

## **George E. "Chip" Pickett**

Mr. Pickett is the Vice President for Marketing and Business Planning in the Electronics and Systems Sector (ESSS) of Northrop Grumman Corporation, where he is responsible for marketing operations and planning for one third of the Corporation. Recently he has reorganized the structure of field and product marketing teams, changed personnel selection and development activities, changed planning process to fit the new competitive environment, and assisted the refinement of business strategies in over 20 market segments. Mr. Pickett has extensive experience in both the military and civilian sectors.

### **Military Experience**

Infantry (1964-1967)----Attended Ranger, Airborne, Heavy Mortar, and Basic officers courses. Assignments included platoon leader and company command positions on the DMZ in Korea, in a training company at Fort Dix, and in 82d Airborne Division.

Intelligence (1967-1976)----Attended Basic officer and career courses. Sent to Harvard Business School. Assignments included Instructor in Interrogation at the Intelligence School (1967); Order of Battle Section Chief in 25th U.S. Infantry Division in RVN (1968) and at DIA (1969-1970); and Staff Officer to Director of Net Assessment in NSC and OSD (1972-1976). Served as chief analyst of enemy forces in second most active area of military operations in RVN during the year of the Tet Offensive. Served as DIA's principal expert on enemy forces in RVN. Selected upon graduation from Harvard to be the first staff officer to Mr. Andrew Marshall (OSD/NA). Conducted analyses of the reorganization of the intelligence community, of intelligence support to the NSC in major crises, and of the systems and operations of the Soviet military.

### **Civilian Experience**

Senate Select Committee on Intelligence (1976-1980)----Senior Staff Member and Budget Analyst for GDIP, CCP and all Tactical Intelligence programs of the DoD. Served as the first budget analyst for these programs after the committee was established in 1976. Conducted analyses and made recommendations to Senators for funding changes in areas such as intelligence analyst positions in DoD, the mix of airborne reconnaissance programs, and automating analytical functions.

Booz Allen and Hamilton (1980-1983)----Principal. Led analysis projects for DoD in airborne collection system architecture, long range intelligence planning, cost estimating and competitive strategy. For large corporations, led analyses of the defense sector and of defense companies for potential mergers and acquisitions.

Mitre Corporation (1984-1986)----System Engineer. Conducted systems and architecture analyses to develop an architecture that would integrate communications and intelligence systems in DoD.

Northrop Grumman Corporation (1986-1996)----Senior Analyst (1986-89) and Center Manager (1989-1996) of the Analysis Center. Conducted analyses of long range U.S. and Soviet military capabilities, led forecasts of future business opportunities in the Corporate long range planning process, and conducted analyses of other firms for potential merger or acquisition.

### **Education**

Yale University, B.A. Political Science, 1964. Special interests: Developing nations

Harvard University, M.B.A, 1972. Special interests: Strategy and Organizational Design

## **Other Interests**

Defense and Government Budgeting Practices (1980-present)----Conducted independent analyses of DoD budget and budgeting practices. Wrote reference monograph on DoD budget practices used in DIA and in Northrop Grumman. Served as adjunct instructor at DIA and taught defense budgeting (1986-1989).

Innovation in Military and Commercial Organizations (1989-present)----Conducted independent research on the actions that managers have taken in instituting major innovations in warfighting (e.g., carrier aviation, strategic bombing) and in new commercial products (e.g., personal computers, microprocessors). Led studies on pro-bono basis for OSD on the management tactics of innovation.

Business Strategy Applications to DoD (1986-present)----Conducted independent research in concepts of business strategy and their application to defense and government management. Led OSD studies on pro-bono basis in subjects such as competitive strategies and core competencies.