferability of the common denominators of management that the researcher sought to identify.

Utilization of Management Knowledge in Parallel Environments

In identifying the common denominators of military and civilian management, the author investigated how a military manager strategically applies management knowledge to minimize an objective's ambiguity and what components of the latter information can be successfully utilized in a civilian framework. A variety of necessary qualities were revealed in this study including what a manager needs to capitalize and effectively master in order to efficiently make the most out of the similarities connecting the civilian and military worlds.

In doing so and as previously mentioned, it was essential that when trying to discover the range of transferability and applicability of common knowledge and strategies in management, to investigate the following research questions and their associated sub-questions:

1. What are the common qualities of management that can be identified in both the military and civilian environments?

> Are these qualities transferable attributes of management between the military and business world?

2. Are different qualities and/or skills needed in order to manage in the civilian sector than in the military sector?

> Are military officers equipped with the proper knowledge and management skills to enter corporations?

> Do transitioning military managers need to change or adjust to make the transition? If so, what needs to be changed and adjusted and how it is accomplished?

3. Is the civilian sector well organized and does it employ the correct knowledge and methodology in order for organizations to be more successful?

The aforesaid questions were crucial guides in determining valuable information that allowed the suggestion of a generic managerial structure. Subsequently, a pool of management attributes was recommended that managers can apply and utilize to successfully manage or transition between the respective industries and environments, bringing maximum value to the organization and its stakeholders.

The respective research questions and related sub-questions allowed for an in-depth investigation while at the same time provided a framework for further research in the area of management. Exploring the common denominators between the relevant environments was important as candidates are transitioning between the military and civilian landscapes, companies are searching for individuals with diverse experiences and employment agencies are recruiting the latter for corporate and civilian employment.

Reflections on Literature Review

The review of the literature provided the writer with an understanding of the management field and the underlying dynamic relations that a manager must master in order to maximize the ability of an organization to remain competitive in its respective market. It also noted the changing nature and demands of the market as it continuously evolves to meet changing societal needs.

Delving back in time, a clear depiction regarding management's history and how the latter was influenced by a variety of military environments and ideologies was presented. Military structures and leaders dating as far back to the ancient Greeks, the Chinese General Sun Tzu and the French Emperor Napoleon were pioneers in management strategies as they were applied with great success in their armies (Talbot, 2003:333-338). As management needs change over time in order to reflect the organizational needs which must be aligned with societal needs, so are the various influences that affect the respective science or art. The latter

remains an ambiguous topic because for many, the distinction between the two is considered to be unclear (Gribbins and Hunt, 1978).

Although military management set the base for the development of management under a civilian framework, the latter further developed the former in order for both the military and civilian worlds to continue to complement each other and the management practice. Military managers transition to the civilian business environment bringing into the latter useful knowledge and experiences while also utilizing common characteristics of the two worlds that the researcher suggested through the literature review and research.

The aforesaid attributes were identified through the utilization of qualitative methods in order to investigate social relationships that existed between the various layers of organizational hierarchy. The aforementioned were further analyzed in the following chapter as the reader capitalized on the opportunity to become familiar with the mediums associated with qualitative methodology.

CHAPTER 3

Research Methodology

This was a qualitative study that utilized face-to-face techniques to identify common attributes of management that were employed in order for managers from diverse educational and business environments to identify themselves under a common working framework. The researcher utilized the mixture of interview findings, which were depicted later in the study, through a qualitative methodology which properly identified and analyzed the above-mentioned attributes of management.

Qualitative research is on the "crest of a wave" (Morse, 1994:139 cited in Sandelowski and Barroso, 2003:782) and simultaneously, the tip of the spear when investigating multi-dimensional organizations and their business and social relationships, which employ a diverse pool of individuals from dissimilar professional levels, learning backgrounds and ethnicities, along with the effect that management strategies from a range of environments have on the management science.

"Qualitative research has always had strong links to applied fields in its research questions and approaches" (Flick, 2002:6). The field of management allows its practitioners to dynamically apply their knowledge and experiences to the former in order to maximize the results that will consequently increase the value that the firm brings to society. Since it tries to identify relations between different managerial structures and business environments, qualitative research is conducted in the real world and in uncontrolled environments. The aforesaid were supported in their work by Sandelowski and Barroso (2003:784) and Sandelowski (2004:1368), as the former contrasted the above-mentioned with the fact that qualitative research is often seen as invalid in the real world, and the latter underlined that "the exponential growth of reports of qualitative studies is the dramatic increase in qualitative methods literature, institutes, conferences, academic courses and curricula, and businesses

specifically devoted to the dissemination and sale of qualitative research methods, findings, and expertise. Qualitative research is now a growth industry and a research methods utilization success story, the very success of which has engendered a renewed imperative to make better use of all of the research findings produced from qualitative research" (Sandelowski, 2004:1368).

Research Design

In analyzing the various categories of information, the researcher referred to the evaluation of a variety of findings which were detailed during the various interviews and assessed within the framework of the qualitative methodology adopted by the author. Qualitative research was appropriate for this investigation, as the writer strived to identify the details and succession of events in combination with historical information and scientific analysis, leading to the development of management from the military to the civilian environments and vice versa. The above-said method also depicted the contribution of the military environment in the art of management since many of the pioneering strategies that supported the managerial qualities employed by businesses in the civilian world rest their foundation in the military setting.

The structure of the respective method allowed the investigator to further report results from the analysis of interviews taken during the investigation that were further utilized in the following chapters to prove, challenge or rebut existing theories and the aforesaid research questions. In qualitative research, text, literature, interviews and questionnaires are utilized in order to derive results that can be exploited for various purposes. Seale and Silverman's (1997:379) work further underlined the latter as they noted, "In qualitative research, small numbers of texts and documents may be analyzed for a very different purpose".

The researcher utilized each of the aforementioned attributes of qualitative methodology as it progressively proceeded from assimilating management theories to integrating into the latter the findings from the experiences of a variety of executives who participated in the study. A

pilot study also enabled the researcher to identify the viability of the investigation and simultaneously provided support to the grounded theory, as it was inductively developed from a range of information and data that were collected throughout the investigation (Maxwell, 1996:33).

Analysis of Data Collection Mediums

The researcher employed interviews as the main method of acquiring information from human capital as it relates to management under the military and civilian umbrella. In person interviews were conducted with participants, as the interviewer visited them in their working environment and through electronic mediums such as email and video conference.

Prior to each interview cycle, the interviewees were provided with a questionnaire and a summary regarding the scope of the study to help them prepare for the demands of the investigation (Appendices). Consent was obtained from each candidate through email and verbal communication. In order for confidentiality to be guaranteed, the researcher did not utilize any direct quotations from the interviewees without first obtaining prior permission. A semi-structured format was adopted in order for an informal and dynamically adapted discussion to take place between the researcher and candidates. For purposes of elucidation, notes regarding the interviews were taken and each candidate was sent his or her interview transcript.

In addition to the aforementioned interviews, the researcher utilized the snowball technique (Biklen and Bogdan, 1982). The latter technique allowed supplementary sources of information to be recorded and utilized during the data collection period. This was accomplished by asking the participants to suggest any valuable references that could add significance to the study. Through the snowball technique the investigator actively capitalized on all available resources and information that became available to the author and were not depicted in the data acquired by the interviews. The above-mentioned technique allowed the

writer to identify two executive search firms which were used as the basis to identify what businesses require from management professionals and what types of candidates to interview from both the military and civilian environments. This also provided a variety of information that enabled the researcher to further suggest transferable attributes between the two aforesaid environments.

As previously mentioned, interviews served as the main medium for obtaining data from human capital regarding management and the transition of personnel between the military and civilian worlds. The interview method allowed for the collection of all necessary information that permitted the investigator to suggest answers in regard to the research questions. The analysis and collection of all information took place in tandem, to allow for precise recording of all notes, documents and journal literature.

Structure of Information Dissemination

Data analysis occurred in a manner that allowed for grouping information according to management frameworks, educational backgrounds and a variety of attributes that were found in both the military and the civilian environments. Subsequently, the emergence of any explanations that supported the suggestion of common denominators between the military and the civilian worlds were transcribed and tested against pre-existing works in order to determine theoretical concepts that supported the transferability of attributes between the respective environments. Patton (1987:150) referred to this as "inductive analysis wherein the patterns, themes, and categories of analysis come from the data; they immerge out of the data rather than being decided prior to data collection and analysis". The researcher looked to suggest as aforesaid, the common denominators of management between the military and the civilian environments, therefore data interpretation and comparison were essential in the development of existing and new theories that supported the above-mentioned.

The described methodology was aligned with the research questions, as the writer sought to identify the mixture of qualities that professionals employ and utilize in the field of management. Interviews provided the author with a clear understanding of the necessary qualities in the management practice in order for the latter to maintain two-way communication between the military and the civilian structures as to sustain a continuous and adaptive growth of the particular field.

An additional factor of importance that arose from the usage of interviews is that they provided valuable insight into the managerial expertise that professionals are required to have which were reflected in the opinions of the interviewees. Interviewees suggested the variety of qualities that were needed in order to effectively manage a corporation versus a military unit along with the transferable attributes of management which were found in military and civilian organizations.

Detail of Population and Sample Size

The respective executives complemented the study by providing a mixture of information regarding the required adjustments and changes that a transitioning manager needs to perform in order for the latter to be effective under the requirements stipulated by the military and/or civilian management practice. This information provided the investigator with the sound understanding of the hurdles that executives face when shifting to other employment avenues within their careers.

The aforementioned executives were selected from amongst a variety of professionals and represented a niche group of managers who worked either in the military forces or the civilian world. These managers were military officers, business executives and academic faculty in the area of management. These interviewees were chosen because of their previous military studies and their subsequent successful transition to well-respected and established businesses

and organizations. The candidates requested that their places of employment remain confidential.

The researcher made use of a variety of past scientific assumptions which were in line with the study's requirements, along with interviews conducted with fifteen individuals and two executive search firms. The chosen sample size was considered appropriate to provide acute information regarding the qualities that are needed by managers in both the civilian and military fields.

The before-mentioned group was deemed suitable and aligned with the scope of the dissertation, and as identified in the previous section, represented a niche of military and civilian managers who successfully transitioned to various civilian and military working environments and have shown grand development in both their professional and educational realms. Identification of elite existing managers in the military and business fields was vital and in line with the process of collecting high-end data that provided the study with reliable information. In order to methodically identify the niche group of interviewees and test the reliability of the interview results, a pilot study was utilized to verify the latter parameters.

An interview questionnaire was derived from an existing study, *Establishing Legitimacy: An Analysis of a College President's First Year at the Helm* (Ploussiou, 2005), in the field of management and supplemented with the researcher's prior business knowledge and experiences (Appendices). The questionnaire was sent to two of the previously identified interviewees as part of the pilot study and upon successful completion, the latter's responses were added to the findings of the remaining participants. Desk research was also employed as the researcher reviewed appropriate materials, such as journals regarding qualitative methodology from accredited sources, and assured that the interview results were aligned with the objectives of the study.

Three candidates and the executive search firms were interviewed in close proximity to the author's geographic location. The remaining interviews were realized through cellular telephony and electronic media of communication such as email, video conference and voice over internet protocol (VOIP) telephony. The latter occurred because of the geographical distance between the researcher and the interviewees.

Trustworthiness and Legitimacy

Trustworthiness and legitimacy during the research and analysis phases of the study were vital to orderly assess and provide the reader with accurate results and consequently, benefit the field of management. In adhering to the principles of trustworthiness and legitimacy, interviews and all related information gathered from the latter in conjunction with the analysis of the existing writings were carried out in an ethical manner. "Continuing and detailed attention needs to be paid to the quality of qualitative data and the ways in which judgments are made about its content" (Seale and Silverman, 1997:383) in order to ensure appropriateness in the interpretation of the acquired raw information that was achieved through methods aligned with the qualitative methodology.

A variety of techniques were employed to guarantee consistency and validity and included a participants' involvement to ensure accuracy, triangulation between a mixture of sources in order to prove that the findings adhered to the framework that the management practice prescribes and the audit of information by external individuals. Participants received transcripts of the communication that occurred regarding their contribution to the study along with data regarding the latter in order to provide for elaboration on the general thought process. The latter was supported by Creswell and Miller (2000:127) as they stated that "it consists of taking data and interpretations back to the participants in the study so that they can confirm the credibility of the information and narrative account. With the lens focused on participants, the researchers systematically check the data and the narrative account". As

previously stated, adherence to the confidentiality of the interviewees' names and employment was kept to the highest degree and a nondisclosure policy was maintained throughout the investigation.

Triangulation and auditing allowed for validity and consistency during the research and evaluation phases of the study. These techniques utilized all available information through classification of records, remarks and interpretations of raw material of information. This is also referred to as raw intelligence and allows the researcher to utilize various sources of information that ensure reliability of information and replication of the same phenomenon (Yin, 2003:97). An audit path complemented the aforementioned as it established reliability, which was affirmed by those not affiliated with the study. The aforesaid audit path included interview notes, data analysis and brainstorming thoughts, which allowed for a comprehensive scrutiny of the research process.

Closing Thoughts on Research Methodology

As with any investigation in the scientific world, methodological weaknesses and boundaries existed for this research project. While an effort was made for the study to remain free from prejudice and partiality, qualitative research anchors its operational approach on interpretation of the data by the investigator along with the trustworthiness of the information submitted by the interviewees. Hence, some bias might have unintentionally occurred, which was accounted for by its awareness and by conducting and designing the interviews with an objective approach.

Although qualitative research is based on collaboration and sincerity, it was essential that both the researcher and the interviewees utilized the latter in order to derive honest answers that promoted the breadth and depth of the management field. While the investigation process was made clear to all participants, each requested to have their identities and place of employment remain confidential. Some of the candidates experienced difficulties during their tenure in the

military forces and therefore, felt uncomfortable describing their previous occupational environments in detail. In summary, by providing discretion to all interviewees, the researcher reduced the effects of the prejudice during the interview and validation processes.

Further limitations to this study were the number of interviews since only fifteen individuals agreed to participate by actively submitting their inputs and experiences from the management practice. This occurred due to the fact that the researcher's network was limited in the United States business industry and military forces, in addition to the fact that various acquaintances declined to participate in the investigation or to provide suggestions that would help to identify potential candidates.

"It is also vitally important to recognize that, to a much greater extent than in quantitative research, the execution of a qualitative research study type is crucially related to the theoretical perspective in which the researchers have chosen to locate the study" (Dixon-Woods et al., 2004:225). A narrow theoretical perspective might lead the study towards assumptions that have very restricted applicability and therefore, minimal transferability and interoperability between different operational environments. In contrast, a broad theoretical perspective might suggest generalizations, which are either too broad to apply in the management field or too ambiguous regarding the results produced when applied simultaneously in dissimilar management frameworks. The results of a research study must be easily recognizable and readily applicable once they are verified for their scientific contribution.

CHAPTER 4

Results and Findings

As previously noted, the author followed a qualitative methodology throughout the various stages of the investigation, as the former inductively constructed the framework from which the formation of a grounded theory occurred. The latter illustrated the mixture of results that were derived from the data collection process. Qualitative research aims to identify the underlying relationships of the various layers of the society and its organizations and in doing so, the researcher identified an adequate sample of individuals and organizations, as depicted in the preceding chapter, from which the various outcomes were developed during the investigation.

"An adequate sample depends on the type of questions posed, the complexity of the model studied, the availability of informants or of texts, the number of family members involved, and the purposes of the study" (Ambert et al., 1995:885). The aforesaid depicted the structure that was utilized in order to produce a vivid and meaningful portrait of the results that were further used in the identification of a variety of trends that were aligned with the focus of the study. The variety of findings, which were a subsequent result of the interview and survey methodologies, enabled the investigator to portray an initial assessment of the estimations that were further analyzed in the succeeding parts of the investigation.

Outcomes Derived From the Interview Process

Various trends were identified and aligned within the scope of the study. The findings were the direct result of interviews conducted by including a mixture of managers who possessed a significant amount of military and corporate experience in addition to education from the three branches of the armed forces and various academic institutions. The aforementioned managers' answers provided a useful framework under which further analysis that was

conducted in the subsequent components of the study, enlightened and developed various aspects of management.

The research methodology as aforesaid, utilized fifteen professional managers from highly respected organizations who managed to contribute relevant material in more than 95% of the interview questions. The final stage of the process provided feedback to the participant interviewees regarding the latter representations and subsequently presented the findings in the study. The logic behind the above-said strategy was further supported by Shaw (1999) in her study regarding qualitative small firm research as she presented the strategy behind the presentation of her investigation's findings.

Logic for Providing Feedback to the Interviewees

Providing feedback to the interviewees served as a validation instrument of the understanding that the author established and subsequently published as a result of the interview process. In her work, Shaw (1999) noted that providing feedback to the persons who were involved in her study served a threefold perspective. First, it established "social validity" (Adam and Schvaneveldt, 1985 cited in Shaw, 1999), which affirmed that the understanding of the author regarding the interviewers' opinions was valid (Shaw, 1999). Second, it provided the framework with which the author was able with the "received feedback and, in view of any comments made" (Shaw, 1999), to re-evaluate the understanding that was depicted and make adjustments in order to accurately reflect the intentions of both the interviewees and the interviewer (Shaw, 1999). The latter also ensured that identification of "meaningful and insightful themes in the data and that the relationships between categories and the understanding which had emerged were valid" (Shaw, 1999). Lastly, providing feedback served a moral and ethical obligation, as it was agreed upon by the participants of the investigation that the author will provide feedback regarding the various stages and findings of the investigation (Shaw, 1999).

The purpose of the above-mentioned strategy was to provide the framework that ensured validity and alignment of the results with both the thoughts that were expressed by the participants and the focus of the research. Further analysis regarding weaknesses and problems of validity were elaborated in the following parts of the study.

Presentation of the Findings

During the variety of interviews conducted, a mixture of trends and information began to delineate a mental structural form, which the author further grouped and coded as part of the dissemination and presentation methodology of the findings that the study adhered to. The latter findings described a variety of experiences that affected the respective former and current military managers as they transitioned to their current working environments.

Candidates focused their respective answers regarding the reasons behind their decision to refocus their career path towards the continuation and development of their professional path, family empowerment, better quality of life as the direct result of a higher salary and the stability of a civilian profession. A small percentage of the interviewees faced health problems that along with the aforementioned reasons, acted as a catalyst in their decision making.

A pattern was formed reflecting the fact that managers utilized their military career as a medium to accomplish higher life goals. As they grew as professionals, the respective managers, after acknowledging the risk that were undertaking by joining the military in terms of human life or dismembered loss, formulated their strategies and objectives towards accomplishing their life vision by building upon their military and civilian education and profession. The latter enable them to further broaden their educational and business experiences.

Expectations that are Identified during Change

Although the majority of the interviewees did not possess a clear sense of what to expect or what their new employer required from them during their professional change as managers from a military to a civilian focus, they were able to identify significant attributes and knowledge that they had acquired during their tenure as military officers that were applicable and transferable in the civilian environment. Characteristics that were identified include personnel management, ability to lead from the front, goal focus, work under challenging conditions, mission-centered, strategic organizational skills, ability to make and own a decision, effective communication between various organizational layers, ability to be a team leader and collaborate with people from a diverse and various backgrounds in terms of ethnicity, gender, education, culture and societal background.

The mixture of managers who were interviewed either altered their career orientation towards business/public management and financial services or academic administration. The majority of views expressed during the interview process had an underlying concern regarding the perception peers in their new setting had of them as they transitioned to their new business framework from a non-corporate/academic environment.

The main inclination depicted was that individuals tend to have certain expectations from professionals transitioning from a military environment. Amongst the aforesaid expectations were the demonstrations of clear communication strategies, carefully planned strategies or missions, clarity of chain of command and reporting structures and hierarchy that is proven to deliver results and after appropriate adjustments can be utilized in any organizational framework.

None of the managers interviewed faced any difficulties or discrimination based upon their racial, educational or professional background during their transition process. A certain favorability and admiration towards the manager's prior military experience was identified

from their peers. It was the interviewees' belief that the majority of their colleagues were interested and intrigued but possessed no particular knowledge as to what the military profession entailed. A variety of individuals demonstrated great interest regarding the organizational structure of the military units and branches.

Most of the former military managers marketed themselves with certain modesty regarding their military past and when asked educated their colleagues regarding the latter. The latter identified a broader strategy that is often used in the intelligence community, which promotes the blending approach while at the same time maintains for its individuals a competitive advantage due to the particular skill set they have acquired from their training and its applicability to their new working environment. The above-mentioned tactic helps minimize any opposition or skepticism which can arise in competitive working environments.

To date there was no identification of any particular assumptions regarding difficulties that a manager with a non-corporate/academic career path might face in a civilian working environment. Nevertheless, some individuals were concerned regarding the depth of the knowledge in specific industries that they had compared to their peers, mainly due to lack of experience at the time of employment.

All participating managers obtained undergraduate, graduate and post-graduate degrees from well-respected military and civilian academic institutions. The aforesaid managers expressed with certainty the belief that they were more prepared to face uncertainty and could utilize a broader variety of skills towards accomplishing their business goals.

Relevant Knowledge and Experiences that Enhance a Firm's Efficiency

The understanding that the military is able to teach and subsequently benefit corporate, not-for-profits and educational institutions was formulated from the variety of answers and depicted the point that decisions need to be made, steps need to be taken and goals need to be

enacted. According to the managers' perspectives, the aforesaid can only be achieved with clarity of chain of command, clear lines of authorities, transparency regarding decision making, trust, efficient training, effective feedback regarding personnel performance and delegation of authority, decision making and work to subordinates. Furthermore, avoidance of micromanagement through methodical training and clarity of objectives will help achieve short-term goals that will lead to the accomplishment of the organizational vision. The aforementioned, as delineated from the interviews, will lead to clarity of the organizational structural scheme and will allow flexible management and effective decision making, team building and empowerment of the latter by eliminating individualistic motives that will promote positive outcomes with a clear and shared mission along with attainable goals.

In the military, professional development is carefully tracked, performance is carefully monitored, feedback is regularly given and evaluations are brutally honest. If people are ill-prepared to do the job, it quickly becomes obvious and steps are taken as a part of the evaluation and professional development system to either modify the individuals' performance or get them out. In the private sector the aforementioned strategy is taken on less systematically.

Transferable Knowledge and Attributes between the Civilian and the Military Environments

Various components of the respective frameworks were identified as having both positive and negative influences in an organizational structure depending on the situation and working mentality of the latter and its stakeholders. The ability to cope with uncertainty or changing conditions as the situation is constantly changing, the ability to work positively with personnel and manage them successfully, deal effectively with stress, capitalize on the ability to make under the gun decisions, responsiveness, responsibility and mastery of skills are transferable characteristics between the military and civilian environments. All expressed thoughts were aligned under the fact that in the military when you are asked to do a job, you

take on the task very seriously and do it to the best of your ability. Managers with military backgrounds feel a great deal of responsibility to their organizations and play an active role in attaining an organization's stated mission and goals.

In the military profession, many individuals derive a great deal of satisfaction from mastering a particular job, a skill set or an individual capability. These individuals exist in every military organization and are simply the subject matter experts in a particular domain that others are willing to defer to based upon their knowledge or abilities.

While military experience brings certain benefits to corporate, public or not-for-profit organizations, it can also bring a certain rigidity of thought and deference to chain of command that is counterproductive in more creative enterprises. The main tendency derived from the interviewees was that in the civilian world, though organizations vary tremendously in terms of their culture, mission, aspirations and goals, different types of managers with more comprehensive civilian experiences that may also be combined with a military background, are better suited to lead them than those with solely military backgrounds, as in most occasions, the latter require additional training and/or corporate experience. The bottom line pattern that was proclaimed is that flexible and open minded individuals can adjust their knowledge and managerial skills in order to adhere to an organizations flexibility and dynamic structure.

The majority of the managers who participated in this study, while they avoided sanctifying military management, were of the perception that corporate/public organizational management can benefit more from the characteristics a military manager brings to the corporate/public setting such as work ethic, increased discipline, strong leader, additional insight on a variety of topics such as political and military influences in global and national economies, business intelligence and project management. Although the latter formulated an

attractive setting of attributes, organizations must be prepared to educate and train those from the military as some of their industry specific knowledge will be lacking.

Concluding Observations

The main notion derived through the change of a manager from a military to a civilian setting was the adjustments that an executive must undertake in order to further blend and become more operationally effective in the new environment. During their transition, managers should adjust their working culture, behavioral patterns and various biases, which may have been acquired during their military service and in general, become more accustomed with the civilian work ethic.

Most of the managers were of the understanding that the military forces, its personnel and the military universities, which are responsible for the latter, have significantly progressed by adjusting their curriculums and training in order to adhere to the societal norms and global social trends. Although the preceding views were quite critical regarding the military working structure, the general understanding was that military management provides the civilian world with a solid framework of qualities, which when capitalized, can efficiently provide organizations with effective, efficient, task and goal oriented management that will increase productivity.

The above-mentioned qualities and attributes were further analyzed in the following sections of the study, which made known a comparison of the literature review with the findings. The latter comparison supported or dismissed several of the aforementioned findings and of those reported in the early stages of the reading and set the groundwork for further research opportunities.

CHAPTER 5

Discussion of the Findings

Continuing with the logical assessment and analysis of the findings that were depicted in the previous chapter of the study, the investigator further capitalized upon the aforesaid and showed evidence that the discussion questions and sub-questions were answered and that the latter information added to the existing knowledge and further delineated the challenges that the contemporary manager faces.

In qualitative research and analysis the researcher strives to deliver assumptions and concepts through generalizations, which may or may not be verified. Although verification can be part of a qualitative study, it is not always the main focus of qualitative researchers, as the latter "are far more likely to search for generalizations than to verify them" (Peshkin, 1993:27). Verification is a generic term that is used to test the validity of the researcher's claims, as the latter strives to prove, rebut or support the investigation's hypothesis and/or research questions.

Regarding the term verification, Peshkin (1993:27) stated, "I hesitate to use this latter term because testing, in its customary association with quantitative research, requires particular procedures. These are not the procedures of qualitative research. Nonetheless, qualitative researchers indicate that they engage in verification and seem not to hesitate, as I believe they should not, to report their findings". As the development of the qualitative field of research continued throughout the years, various techniques such as triangulation were developed, which allowed qualitative researchers to integrate quantitative instruments into their research methodology and allowed enhanced verification of their findings.

Although the aforesaid technique was not employed directly in this study, the author attempted to make a comparison of the results identified in the previous sections with the

literature that was reviewed in the foregoing parts of the investigation, which partially utilized triangulation techniques. This allowed the researcher to verify to the highest extent possible the aforementioned data and suggest concepts that will benefit the management practice.

Analysis of the Results and Subsequent Relation to the Research Questions

Management as a science, art or practice seeks to develop and apply theories which nest their foundation in the observable behavior by capitalizing on past theories that do not presently suffice in the business world and expand the latter through a revolutionary combination of old paradigms with current managerial frameworks (Kuhn, 1970 cited in Gribbins and Hunt, 1978:142). Rudner (1966 cited in Gribbins and Hunt, 1978:142) identified the aforementioned practice as the "logic of discovery".

The aim of this study was to suggest the common framework of attributes and new theories that management can employ and hence, promote in the business and military environments by revolutionizing past stereotypes and business practices and by utilizing the logic of discovery to identify the variety of similarities that are derived from the military and civilian environments.

While analyzing the above-mentioned results, it was essential to reaffirm that the mechanisms behind the processes of this investigation were derived from a hybrid of past theories and studies, existing practices and the stated research questions that allowed a variety of inquires to be performed, each leading to information from where grounded theory emerged. These components were vital in the thought process as they allowed for the establishment of a starting point; a vision to explore that encompassed the research goals, revolutionary logic and theories, and management attributes that in the end suggested benefits to management practitioners and researchers.

Social Context of the Findings

During the interview process a number of opinions were stated by management executives from both the military and civilian environments in alignment with the study's objectives. The aforesaid opinions delineated clear career and life paths of the respective managers, which as noted, had a catalytic effect in their lives. Commencing their transition, the interviewees embarked in an academic, professional and life-changing journey that reshaped their personalities and life styles. As proclaimed in the presentation of the results, a number of managers stated that changing their professional goals and orientation was not only a result of their career saturation or accomplishments towards fulfilling their academic vision, but encompassed a decision that had to be made regarding personal and family obligations.

Although the military profession establishes professional, social and family security by providing a stable annual income, social security and health insurance benefits along with a mixture of family provisions such as military housing and monetary incentives for academic development, it deprives the respective families from spending significant time with each member. Military managers devote substantial time pursuing their profession away from their families. The latter does not only refer to the challenges that military officers face during their military career but also to the underlying norms that their family and their respective living arrangements must adhere to.

The majority of the participating executives elaborated on their efforts during their tenure in the military and pictured their non-traditional employment path as a medium to accomplish their education and business development goals. The trend that was further identified depicted a development path that the military forces of the United States further capitalize upon, which the aforementioned managers utilized as well, and further promotes the military career path as way to accomplish goals in higher education, professional development and family security.

The current global environment, with its continuously changing structure, financial and economic uncertainty and demands in terms of societal, academic, professional and national and global security needs, gave a considerable boost to the military profession and education. This is evident through the demographic information that can be found not only on the websites of the three major U.S. military academies, but also amongst the national military academies of a variety of countries with strong history in military leadership and education such as Greece, France and Great Britain. Dynamically changing working conditions and global business frameworks demand their members to possess a comprehensive higher education, which the participating managers mastered as military personnel, graduate students and corporate/academic employees.

Nevertheless and as above-mentioned, the results of this study identified the military profession as a medium for potential corporate and public organization executives to enrich their academic and professional arsenals and hence, successfully transition into their respective working environments. A better understanding behind the needs for refocusing their career orientation was observed from the cases of the study's participants. The investigator, in an effort to map the driving forces for the transitioning managers, suggested that amongst the catalytic reasons for changing professions are the more lucrative reimbursement and quality family time that the private and public sector offers to its employees.

Although in the current times the latter may be viewed as situational irony since the same business environment that many of the transitioning managers aspired to be part of and accepted in is now decaying and trying to reinvent itself as it lies behind the worst financial, societal and global crises that our world has faced since the Great Depression. Many of the managers who made the transition or were about to complete the latter, found themselves either out of work, waiting in the long queue of an employment agency or living a life of

complete uncertainty by not knowing what their professional and subsequent social future would be.

Views for the Transferability of the Results in the Civilian Environment

The views that were identified and subsequently supported the notion of transferable attributes between the military and civilian environments depicted an over-the-counter exchange market place in which the basic working framework remains the same but the trading entities adhere to a slightly different work ethic. Both entities benefit and further complement their structures by adding human capital and their operational and professional experiences in their inventory of assets.

According to the results reported in the preceding sections of the study, a variety of common denominators between the military and civilian worlds were suggested such as the need for clear communication strategies, high work ethic, flexible organizational structure, ability to make decision under the gun and cope with uncertainty, strong leadership, clear vision and strategy and clarity of chain of command. These organizational components are essential to organizations in order to be effective, efficient and flexible as they enable their operations in a constantly changing global environment.

Participant managers supported the notion that although military management can enrich its civilian counterparty with a mixture of competencies, if applied as is, can create rigidity to the organizational infrastructure and frustration to its members. Hence, although military management is the forefather of today's organizational management, the former was designed for and finds its application in strict, disciplined and straightforward environments, whereas the latter is applied in civilian frameworks with less rigid working structures where the organizational vision and strategy are not always aligned with the primary objectives and vision of the shareholders, executive management and employees.

Both the before-mentioned managerial structures can benefit and complement each other by exchanging components that increase their personnel's organizational awareness, feelings of belonging, flexibility, operational rigor and decision-making abilities. Moving a step forward and adding to the previous inputs is the perception that former military managers who transition under the public or corporate umbrella are expected to possess certain qualities such as the aforesaid that will complement the company's operational procedures. Such expectations may lead to problematic relations between the respective managers and their peers, who do not always share the firm's vision, strategy and willingness. A clear policy should be constructed and communicated throughout the organizational layers to clearly dictate how the new members will benefit the company and how the latter can adjust in order to maintain its competitive advantage in the global market.

Nonetheless, a pool of attributes was identified that adds value to both managerial styles from the mixture of opinions collected during the interview process. Attributes such as those described in the previous sections of the dissertation can be dynamically adjusted in order to better serve the needs, style and structure of the organization and the clientele that the latter addresses.

Identification of these qualities was only one component of the equation. Other factors were taken into account such as personnel training and education, incorporation of current social and cultural trends and adaptation to globalization of communication and technology system commands. A corporation is maintained as long as it brings value to society and hence, the former must stay abreast of world developments and focused on its vision.

Research Questions and Links with the Findings

This study utilized a methodology that capitalized upon the fact that managers have been transitioning from the military profession to the civilian management practice since the inception of management as an art. Both of these managerial structures conduct their business

under the primary principle of benefiting their stakeholders and providing value and vital feedback to both the above-mentioned environments in order to determine valuable pools of characteristics, which can complement the research and development of organizational management.

Military and civilian management are interconnected in the sense that through the former the latter was created and developed. Due to the interconnection, common platforms existed for transitioning managers to perform their duties and develop the respective practice. The research questions that were identified earlier in the study strived to identify these common denominators that made the two-way development of management possible.

Each of the research questions and sub-questions were successfully answered as the interviewees managed to provide sufficient information regarding their professional development, education and views regarding the military and civilian professions and their respective environments. The mixture of information provided in the prior stage of the study further met the requirements and the topic of the investigation and hence, affirmed the interconnection between the findings and research questions.

Specifically, the participant managers met the requirements set by the author regarding both the interview and research questions by analyzing education, skill and experience requirements and by submitting their understanding regarding the weaknesses and strengths that the military and civilian sectors have maintained. Subsequently, the aforesaid opinions and mindsets supported the framework that management practitioners and researchers can employ to identify the linkages between the data, theories and the creative inquiry that were applied and analyzed in this research.

Interconnection of the Findings with Existing Studies

During the literature review conducted in the preceding sections, a number of theories and findings were suggested that underpinned this study and depicted significant steps in the development of the management discipline. These theories provided this investigation with the theoretical framework, which was further utilized for the purpose of developing multiple stage research that suggested a variety of attributes that can be commonly used between the civilian and military working environments and further benefit both managers and researchers.

Comparing the literature and the respective findings of this investigation, an identification of the similarities between the above-mentioned was accomplished. The latter offered both validation criteria and points of comparison that the researcher employed to methodically support or reject the mixture of the results that were examined prior.

Comparable Information from the Findings

The review of the literature described various points of information that showed that since ancient times strategic management has employed skills and frameworks such as discipline, ability to lead from the front, decision making under rigorous settings and administrative structures in order to efficiently apply strategies in the theatre of operations, which provided armies with a competitive advantage and enhanced their strategic supremacy.

Delineated in Sun Tzu's (n.d. cited in Griffith, 2005) book *The Art of War*, he proclaimed various battle tactics that if followed correctly, would enable a military leader or manager to win a war. The objective for success in situations outside of war is to imitate the various military managerial models in order to identify transferable attributes that can be applied in the civilian world.

The prior-mentioned information were identified in the work of both Talbot (2003:332-337) and Lee et al. (1998:97-98), as they described how the latter were adopted by various governmental schemes, military entities and business groups. The above-mentioned characteristics were utilized and adjusted from civilian structures in order to conform to societal needs and further complemented the formation of structured business operations that paved the way for the advancement of the management discipline.

The substance of the prior-mentioned records were supported in the findings that this study produced, as the gathered information indicated that the participant managers adhered to similar disciplines promoted centuries ago from practitioners of the military and civil worlds. Characteristics such as discipline, leadership, communication efficiency, effective decision-making, and ability to work under stressful and risky environments, along with the capacity to devise strategies and produce competitive advantages to an organization are amongst the variety of attributes that were underlined during the interview process as transferable to the civilian setting.

Many military managers have historically held a dualistic approach in their career paths. Since ancient times to the most recent times of our history, we have examples of charismatic leaders, such as King Pericles of Athens, King Leonidas of Sparta, Emperor Napoleon, General and politician Colin Powel and various other personalities of the political and business worlds, who were generals, civil rulers and successful managers of their ruling domains. Military managers who have transitioned to the civilian environment bring a certain niche of qualities and knowledge with them that with further development and adjustments can be a beneficial contribution to the management practice.

McClellan and Whistler are amongst a variety of transitioned military officers who set the basis, with their West Point academic backgrounds, for the transferability and capitalization of the military managerial attributes that were subsequently developed from civilian managers

and researchers to match the societal trends and working norms (Talbot, 2003:338). The latter personalities and prior depicted findings in addition to the participating managers in this investigation are evidence of an ongoing two-way relationship between the military and civilian structures that define a developmental approach towards management and its practices.

Management's development has been a dynamic procedure and an evolution of ideas, theories and experiences, an exponential exchange of thoughts that along with creative destruction led to continuous assessment of structures and business dynamics and hence, to today's business reality (Schumpeter, 1950 cited in Koch, 2007:28-29). This was further underpinned by the thoughts declared in this study as most of the managers interviewed supported the exchange of ideas and philosophies between the military and civilian frameworks, which along with technological evolution and behavioral adjustments, leads to the new type of organization that the globalization of society and business demands.

Final Remarks on the Findings

Avoiding the critical description of the organizational weaknesses of the military and civilian working environments will produce a falsification regarding the effectiveness of the transferable characteristics and operational norms that the two environments share and capitalize upon. Military and political juntas, rigid military structures consisting of many hierarchical layers of command and decision approval along with corporate environments with insufficient span of control and structures that do not suffice corporate security and do not align with government directives are amongst the examples that deliver counterproductive results and should be avoided.

Detailing examples from the prior-mentioned military, corporate and political groups was feasible but beyond the scope of this study as the latter has a business focus and strives to

develop the management practice than to investigate political agendas and/or ideologies that had and continue to have a negative effect on the latter.

Autocratic and rigid approaches in human and asset capital management support the before-mentioned ideas since they tend to promote social and working relationships that are based upon power and rule of arms. Direct application of management ideas that served or serve a specific framework is not an efficient practice. The strategy of a one size fits all that can be applied to a mixture of situations has significant weaknesses if applied to each structure without adaptation.

The prior thoughts were supported both by Bolman and Deal (1997:101) and the participant managers of this study. In particular, the academic work of the former described an example of the Korean War veteran David Swanson and his familiarity with Procter & Gamble's management praxis, whereas the latter advocated personnel training and development in correlation with transferable and adjustable management strategies and working norms, which can satisfy the organizational requirements.

Eggensperger (2004:54), as mentioned in the earlier stages of the investigation, promoted the idea of commonalities between the civilian and military systems and in his study, described the operational framework of Special Forces teams. The latter perform their operations under the military management structure, but further flex the latter in order to comply with the strategies and goals that their missions demand.

The aforesaid also complemented Bolman and Deal's (1997) study and subsequent ideas of the interviewees as they underlined the necessity of the cooperation between the relevant environments utilizing customization models that allow management practices to be tailored to the needs of the operational situation and organizational agenda. This allows managerial strategies to be utilized that will increase the level of efficiency and productivity of the human

capital teams, either military or civilian, while they are performing their duties and meeting the demands of their mission.

Management, Leadership and their Correlation

Management and leadership are common denominators of various operational structures. Although often times they are utilized simultaneously, a separation of the two disciplines when analyzing organizational domains is evident and appropriate. As they correlate to individual characteristics of military and business frameworks and attributed to job descriptions of executives, management and leadership should remain separate yet connected as leaders and managers must differentiate between leading and formulating visions and managing with strategies and objectives to achieve the latter.

Executives who participated in the interview process delineated, as noted in previous sections, a variety of ideas and views regarding management and leadership and underlined the importance of the ability to actively distinguish between prior employment status and current roles in order to avoid micromanagement, conflict of duties and adverse results from misinterpretation of their job description.

The above-mentioned were in support of a variety of perspectives expressed by academics and researchers through the literature review. Honoré (2009 cited in Robison, 2009:2) and Cohen (1998:2) advocated as to how leadership, in combination with effective management, can produce superior results that maintain the alignment with the organization's strategic intent and achieve competitive advantages resulting in market superiority.

In depth expertise, caring about your people, understanding your limits, showing loyalty, putting duty above your needs and efficient and effective leadership are amongst the characteristics that both managers and leaders must share and understand. Leading is about giving inspiration and motivation to followers while managing pertains to transforming the

inspiration and motivation into actions, strategies and accomplishable objectives. A coexistence, coordination and interoperability of the two qualities should exist in harmony in order to further complement the organization's operational environment and consequently promote collegiality.

In summary, an important point denoted by both participating executives and prior studied researchers is the significance of effective communication, constructive exchange of thoughts, inclusive behaviors and comprehensive feedback between managers, leaders, subordinates, followers or employees. Both Jago (1982:316) and Bolden and Gosling (2006:148) subscribed to the concept that leaders and managers should not exist in a vacuum. Successful and smooth working infrastructures are the fruit of team-oriented behaviors that along with participating leadership and structured operational plans can lead to superior performance.

CHAPTER 6

Conclusions and Recommendations

Management practice strives to optimize organizational outcomes by putting into action a variety of strategies and operational plans that are needed for the achievement of objectives determined by the leading executives. Business and public organizational frameworks are utilizing prior declared techniques, which allow them to identify the best practices and a mixture of transferable attributes from co-existing environments and hence, manage their assets rigorously and efficiently. Furthermore, researchers and academics capitalize upon existing and developing studies in order to expand upon existing theories and develop concepts through qualitative and/or quantitative investigations. This allows management practitioners to utilize all existing information and techniques in order to maintain a competitive advantage over the competition in their respective environment.

Along with research opportunities and experimentation on applicable theories, subsequent weaknesses of the latter and implications on management from the above-mentioned investigations and practices are derived and contemplated in this section. Research questions, findings, research techniques and weaknesses were revisited as part of the audit path that the investigator adopted.

Qualitative research was deemed appropriate for this study, for reasons previously mentioned, since it focused on identifying the specific relationships between two managerial environments and how the latter can exchange information in order to establish and maintain viable, lean and fruitful work processes. "Qualitative research is now a growth industry and a research methods utilization success story, the very success of which has engendered a renewed imperative to make better use of all of the research findings produced from qualitative research" (Sandelowski, 2004:1368). This study optimized the aforesaid by

suggesting information that can be used by managers during the various stages of their professional careers.

Findings and Implications for Management

While assessing the results from the interview process a variety of findings emerged and as underlined in prior sections of this study, provided an excellent working platform from which the investigator was able to identify a mixture of patterns regarding management attributes and techniques transferable and applicable between the military and civilian infrastructures. During the latter analysis, the relationship between the military and civilian management was reiterated and further underpinned by both the studies of well-accomplished academics and researchers and by the validation of the latter through the findings.

Research questions, as previously noted, served as a guide for the development and formation of the interview questionnaires. Although the research questions provided the direction for this dissertation, a detailed investigation of the results and their correlation to the utilized literature was appropriate in order to deliver reliable data that were aligned with the focus of the study and the management practice.

Hence, the above-mentioned research structure provided the study, the recipients and end users of this investigation with an in-depth inquiry and a reliable body of scientific written material to support the latter. This notion is underpinned by Meyrick (2006:804) as she stated that "good research of any kind makes the aims and objectives of the research and research question clear for which appropriate methods can be selected. This is generally more robust when the researcher can demonstrate that they have established methods through reference to a body of literature".

Summary of Findings and their Relation to the Research Questions

A number of characteristics were recognized and utilized by management executives, which enabled them to be more effective in fulfilling their duties while simultaneously allowing organizations to apply lean management and become well organized. The latter attributes were also identified, as depicted in preceding sections of the dissertation, in a variety of academic publications regarding military and civilian management and history. This allowed for the emergence of a multi-dimensional working and research framework that suggested common denominators in the management discipline that can be simultaneously capitalized upon in the civilian and military environments.

Findings that were identified and previously recorded encompass a mixture of attributes and qualities that established a pool of characteristics from which managers with military and non-military backgrounds can capitalize upon and with further training and adjustment can become valuable assets in their respective environments. This was aligned with both the purpose from which the research questions were constituted and the declarations that were derived from the body of literature.

Summarizing the results produced by the participating managers affirmed that prior experiences and education are valuable assets that can be adopted from the military and civilian structures. Discipline and obedience under logical frameworks, effective leadership, two-way organizational communication, effective decision making and maintaining ownership of the latter, capability of thinking outside the box and the ability to perform under strenuous and precarious environments are amongst the qualities that managers can utilize either from their military background or by attending courses that teach and develop such attributes when transitioning to the civilian environment.

Although the aforesaid information presented by previous and current military personnel depicted a flawless image regarding the military world, the interviewees attributed to the latter

various setbacks regarding the operational development and dynamic adjustment of military management to changing societal norms. Often times, military organizations are identified as tall institutions with many layers of command and great rigidness in their decision making processes which could result in inefficient frameworks.

Managers further underlined the fact that not all individuals coming from a military environment are suitable to manage in a civil firm. A number of transitioning executives from the military profession possess qualifications in a narrow focused managerial niche and thus, further education, training and development of the relevant personnel is appropriate before entering the corporate or the public setting.

The earlier noted research questions guided this research according to the focus of the study's topic and the above-mentioned information and findings reiterated the crucial role of military management in the establishment of civilian forms of management. The research questions that were utilized in this investigation were answered to the highest extent possible, as various information was produced that delineated the interoperability between military and civilian management and the applicability of the prior experiences of transitioning managers to their new operational setting. This was further underpinned by the fact that transferable attributes were suggested between the two working frameworks, which were validated from the aforesaid bibliographies.

Related Implications for Management

Talbot (2003:338-339) noted, as the United States military was maturing during the twentieth century it subsequently reflected the conservatism of the European military system and its inertia resulted in "a complete reversal of initial formative practices". This had an adverse effect on the simultaneous development of military and civilian management since the former applied to its structure specific appropriations from the advancement of the latter (Talbot, 2003:338-339). The aforesaid was maintained until the Vietnam War when military

management lowered its defenses and allowed for a variety of influxes from the civilian managerial model to be applied on the field of operations (Talbot, 2003:338-339). The before-said had a negative side effect as it produced the feeling and organized military units as company stock in a market place in which a manager calculates the market movement and stock turnover and hence, adjusts the dynamics of the firm as deemed appropriate (Talbot, 2003:338-339). Thus, as history relates to modern academics and researchers the progress of the military management practice was a "struggle between heroic leaders and military managers" (Talbot, 2003:338-339) in which the former strived to maintain "traditionalism and glory" (Talbot, 2003:338-339) and the latter to "direct combat organizations with the most rational and economic ways" (Talbot, 2003:338-339).

In the current operational environments such conflicts have been somewhat resolved because modern urban warfare demands strong logistical and technological support that only advanced managerial structures can deliver. Nevertheless, advancement in the battlefield requires not only adequate logistical competencies, but also leadership and "the heroic traditions of fighting man, which can only be preserved by military honour, military tradition, and the military way of life" (Janowitz, 1964 cited in Talbot, 2003:338).

The above-mentioned should be taken under great consideration by military and civilian managers, researchers and academics in their efforts to develop the frameworks that the former will utilize during their employment reorientation and working approach and the latter will base their subsequent research and application of the existing validated theories.

The correlations between military and civilian management maintain roots in archaic times and although the latter relationship is strong, it is important to maintain a balance in the influxes that exist between the two structures. This balance is vital in order to avoid conflicts, negativity, aggressiveness and antagonism between the two structures.

Participating executives in this study promoted the military background as a significant factor for a comprehensive managerial career along with their previous, current and ongoing studies, developments and achievements. The underlying interconnection between the parallel existing managerial environments that this study suggested extends deeply within the management practice and can significantly benefit its practitioners and investigators by promoting structures commonly accepted and executive qualities that will be utilized and developed concurrently and according to the organizational setting.

Talbot (2003:339) referred to the expansion of military management in civil circles as a paradox since its practitioners and military officers avoided referring to their managerial duties for fear that they would "compromise their inherited martial and warrior roles". The latter expansion was achieved mainly in the civilian and business sectors by various publications that depicted military tactics under business structures and more specifically from the translation of the book *The Art of War*, which was written by the Chinese General Sun Tzu (n.d.) and utilized by several present day aspiring managers (Talbot, 2003:339).

Investigators who have the development and proliferation of the management practice as their main focus should capitalize upon existing research in combination with developing studies to produce a contemporary body of literature that will exploit and combine a range of characteristics that military and civilian management environments can offer.

Research Limitations and Further Research Opportunities

In the process of conducting this study, various challenges were taken into account such as time restraint, topic focus, lack or over saturated depth and breadth of information and the recognition of the limitations regarding the investigation's resources. The resistances of a number of executives to either not participate in the study or to not provide any references regarding acquaintances from their social or business circles who could participate in the

dissertation, led the investigator to conduct the data collection with a more narrow pool of management practitioners and human resources experts.

Although the latter were selected from a group of well established corporate, public and military organizations, it was necessary for the author to account in the data collected from the aforesaid cluster of managers, a marginal variation of error due to personal convictions, experiences, academic, cultural and ethnic backgrounds of the respective personnel. This in combination with the author's non-deliberate influence on the expressed thoughts and the consideration of weaknesses and limitations that were expressed in the utilized body of research by its respective authors delineated the imperfections that were necessary for the writer to account for.

"No research paradigm has a monopoly on quality. None can deliver promising outcomes with certainty. None have the grounds for saying "this is it" about their designs, procedures, and anticipated outcomes" (Peshkin, 1993:28). Elaborating on Peshkin's (1993) inputs an acknowledgment was made related to fact that although the author strived to account for all the weaknesses that qualitative research entails, this may not have been achieved to its full potential. Limitations and confinements in qualitative, quantitative and triangulation techniques existed and will continue to exist in correlation with our humanistic weaknesses, personal inputs based on prior memories and societal discrepancies.

None is able to fully measure the personal involvement and mental state of a writer and the influences from external variables that affect the research capabilities at the time of composing a research project. This is additionally supported by Dixon-Woods et al. (2004:224) as they noted, "a study may be judged to have followed the appropriate procedures for a particular approach, to give information on selection of participants, and to provide clear details of the method followed. Yet the study may suffer from poor interpretation and offer little insight into the phenomenon at hand. On the other hand, a second study may be flawed

in terms of the transparency of methodological procedures and yet offer a compelling, vivid and insightful narrative, grounded in the data".

Feasible Options for Complementary Exploration

Additional insights can be explored in future studies by incorporating statistical analysis and subsequently adopting the triangulation research method that would produce views with regard to a variation analysis of the means and the correlations between the numbers of transitioning managers and organizational performance. This may result in an examination of the mixture of qualities that are capitalized upon in the transitioned managerial framework and how the previous information affects the organization's market share, operational efficiency and stakeholder satisfaction.

Academics, firms and executives can further benefit from the above-mentioned and hence, "increase the probability of beating competition by forecasting as far as possible relative strengths and weaknesses, and so anticipating outcomes when competition is entered into. The ultimate purpose for implementing systematic, rational and strategic approaches in management is to win and keep on winning" (Lee et al., 1998:111). Strategic management theorists should therefore incorporate additional frameworks in their research, such as the Special Forces' operational code and composition combined with the flexibility with which civilian managerial domains are adjusting. Incorporation of various frameworks will enable researchers to more successfully meet the requirements that globalization of the market place demands.

Concluding Arguments and Thoughts

The art of management has been a developing discipline of the business and governmental institutional structures, allowing competent commanders/managers to make the most of organizational assets in ways that will deliver maximum value back to the institution's

stakeholders. The latter has been occurring since before the tenth century BC, when ancient Greeks led and managed troops in battle and were simultaneously cosmic and military rulers and managers.

During the evolution of management, various environments affected the latter practice with the military world setting the foundation. A variety of scholars and researchers strived to decode the mixture of the military theory and battle tactics and applied them to businesses and public institutions. The latter movement, with its growing literature base, has been quite successful but still needs to intensify its actions as a variety of executives transition between the military and the civilian environments and the need for a more comprehensive guide and body of research is evident.

Civilian and military management should exist in a dynamic and simultaneously interactive framework under which common attributes can be exchanged and developed for its environment individually and in coordination. This study suggested that common denominators between the two environments do exist and can be used to expand the aforesaid practice and its practitioners. In order to achieve this, both management fields and its personnel should not exist in a vacuum and should strive to apply the appropriate values and managerial norms that their vision demands.

Management practitioners who participated in this study expressed various views regarding their initial feelings during their transitioning and adaptation period into the civilian world. When each attempted to make their career change they faced a range of minor difficulties in a previous unexplored territory. This presents a challenge for the management practice since as above-mentioned, additional steps need to be taken in order to bridge the gap that time and alienation of the military environment has caused. This study can be used along with a number of related projects and publications as the basis for a guide concerning personnel transitioning from the military to the civilian environment and vice versa.

In summary, the development of management is essential as corporate, public and military schemes are dependent upon the former as they strive to maintain their competitive advantage that will allow them strategic supremacy. Management professionals must be able to adapt as the scenery of operations continuously evolves and the transition between occupational arrangements is a constant phenomenon. This thought is underpinned by Lee et al. (1998:111) as they stated, "it is important to understand the army's capability in adapting their strategies and tactics to changes in the external environment. Such a capability is equally essential in modern business organisations".

REFERENCES

Ambert, A. M., Adler, P. A., Adler, P. & Detzner, D. F. (1995) 'Understanding and Evaluating Qualitative Research', *Journal of Marriage and Family*, 57 (4), pp. 879-893, Jstor [Online]. Available from: http://www.jstor.org/stable/353409 (Accessed: 05 April 2009).

Biklen, K. S. & Bogdan, C. R. (1982) *Qualitative research for education: An introduction to theory and methods*. Boston: Allyn and Bacon.

Bolden, R. & Gosling, J. (2006) 'Leadership Competencies: Time to Change the Tune?', *Journal of Leadership*, 2 (147), Sage [Online]. DOI: 10.1177/1742715006062932 (Accessed: 17 December 2008).

Bolman, L.G. & Deal, T. E. (1997) *Reframing organizations: Artistry, Choice, and Leadership*. San Francisco: Jossey-Bass Publications.

Cohen, W. A. (1998) *Business Is Not War, But Leadership Is Leadership* [Online] Los Angeles: Business Forum. Available from: http://www.allbusiness.com/specialty-businesses/740068-1.html (Accessed: 17 December 2008).

Creswell, J. W. & Miller, D. L. (2000) 'Determining Validity in Qualitative Inquiry', *The Journal of Theory into Practice*, 39 (3), pp. 124-130, Jstor [Online]. Available from: http://www.jstor.org/stable/1477543 (Accessed: 17 March 2009).

Dixon-Woods, M., Shaw, R. L., Agarwal, S. & Smith, J. A. (2004) 'The problem of appraising qualitative research', *Journal of Qual. Saf. Health Care*, 13, pp. 223-225, Qshc.Bmj [Online]. DOI:10.1136/qshc.2003.008714 (Accessed: 17 March 2009).

Eggensperger, J. D. (2004) 'How far is too far? Lessons for business from ultra-high-performing military teams', *Journal of Team Performance Management*, 10 (3/4), pp. 53-59, Emerald [Online]. DOI: 10.1108/13527590410545045 (Accessed: 17 March 2009).

Flick, U. (2002) 'Qualitative Research - State of the Art', *Journal of Social Science Information*, 41 (5), pp. 5-24, Sage [Online]. DOI: 10.1177/0539018402041001001 (Accessed: 17 March 2009).

Gribbins, R. E. & Hunt, D. S. (1978) 'Is Management a Science?', *The Academy of Management Review*, 3 (1), pp. 139-144, Jstor [Online]. Available from: http://www.jstor.org/stable/257586 (Accessed: 13 March 2009).

Griffith, S. B. (2005) *Sun Tzu: The Art of War*. 2nd ed. London: Duncan Baird Publishers Ltd.

Hill, L. A. (2003) *Becoming a Manager*. 2nd ed. Boston: Harvard Business School Publishing Corporation.

Hughes, R. L., Ginnett, R. C. & Curphy, G. J. (2006) *Leadership: Enhancing the Lessons of Experience*. 5th ed. New York: The McGraw-Hill Companies, Inc.

Jago, A. (1982) 'Leadership: Perspectives in Theory and Research', *Journal of Management Science*, 28 (3), pp. 315-336, Jstor [Online]. Available from: http://www.jstor.org/stable/2630884 (Accessed: 16 December 2008).

Koch, C. G. (2007) *The Science of Success.* New Jersey: John Wiley & Sons, Inc.

Lee, S.F., Roberts, P., Lau, W. S. & Bhattacharyya, S. K. (1998) 'Sun Tzu's The Art of War as business and management strategies for world class business excellence evaluation under QFD methodology', *Business Process Management Journal*, 4 (2), pp. 96-113.

Maxwell, J. A. (1996) *Qualitative Research Design: An Interactive Approach.* Applied Social Research Methods Series. Volume 41. California: Sage Publications, Inc.

Meyrick, J. (2006) 'What is Good Qualitative Research?: A First Step towards a Comprehensive Approach to Judging Rigour/Quality', *Journal of Health Psychology*, 11(5), pp.799-808, Sage [Online]. DOI: 10.1177/1359105306066643 (Accessed: 4 May 2009).

Palmer, I., Dunford, R. & Akin, G. (2006) *Managing Organizational Change; a Multiple Perspectives Approach*. New York: The McGraw-Hill Companies, Inc.

Patton, M. Q. (1987) *How to Use Qualitative Methods in Evaluation*. 2nd ed. California: Sage Publications, Inc.

Peshkin, A. (1993) 'The Goodness of Qualitative Research', *Educational Researcher*, 22 (2), pp. 23-29, Jstor [Online]. Available from: http://www.jstor.org/stable/1176170 (Accessed: 4 May 2009).

Ploussiou, L. J. (2005) *Establishing Legitimacy: An Analysis of a College President's First Year at the Helm*. Ann Arbor, Michigan: ProQuest Company.

Robison, J. (2009) 'A Military General's Leadership Lessons', *The Gallup Management Journal*, pp. 1-7, Gmj [Online]. Available from: http://gmj.gallup.com (Accessed: 23 February 2009).

Sandelowski, M. (2004) 'Using Qualitative Research', *Journal of Qualitative Health Research*, 14 (10), pp. 1366-1386, Sage [Online]. DOI: 10.1177/1049732304269672 (Accessed: 17 March 2009).

Sandelowski, M. & Barroso, J. (2003) 'Writing the Proposal for a Qualitative Research Methodology Project', *Journal of Qualitative Health Research*, 13 (6), pp. 781-820, Sage [Online]. DOI: 10.1177/1049732303013006003 (Accessed: 17 March 2009).

Seale, C. & Silverman, D. (1997) 'Ensuring rigour in qualitative research', *European Journal of Public Health*, 7 (4), pp. 379-384.

Shaw, E. (1999) 'A guide to the qualitative research process: evidence from a small firm study', *Qualitative Market Research: An International Journal*, 2 (2), pp. 59-70, Emerald [Online]. Available from:

http://www.emeraldinsight.com.ezproxy.liv.ac.uk/Insight/ViewContentServlet?contentType=Article&Filename=Published/EmeraldFullTextArticle/Articles/2160020201.html (Accessed: 05 April 2009).

Talbot, P. A. (2003) 'Management Organizational History – a military lesson?', *Journal of European Industrial Training*, 27 (7), pp. 330-340, Emerald [Online]. DOI: 10.1108/03090590310490007 (Accessed: 23 February 2009).

University of Liverpool/Laureate Online Education (2008). *Topic Selection from MBA Research Methods Training Module Seminar 1* [Online]. Available from: University of Liverpool/Laureate Online Education VLE (Accessed: 06 January 2009).

White, B. (2007) *Dissertation Skills: for Business and Management Students*. 7th ed. London: Thomson.

Yin, K. R. (2003) *Case study research: Design and methods*. 3rd ed. Thousand Oaks, California: Sage Publications.

APPENDICES

Appendix A

Interview Guide for Executive Search Firms

What are your considerations when looking at candidates for management positions that possess military backgrounds? Are you looking for a particular set of skills?

Do you have any concerns when choosing military personnel? If so, what are they? Do employers have any concerns?

What do you feel are the strengths of a candidate who is transitioning from a military environment? Please list and provide explanations.

Does any skill or background stand out from the pool of military candidates when compared to candidates without military experience?

From which military branch have you seen the biggest influx of management candidates?

Do the institutions you are conducting the search for make specific requests for qualities they would like to see in a manager? In your view, what have been the more pressing qualities asked for by firms?

Do companies ever make requests for interviews with candidates with military experience? If so, how often does this happen? If not, do you feel the companies are open to any candidates as long as they are qualified?

Are there some institutions that are opposed to interviewing candidates from non-traditional backgrounds? If so, what types of institutions are these? Have you ever felt strongly that a candidate coming from a military background was the best for the job, but the company refused to interview him or her because of his or her background?

When you have placed candidates with military backgrounds in positions, do they often succeed and remain with the organization? Do individuals directly from the military have difficulty transitioning into organizations? If so, why do you think this is?

Appendix B

Interview Guide for Managers with a Military Background

Why did you decide to change your career path? What was enticing and appealing about the career/position?

What is your understanding of the characteristics firms/institutions were/are looking for in a manager? Do you believe you meet these characteristics?

Did you pitch yourself a certain way during the interview process? Did you wonder if various constituency groups would have problems with your non-traditional, non-corporate background? Do you believe that with your non-traditional path to the corporate/educational environment you bring certain assumptions to the table?

Since you assumed your new role, have you met any opposition from a constituency group? If so, how do you present yourself to and deal with those who are skeptical of your background and abilities?

Do you feel that it has been difficult to operate in an environment in which your colleagues have taken more traditional career paths?

What ideas do you have that derive from your military background and education, regarding what should change to allow the organization to operate more efficiently and effectively?

What do you feel are the characteristics that individuals with military backgrounds possess that are transferable to the corporate/educational world? Please describe in detail.

Do you feel individuals without military experience are good managers? If so, why?

In what areas of a corporation/educational institution can the knowledge obtained from your military experience be applied?

What do you feel were the biggest obstacles you faced during your first year in an organization after your transition out of the military? How did you handle them? What do you believe are the obstacles you face going forward?

What do the transitioning military managers need to change or adjust to make the transition?

What do you believe are the benefits, obstacles and implications that the corporate world and educational institutions face by hiring those with a military background in management positions?