



Cultural Competence

The Missing Link For Veterans – By: Alan Hill

Veterans that are re-entering civilian life, particularly the workplace, meet with challenges and obstacles that blindside them because they don't prepare themselves for a new identity, new beliefs and different values. In many ways they may find themselves alienated, alone or misunderstood because these challenges are about culture, not skills or experience. This document identifies these challenges and outlines possible actions to overcome them successfully.

Culture Competence – The Missing Link

Summary: The challenge Veterans have today in job search is finding relevance and meaning in their work. This arises from several culture barriers Veterans experience in their transition. Many Veterans believe that promotions and jobs are earned, which means jobs obtained through relationships are “cheating”. In essence, this is a different civilian life and our recently separated Veterans are “foreigners” in this civilian life until they successfully re-integrate. Without cultural coaching this reintegration process can take up to 5 years or more.

The missing link

There is an un-addressed challenge in helping Veterans in their job search – culture. While virtually all Veterans I work with need resume assistance, interview prep assistance and all the other standard help that is provided by the WorkForce Centers, there is an expectation that if our Veteran clients don’t “get with the program” and don’t attend to appointments on time or don’t complete tasks as expected then they’re either classified as having barriers to employment or classified as not serious.

We need to directly address this reluctance on the part of our Veterans for the sake of their success. To do that we need to briefly explore why they don’t engage and then we can highlight options for addressing it.

What is culture?

As you enter the military you are quickly trained in many things, including military norms and culture. Infractions are dealt with quickly (and often, loudly) so that the lessons stick throughout your military career. Once you complete Basic Training or Officer School, you’re clear about one thing in particular, the expectations others have of you. This is culture. The values, beliefs and behaviors we all agree are “normal” and comprise the expectations we have of each other. They may or may not be written down but we all agree they exist, and we insist everyone else act as if they exist or we create frustration and tension in our relationships.

We can call these the “rules of the game” – much like you would find the rules of the game for any sports event – and of course, the rules are different for each game. You would not expect someone to start playing tackle football in a golfing match, neither would you expect someone to ‘spike the ball’ into the cup on a putting green. If you can imagine how disorienting this would be, you get a sense of the culture differences a military person has upon re-entering into civilian workplaces.

It’s important to identify that culture resides within us as well as between us. To paraphrase a saying, “you can take the boy out of the military, but you can’t take the military out of the boy” is a pointed reference to the expectations that each of us carry with us in our interactions with others. When we share those expectations with others we are said to have a “shared culture”, but when our cultural

expectations are not met it can lead to frustration for everyone. This frustration is what Veterans are experiencing when they return to civilian life and they begin to realize this world doesn't meet their expectations.

Of course, there are "rules of the game" for civilian workplaces and they can sometimes be quite different than military rules. Let's briefly explore those differences.

Examples of culture differences

Bragging – "We vs. I" Veterans are told they need to "brag more" about their accomplishments. Yet the truth is, telling them this doesn't actually make them start bragging more. Simply telling someone they need to "start bragging more" doesn't actually make them change their mind or their behavior. Let's explore why Veterans wouldn't "brag" about themselves.

Imagine I asked you to go to your CEO right now, interrupt his or her day and let them know in no uncertain terms just how special you are to the company, and how lucky they are to have you. I'm sure they won't care that you interrupt a board meeting, in fact, all the better, because then you'll have an audience. You should also let them know exactly how hard you've been working and, in fact, while you're at it, why don't you go ahead and let them know that you deserve a raise. Go ahead, I'll wait right here, let me know how it went when you come back.

No? So, why not? Too much personal risk involved? It's very similar for Veterans. If a Veteran starts "bragging" in a unit, then it will probably not be very long before his or her counterparts reinforce a different message - through exclusion or worse - that lets them know they are not any more special than anyone else. This is because of an important culture expectation that says cohesion is more important than individuality. There are no 'Michael Jordan's' on the battlefield. Individuality is repressed from the first day. Afterward, we all agree and act as if the team is more important than the individual. It's too risky to be an individual, you'll get no help from others if you think or act as if you can go it alone.

However, bragging gets you noticed in the civilian workplace. After all, your manager is not responsible for your career or your promotion, you are. If you don't communicate your successes, no one will. In the military, your career progress is dependent upon your work success, but the difference is, it's being noticed. And not just your results, but your attitude about your work weighs heavily into the promotion. You can be the hardest working, most "squared away" troop in the unit, but if your attitude

Cohesion is more important than individuality. There are no 'Michael Jordan's' on the battlefield.

is negative, (or neutral) then you are putting your career at risk. See, there's a difference in the military – *they ARE responsible for you, at a very deep, personal level.*

In a civilian job, if you screw up, it's on you. Your boss generally will not take heat for your performance failure. You are responsible for your training, your work, and your results.

In the military, when you are a junior team member, your boss is responsible for your work, your results, your attitude, your pay, your training, your problems, your free time and behavior off-base & off-duty. Imagine being held responsible for your employee's activities in their free time. Suppose they wind up in jail, and you were held accountable for getting them out and for their failure. Imagine your boss asking you what you did to fail that person, and what you were going to do to correct your leadership failure so it doesn't happen again next time. How would your leadership be different if you knew you were going to be held accountable for your employee's relationships and behavior when not at work?

So, as you progress, many things in your life are taken care of for you (food, medical, dental, pay problems, etc.) so that you can focus on your job and your attitude. After all, you're going to meet professional and personal challenges and hardships that are unlike any other opportunity in the world of work. You need an intense level of focus, so in the military all of these "trivial" concerns are taken care of for you.

However, the unspoken bargain is "if we're willing to do all this for you, what are you willing to do to show us that you appreciate it and are one of us?" The primary unspoken requirement for young members, besides high competence, is to have the proper, positive, mental attitude. You aren't given the option to say you can't, and you're certainly not allowed to say you won't. People who do are not long for the military. After all, if you didn't want a challenge, why did you join?

How do they re-acclimate to a culture that doesn't expect as much out of them as they expect from themselves?

In the civilian workplace, bragging creates opportunities to get noticed. In the military, your solid work performance and extreme positive attitude will get you noticed.

Intensity level – How do you deal with a challenge in the workplace? If you're a civilian, you generally do it with great diplomacy. If you're in the military, you escalate the intensity. If you're in a civilian workplace, you use active listening skills and restate your position, in all your efforts you seek to minimize conflict. If you're in a military workplace, you use clear and direct communication. Sometimes, **very** direct communication (Read: shouting). Consider the value of this, in a conflict (combat) situation; you may not have a second chance at communication. The value of being direct and clear far outweighs the risk of offending someone.

In a civilian culture, you escalate diplomacy, if you're in a military culture, you escalate intensity.

Once a veteran is released from active duty, they've met and exceeded the challenges they were confronted with. They have accomplished something significant and they're a better person inside, but now what? Who are they really? They look around, and they don't see the type of challenges they're used to overcoming. This can be a severe letdown for many returning service members. Your cultural expectations are to seek out and overcome challenges, yet when you look around; there are none. *How do they re-acclimate to a culture that doesn't expect as much out of them as they expect from themselves?*

If you're in a civilian workplace you get ahead based on your relationships and how well you get along with others.

In the civilian workplace, if we're honest with ourselves, "constructive complaining" is how we test an assignment for validity. It's commonly accepted wisdom that your boss will continually ask you to do "do more with less" – this slogan is broadcast from every interaction with leadership and management. Everyone knows this really means you'll be doing more and be given less. Less time, less pay, less forgiveness for mistakes, less free time, etc.

however, you'll be expected (if you agree) to increase your productivity. Therefore the best defense you have against unlimited requests for "more with less" is to push back and challenge the merit of each request. Those who do not are seen as doormats that never get ahead, and certainly never get recognized or rewarded for their effort – because you get a job or a promotion, based on who you know, not how hard you worked. Let's contrast that with "how everyone knows it works" in the military culture.

Veterans, often, are hit with a 'double-whammy' on this point, because they are accustomed to always delivering more with less, and going above and beyond. No one ever has to *actually* say it, because the level of disappointment by your senior managers will quickly let you know you fell short if you *don't* do more than you're asked.

Ok, so what? Well, now suddenly, 'someone' is actually asking for you to do more with less, how disappointed they must be to actually have to say "DO MORE WITH LESS!!!" (capitals added for emphasis). This must really be serious! We'd better really over deliver on this one, because they're not playing around. Then, they start 'motivating' their team to over-over deliver, creating potential conflict and team strife because veterans may start to 'lead from the rear' and push their team to excellence, for fear of being labeled an 'underperformer' with the rest of the team that clearly doesn't 'get it'. When in reality the Veteran didn't check their context, culture and surroundings to see if this bothers anyone else as much as it does the Veteran (which it doesn't).

In the civilian workplace you resolve conflict diplomatically, so feelings don't get hurt. In the military, you resolve conflict directly and clearly so that people don't get hurt.

Why Merit and Relationship Matter – How do you get ahead in the workplace? If you're in the military, you earn it, based on your hard work and dedication. If you're in a civilian workplace you get ahead based on your relationships and how well you get along with others. Everyone knows people who've been promoted on the basis of their relationship, not their competence. However, in a civilian workplace you can lose your job quickly if you don't perform. You can do everything right and *still* lose your job through no fault of your own. In the military you cannot lose your job (or rank) unless you severely screw up. Even then, you're not going to stop eating or stop working.

However, teamwork is paramount. The other thing the military experience brings you is a global institution, with "world class" bureaucracy. There are rules for everything, how you dress, how you eat,

how you are disciplined, how you pack your bags, shine your shoes, and much, much more. As you can imagine, the amount of rules that govern your every action would make you wonder how anything productive gets done. Well, that's where relationships come in. From the simple "horse trading" that goes on to get extra coffee for candy from a meal ration from your friends all the way up to the challenges of accomplishing critical missions and getting the urgent support you need quickly, your success comes down to the strength of the relationships you nurture and maintain.

Everything you want to do, every task you're assigned, every mission you accept, will be successful (or not) because of your relationships with your fellow service members. They have what you need, and they can easily fall back on the rules as an excuse to not help you. However, those actions will be remembered, because everyone is watching what you say, what you do, and how well you get along with others. Those who understand this at a cultural level (and act accordingly) generally move ahead in their careers, because of who they've helped.

One of my vets told me a story that illustrates how far the reach of relationships extends for the benefit of each other. He was a young recruit in the Navy and he was "motivated to improve his attitude" by his Chief. His Chief explained that he "went to bat for him" with the senior leadership, agreeing to take

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personal responsibility for him, and that he'd better not continue in his attitude or he would metaphorically (we hope) "break that bat on his legs". This was well understood and acceptable in that environment, but what was surprising was when he was transferred to a new unit back in California, his new Chief said he'd been talking to his former Chief and was aware of his former attitude and that he'd "self-corrected".

The new Chief asked him one question: "We're not going to have a problem, are we?" The answer was short and sure: "No Chief." That was it. The matter was done and over as far as his new boss was concerned.

This story illustrates many points, but the point is that your relationships matter, because your reputation precedes you, even halfway around the world.

So in the civilian workplace you get a job through relationships and you lose a job through incompetence (merit). In the Military you get a job (rank) based on merit, and get results through relationships.

Work Identity – If you're a civilian the question "what do you want to do" makes perfect sense. You probably went to college or tech school with a plan in mind to be "something" and that something is based on a "role based identity". You are in effect, serving yourself best by doing something that fulfills your need for money, power, prestige, or some altruist goal. Those who are familiar with Maslow's Hierarchy of Needs model will recognize this as the search for self-actualization, after all your other needs are met. Eventually you become your job.

It's almost cliché to ask someone you just met "who are you and what do you do?" because our culture limits our relationships to our work identity.

Gradually as we accept this, we become our job title, and when we lose our job, especially through no fault of our own, we often experience the grief process and need to grieve the loss of our identity. Just ask an unemployed person "who they are and what do they do" and you can sense the hesitation and uncertainty of their lack of identity.

Interestingly, in the military, you are frequently called upon to do tasks and activities that have nothing remotely to do with your "Advanced Training" (think of Advanced Training like a high intensity Technical School). This is so prevalent in the military that the Army even promoted it in their recruiting brochures, stating if you temporarily do a job that is not your primary Military Occupational Specialty (MOS) to, "look at the bright side, you get two skills and you get to keep them both." The unspoken message of course is that you will most certainly be doing jobs for which you have not been properly trained, and you will be responsible for your own "On the Job Training" (OJT).

In the military, your identity is not limited to your job role. Military professionals take very little personal pride in their particular role – instead, they stake their personal identity in their rank – a rank they earned fair and square (see "Merit vs. Relationship" above).

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It should be mentioned that there is a special group for whom identity is formed not by their rank but by their affiliation, especially affiliation with "elite" status. Examples include Rangers, Special Forces, Airborne and some Intelligence groups who operate without proclaiming their accomplishments so much as knowing that they've trained to operate at the highest standards. They don't get assigned great missions, they get the toughest assignments, for which they are more than eager to perform.

And their organization status is recognized and respected by their peers, their leaders and the public at large. It's recognized in the special uniforms they wear and by the special bearing, their presence, which shows up in the way they walk, the way they talk, how they think, and how they act. Their special character is recognized and awarded by their 'elite' status and by their affiliation with a team, a community and a heritage that is in many ways bigger than them and rests squarely upon their shoulders. A responsibility to 'Be Excellent' that they accept with pride.

When they get out, they are no longer 'affiliated' with an elite organization. Their 'job search' may not be related to a job, or title, or money, or even a rank, but a quest for an elite organization, the 'best of the best' where everyone holds others to standards of excellence and the organization's elite status is publicly recognized through awards and cultural prestige. Harvard might be an example of an elite organization, so too is the Mayo Clinic. Institutions who's hallmark of excellence and proud heritage weigh heavily upon the performance of every team member.

Regardless of how they created it, when they leave the military, they have surrendered their identity, their rank and prestige, and have to address this by successfully reclaiming “who they are”. If they’re no longer “Sergeant”, “Captain”, “Ma’am”, “Sir”, or “**AIRBORNE!!!**” then ... who are they? This re-identification process tends to puts them back at “square one” – fresh out of High School, facing the same questions everyone did, “what do you want to be when you grow up”? Only for veterans the question is “what do you want to be when you grow up... again?” This might make them question what the point of investing in their military career was worth, if the prestige, seniority, identity and respect do not transfer to civilian life, and now they face the prospect of re-starting from “square one”.

In the civilian life, your job may be transitory, but your profession is permanent. In the military, your profession is transitory, your rank and prestige is permanent – until you get out.

You’re much better off investing your identity, prestige and self-worth in your rank, not your profession. In the civilian world, you’re much better off investing your identity in your profession, not your position or job title. Therefore, asking a military Veteran “what do they want to be” is a very confusing question for them, one they are unable to answer. Better to ask them “Who do they want to serve” because of their commitment to service. Then next section explains why.

Opportunity to serve – This is a tougher one to contrast because there are many fine people who serve in all capacities all companies, not just public service or non-profit sectors. These people, many of whom have not been in military service, have a similar motivation to help others succeed. This is not about them, instead, it’s about the cultural expectations on people who serve, regardless if they choose military service or not. Instead, this is particularly about the hiring process used in our culture to find the “key motivators” for someone in order to bring them on board. Are they motivated by money, by an opportunity to do “cool things” (as many IT professionals seek) or are they motivated by a great work culture where they relate well to their boss and team, where they can bring their pets to work and have company barbeques? Or perhaps they are motivated by a chance to be a recognized for their accomplishments such as in sales? All these are key motivators for many people in the work world and they are valid motivators that recruiters will ask everyone about.

Unfortunately, the real motivation for many military people is not “what do I get?” but “What is the challenge, and who will I serve”? It’s unfortunate because NO ONE IS ASKING THIS QUESTION. The military culture motivates on the basis of service and overcoming challenges. Just watch their recruiting commercials. No where do they offer an opportunity to like your boss, bring your pets to work or have a company barbeque. What they offer is the toughest job you’ll ever love, similar to the Peace Corps. If you want to be special, and do great things, all before age 25, you have the option of the Peace Corps or the Military. Both of these are designed to give you the opportunity to go to exotic places, do challenging work, and achieve great things.

The military culture motivates on the basis of service and overcoming challenges.

Recruiters don’t offer challenges, they only offer rewards

This is not an offer that any corporate recruiter is willing to make. Recruiters don't offer challenges, they only offer rewards, and all their job postings are written with that in mind. Not one job posting offers a challenge or explains who will benefit as a result of their efforts. Then they plaintively ask "Why don't Veterans apply for my jobs?" It's doesn't matter the answer, because they are unwilling or unable to understand the difference in motivation.

In civilian careers, you're motivated on the basis of the rewards for your success. In the military, you're motivated on the basis of your service in the face of challenges.

Being a Taker – I have noticed a reluctance to sign up for Unemployment or other services offered by the workforce center. When I explore this honestly with a Veteran, they tell me they don't want to see themselves as a "taker". As someone who sponges off the hard work of others. It isn't so much that they don't want to be seen this way as they don't want to see *themselves* this way. Accepting 'unearned' help

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like unemployment is seen as "mooching" or "skating by" and not pulling their fair weight. In the military, not pulling your weight is a cardinal sin, one that is dealt with harshly and quickly from all levels, your peers, your subordinates, and your superiors, immediately, severely and simultaneously (or "hard, fast and continually") until you get the message that no matter how tired you are, so are we all, and we're not complaining so what gives you the right to slack off and make more work for us? Throughout your career the culture will insist that you deliver as much if not more than the person next to you. This causes uplift in team commitment and results. They know others are watching them and their performance expectations are high.

Now, when they get out, this has been internalized to the point where they are "watching themselves" and they do not want their internal performance to slip because certainly bad things will happen if I don't keep watch on my performance. In this way, accepting help or Unemployment, may mean they are not meeting their high performance standards, and if that little bit is acceptable, then where does it lead? Just how far would I be willing to slip? Since I was never allowed to answer that question, I have no idea, but I'm certain I don't want to find out. It would be better for me to keep my standards high and not have to suffer the consequences of slacking off.

While I don't want to suggest that all Veterans see Unemployment Assistance this way, or other assistance like SNAP, etc. I can say that when I find a Veteran that is unwilling to take assistance; this is generally at the core of it. Not pride so much as a concern for being seen as a taker, a leech, or worse, and not being seen as a contributor. This question is wrapped up in how I could face my peers if they found out. Peer pressure is alive and well after all.

This further translates into a hidden frustration that Veterans may feel in the civilian workplace. If they perceive their coworkers spending more time complaining than producing (or not 'over-producing') then

this can build into a frustration and possibly resentment of their co-workers and possibly even their managers for allowing the situation to continue. What they may not understand is their co-workers level of performance is considered 'normal'. This is not to say that military people don't complain about their work, they do, just as often as their civilian counterparts. Veterans haven't been in a workplace where you get to say 'no' to maintaining a positive attitude. In this case perception (of other's behavior and attitude) is reality for the Veteran and makes them feel that they're the only responsible employee. While everyone feels that way at work, if/when the Veteran takes responsibility to 'improve others' attitudes', this creates the potential for workplace conflicts, which can single the Veteran out for not being a team player.

Responsibility in the American workplace means 'looking out for number one'. Your boss certainly won't look out for you, your company certainly won't. It's called a social contract – and many experienced workers feel the social contract has been broken by employers today. Even in mundane daily matters, like if you're on the side of the road, with car trouble, it's rare that you'll find anyone to stop and help you. In many ways, the message in American culture is 'you're on your own.' But then again, this is the land of independence and individuality. After all, it's called the 'Declaration of INDEPENDENCE' for a reason.

Veterans haven't been in a workplace where you get to say 'no' to maintaining a positive attitude.

In the military you watch your personal standards so you don't lose honor (social standing), in civilian life, you watch out for 'number one', so you don't lose your lifestyle (social standing).

Checklist Driven – If you've ever changed Doctors, perhaps because of switching health care plans or getting a job in a new state, you know about paperwork - all of the forms you have to fill out, most of them redundant, make you wonder why they can't automate the conversion. Well, they need that information in order to basically keep track of you, to make sure they're giving you the right treatments. If they didn't record it, it didn't happen, unless you tell them, so they *can* record it.

Now, imagine having to do that every year or year & ½. While it might be annoying, it certainly would be "normal". Because of the job, military people move frequently, so imagine having to pick up and change everything annually. Pretty soon you'd get very good at it; you'd develop routines for dealing with and minimizing the disruption. In fact, the military is quite good at it as well, they've developed a checklist driven culture to help service members not get lost in the shuffle.

How this works is each service member is given an in-processing checklist when they arrive. This checklist details every department the service member must meet with in order to get their paperwork recorded properly (among other things). Each line item has a space for a date and a signature (or initials) of the department representative. This checklist gets turned in upon completion at the last stop, the personnel office.

There are two important things about this. One, this is considered normal – service members are generally allowed a week to in-process, similar to many new employee orientations at larger companies.

But two, the individual is responsible for this process, not the Personnel Department (Human Resources). This activity and responsibility is upon the individual to complete it. There are no special group meetings or orientations; it's the new member driving the process, using the checklist as a guide and progress check, to ensure they're covering all the bases.

When they leave a unit, a similar checklist is given to them called an "out-processing checklist". This functions in the same manner, but this time all the records are handed back to the service member so

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they can hand carry them to their next unit where they begin the cycle all over again.

This works quite well – in part because the checklist is detailed and complete enough to serve as a guide and also because the culture expectations are that the service member is responsible and capable of completing the tasks on the checklist. While no one can say everything goes

smoothly, it certainly goes quite a bit better than you'd expect, especially when you consider the millions of people that the military relocates annually.

When the service member gets out of the military, they soon discover there's no "checklist" for life, which can lead to information overload. They get told they should do a bunch of stuff, file for benefits, change of address, setup VA appointments, etc. and decide if they want to go to school or seek employment, and perhaps they are told they "should" apply for Unemployment. However, none of this information overload comes at them in a form they can deal with, there's no "checklist for life". Imagine how you'd feel if you got hired at a new company and they left you alone to figure out how to fill out the HR paperwork and you were left to understand your own benefits, obtain the forms and apply for health care and retirement. This is what it's like to get out of the military.

My counterparts sometimes wonder why recently separated Veterans don't keep appointments and don't communicate, I ask them to help them make a checklist and they're surprised how much improved the response becomes.

In the military, your checklist helps you move successfully between assignments, but the individual is responsible for driving the result. In the civilian world, the company HR department drives the result.

Multiple beliefs and values

All of this culture differences is not to say to the Veteran their culture is wrong, but merely, civilian life has a dramatically different culture than you're expecting – neither culture is "wrong or right" but different, and needs to be understood and respected in order to be successful. Being able to hold multiple beliefs, values and behaviors as "right" simultaneously, depending on the situation and who you're interacting with. This is what is known as **cultural competence**. And all of us can have it; this is not to say only Veterans need to be culturally competent. In fact, many corporate workplaces today

have culturally driven talent management strategies in place to help their employees see the value in different perspectives such as clients and a global team of fellow employees.

What can we do about it

All of this culture differences is not to say to the Veteran their culture is wrong, but merely, the country has a dramatically different culture than they are expecting – neither culture is ‘wrong or right’ but different, and needs to be understood and respected in order to be successful. Being able to hold multiple beliefs, values and behaviors as ‘right’ simultaneously, depending on the situation and who you’re interacting with. This is what we call **cultural competence**.

What are some of the things we can do as a community to directly address and respond to this unique career challenge Veterans face?

Interviews During interviews, give Veterans an opportunity to shine and ask them to define their job search from ‘what do you want to do (role, job title) to ‘who do you want to serve? (mission orientation)’. This allows the Veteran to identify an acceptable fit and several possible roles to pursue in fulfilling their personal missions. Changing the question allows them to translate their workplace value into a language that is understandable to potential employers by identifying your greatest needs and an acceptable role to fit into.

*Being able to hold multiple beliefs, values and behaviors as ‘right’ simultaneously, ... is what we call **cultural competence**.*

Sponsor a study group on the Rules of Corporate Culture Perhaps you’d like to create a study group of corporate culture based on a book “Seeing Yourself As Others Do” by Carol Keers and Thomas Mungavan. This book outlines the unwritten expectations others have on you when you are transforming from a junior executive to a senior executive. In essence this is the definitive book on the unwritten rules of corporate culture for leaders. If you intend to progress in Corporate America, this book is full of cultural signposts for how to showcase your leadership. Written in clear, simple, actionable steps, this book provides a guide to expectations for business leaders at every stage of development.

It’s everything leaders need to know, and share, with other leaders to ensure their success in the workplace.

The most important part of these groups would be not the material, but the opportunity to create relationships by participating in engaging conversations with fellow leaders about their personal experience, a ‘living biography’ model of learning. Such a group gives recently separated leaders an opportunity to reach out to corporate leaders by inviting them to an engaging series of conversations designed to help each leader progress in their learning and understanding, regardless of their level of experience. For some an opportunity to change cultures, for others an opportunity to give back to the next generation of leaders.

Volunteer Perhaps you'd be excited to serve as a mentor one on one, or serve as a referral partner to a Veteran networking group. Perhaps you're able to commit time to get to know your local Veterans one-on-one and are willing to provide meaningful, character based introductions and endorsements to employers.

Regardless, if you'd like to do more to help out and give back to your local Veteran community; please reach out to us at the number below. We are all honored to serve.

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